

## PROJECT NARRATIVE

### PARCEL B

#### INTRODUCTION AND HISTORY

The site, here known as “Parcel B” consists of a portion of the Village of Litchfield Greens Planned Development, (“Litchfield Greens”) a master plan covering approximately 347 acres approved on December 5, 1991. The property is located north and west of the northwest corner of Wigwam Boulevard and Litchfield Road and consists of land surrounding the Wigwam Heritage (Red) Golf Course. Litchfield Greens consisted of single-family and multi-family, with future commercial land uses along Litchfield Road.

Litchfield Greens was updated as The Village at Litchfield Park (the “Village”) May 2, 2001, adding approximately 46 acres, created the potential for time share development, and provided commercial and mixed-use development standards and uses for the Litchfield Road frontage.

The lion’s share of the acreage in the Planned Development was built, leaving two parcels with commercial land use designations along Litchfield from Wigwam Boulevard north to the Litchfield Road underpass (parcels 17 and 19 on the attached master plan) and Parcel B in this application.

#### ***2. If map amendment, indicate the existing and the proposed Land Use designation(s).***

The General Plan land use map reflects the use enumerated on the Village development plan, Commercial. It should be noted that the PD zoning approved and existing on Parcel B is based on C-1 zoning and specifically allows residential units above ground floor commercial uses. Thus, both retail and residential uses are currently allowed. The proposed land use is a mix of Commercial and High Density Residential whose boundaries will be determined through a rezoning application that will follow in the near future.

#### ***3. In what way does the existing plan inadequately provide suitable alternatives for this request?***

This application proposes the same land uses but divided horizontally rather than vertically. The proper general plan land use designations are in discussion at the time of this writing, but the intent is to create a walkable environment that will include some buildings that are exclusively commercial and other buildings that are exclusively residential. A minimum of 50,000 square feet of commercial is proposed with approximately 150 dwelling units, although the size and shape of the respective uses has not yet been determined. Further, the exact number of dwelling units is intended to be fluid, with the potential to redistribute some units north to Parcel A or to transfer some units from Parcel A to Parcel B.

22 years after the 1991 zoning case the commercial parcels remain undeveloped. Nor is this a case of waiting for development to spread from a city core to outlying vacant land. As noted above most of the

Village has developed; it is primarily the commercial and resort components of the Village plan still vacant today. These are infill parcels surrounded by existing buildings and in the vicinity of a signature resort that has been operating for decades. Utilities have been in place that serve the site and paved roads provide access.

The succeeding owners of the parcels have tried repeatedly to find users and build commercial and resort-related ventures. None have succeeded. As will be demonstrated later in this Narrative, the retail market is mature and the need is for more rooftops rather than more retail space. Considering the limited land area in which to provide additional population to support retail uses, and considering the amount of commercial competition in surrounding municipalities, the best opportunity for Litchfield Park and ultimately the development of the downtown core, lies in increasing density within its borders. There are few locations where greater density can be accommodated without disrupting existing neighborhoods, and this is one such location. A change from commercial to multi-family residential is a decrease in intensity, a decrease in traffic, and will provide additional households to shop in Litchfield Park. Importantly, this site is in within walking distance to the potential commercial at the northeast corner of Litchfield Road and Wigwam Boulevard and can give impetus to the establishment of retail development there and throughout the downtown core. It should also be noted that the existing zoning approval provides for residential on Parcel B; the main difference between this proposal and the existing approval is that we propose a horizontal mix of uses while the existing approval mixes uses vertically.

Further, it must be noted that the type of mixed-use contemplated in the existing approval has not been successful in the Phoenix metropolitan area. However, the horizontal mix we have in mind is being utilized. By way of explanation, mixed use is often thought of, and in urban locations in the east and Midwest, was typically constructed with retail on the first floor and residential on the floor or floors above. That is, commercial and residential uses in the same building separated vertically. There is little or no development of that type in the Phoenix metropolitan area. However, in recent years we have seen examples of horizontal mixed use, with residential buildings adjacent to commercial buildings in a single planned development, and designed to encourage interaction between the residential and commercial. This type of development exists in two of the metropolitan area's most successful retail developments, Kierland Commons in Phoenix and Scottsdale Quarter in Scottsdale. Further, there is substantial multi-family residential activity in Scottsdale adjacent to Scottsdale Fashion Square and downtown Phoenix. The juxtaposition of dwellings and retail provides a lifestyle that is becoming increasingly popular and which is entirely compatible with the character of Litchfield Park.

***4. How will this amendment affect property values and neighborhood stability? Provide supporting data and/or case studies.***

The three of the proposed Wigwam Projects will involve high density residential development comprised of rental apartments and condominiums. A portion of Parcel B will be retained for retail development. Parcel D proposes single family development on the Wigwam Golf Course, a use which is similar to surrounding residential development.

The component of the Wigwam Projects that likely evokes the most concern of nearby residents is the impact of high density development. While often considered by the general public to promote instability in neighborhoods and declining property values, a variety of academic and professional association research indicates the opposite. Following are summaries of three research reports, two of which evaluated the impact of mixed-income rental housing. This type of housing is quite different from the high-rent apartment complexes and condo developments proposed for the Wigwam Projects.

**Effects of Mixed-Income Multi-Family Rental Housing Developments on Single-Family Housing Values, prepared by the Housing Affordability Initiative at the MIT Center for Real Estate, 2005.**

MIT implemented a rigorous research methodology to examine the impact over time of introducing a large-scale, mixed-income, multi-family rental development into a neighborhood of single-family houses in Massachusetts. Using hedonic modeling to create comparative house price indexes for each impact area and an appropriate control area (the remainder of the host community) determined how home values changed over a twenty-year period (1983-2003) within the impact and control areas. The results in all seven case study towns concluded that the introduction of large-scale, high-density mixed-income rental developments in single-family neighborhoods *did not* affect the value of surrounding homes. MIT concluded that the fear of potential asset-value loss among suburban homeowners was misplaced.

MIT studied the relationship over time, within seven separate communities, between single-family house prices directly impacted by such developments and those that were not. The empirical analysis for each of the seven cases indicated that the sales price indexes for the impact areas moved essentially identically with the price indexes of the control areas before, during, and after the introduction of the mixed-income, multi-family rental development. MIT found that large, dense, multi-family rental developments did not negatively impact the sales price of nearby single-family homes. They believe the findings of the study are transferable to similar developments in towns such as the ones studied.

MIT also concluded that Massachusetts-style mixed-income, multi-family developments need not be feared in terms of property value losses. The developments considered in this study were high quality housing and, when built, represented the top of the local market. Nearly three-quarters of the housing units in the case studies were market rate. These projects were not just affordable housing developments; they were market-rate multi-family rental communities incorporating an affordable component.

**Examining the Impact of Mixed Use/Mixed Income Housing Developments in the Richmond Region, prepared for the Partnership for Housing Affordability by the George Mason University Center for Regional Analysis, 2010.**

The Partnership for Housing Affordability contracted with the George Mason University Center for Regional Analysis (CRA) to analyze the impacts of 11 mixed-income/mixed-use housing developments in the Richmond, Virginia area. The term mixed-income/mixed-use housing refers to housing developments that are more densely developed and contain smaller, lower-priced units than the surrounding neighborhoods. Because these complexes sometimes represent a change in the

development patterns in established single-family neighborhoods, the study was focused on understanding their impacts on nearby neighborhoods.

For this report, CRA analyzed the impacts on home prices, property assessments, and crime levels around 11 mixed income/mixed use sites in four Richmond area jurisdictions. The key findings of the analysis were:

- **Overall, the analysis of mixed-income/mixed-use housing shows that the developments had positive impacts on the surrounding neighborhoods, with relatively strong home price appreciation and lower crime levels.** For more than half of the impact areas, home prices increased more in the areas near the study sites than they did in other parts of the county/city, indicating a positive benefit associated with the mixed-income/mixed-use development. While property assessment increases were sometimes lower, those trends are at least partially due to the mix of housing in the impact areas. Crime levels were generally lower in the neighborhoods near the mixed income/mixed use housing developments compared to the rest of the county/city.
- **The home prices and assessments of nearby single-family homes were not adversely impacted by the presence of mixed income/mixed use developments.** In fact, in many cases, the developments had a positive impact on those single-family neighborhoods. The impacts varied across the jurisdictions included in the study:
- **Crime levels in neighborhoods near mixed-income/mixed-use housing developments tended to be lower compared to the rest of the county/city.** In Chesterfield County, where average annual crime levels increased modestly between 2002 and 2009, crime levels generally decreased in the larger impact areas around the study sites. In Henrico County, crime levels dropped across the county but the declines were even more pronounced in the areas around the mixed-income/mixed-use developments. In the City of Richmond, where crime levels also fell, the drops were more substantial in neighborhoods around the study sites.

**High Density Development Myth and Fact, prepared the Urban Land Institute in cooperation with the National Multi Housing Council, the Sierra Club, and the American Institute of Architects, 2005.**

ULI examined several myths regarding multi-family housing developments. The findings of the study are outlined below.

**MYTH:** Higher-density development overburdens public schools and other public services and requires more infrastructure support systems.

**FACT:** The nature of who lives in higher-density housing - fewer families with children - puts less demand on schools and other public services than low-density housing. Moreover, the compact nature of higher-density development requires less extensive infrastructure to support it.

**MYTH:** Higher-density developments lower property values in surrounding areas.

**FACT:** No discernible difference exists in the appreciation rate of properties located near higher-density development and those that are not. Some research even shows that higher-density development can increase property values.

**MYTH:** Higher-density development creates more regional traffic congestion and parking problems than low-density development.

**FACT:** Higher-density development generates less traffic than low-density development per unit; it makes walking and public transit more feasible and creates opportunities for shared parking.

**MYTH:** Higher-density development leads to higher crime rates.

**FACT:** The crime rates at higher-density developments are not significantly different from those at lower-density developments.

The above references are only three of a number of studies that have evaluated the impact of high density development on property values, crime and congestion. Based on the results of the studies, the high quality apartment and condominium developments outlined in the Wigwam Projects General Plan Amendments should not have a material impact on nearby residential areas.

As an additional note, some of Greater Phoenix's cities have above average levels of high density development, with no material impact noted on their property values or reputations as desirable places to reside. For instance, according to U.S. Census data, Maricopa County's housing stock was composed of 32.2% townhome and apartment housing in 2010. By comparison, Scottsdale's percentage of high-density housing was 42.9% in 2010, one-third higher than the County average. Tempe has an even higher level of high-density housing, accounting for 52.2% of all housing in the City. Both communities are considered desirable cities in which to reside and are in the process of developing high-density, mixed-use urban centers as they reach build-out of their available land areas.

With Litchfield Park approaching build-out of its available land, additional higher density development may be appropriate in order to support retailers in the community and to stimulate new retail development and retail sales tax receipts for the City. In summary, the introduction of additional high-density development, particularly high-valued multi-family complexes as proposed in the Wigwam Projects amendment request, will not affect property values or neighborhood stability.

Copies of the studies cited in this question are available upon request.

Development of the property will add stability to the neighborhood. Development increases stability by replacing an unknown in the form of vacant land with a known development. Residential use in place of some of the commercial currently planned will reduce future traffic volume on the adjacent streets and while creating a core of greater density to support existing and new retail. Commercial use is designated by the existing General Plan but retail and residential are both allowed by current zoning. This proposal in essence alters the ratio between commercial and residential uses, and separates the

uses horizontally. The result is not different uses so much as different proportions of the same uses arranged differently.

**5. How will this amendment contribute to compatible neighborhood development patterns? Discuss in detail adjacent land uses, existing residential densities (if abutting existing/proposed residential development), and how the proposal will be compatible. Provide supporting data.**

Parcel B has street frontage on 3 sides-north is Village Parkway, south is Wigwam Boulevard, and east is Litchfield Road. To the west is Renaissance Villas on the Park Condominiums, a project with 250 units on approximately 16 acres zoned MFL (Low Density Multifamily). South of Wigwam Boulevard are single family homes in the City of Goodyear on lots of approximately 10,000 square feet, and east of Litchfield Road is vacant land zoned NC (Neighborhood Commercial).

In contrast with a project that mixes uses vertically, the proposed horizontal mix creates the opportunity to juxtapose like uses: multi-family residential could be situated abutting the existing multi-family residential, and commercial use could be oriented to Litchfield Road adjacent to commercial use on the east side of this street. The proposal will include setback, stepback, and height restrictions to ensure the project does not dominate its surroundings and does not impose on existing residential neighbors.

Finally, the introduction of additional residential density on the periphery of the town core makes economic sense and is good planning. Residents support retail during the evening hours when many downtowns suffer from a dearth of activity.

**6. Part 1: How will the amendment contribute to an increased tax base, economic development, and employment? Provide supporting data.**

This amendment will contribute to the City's tax base, promote economic development and promote employment opportunities. However, because of the nature of the current underlying land uses and the proposed land uses, the amendment will not contribute to the community's economic development objectives in the conventional sense. Rather, the jobs being created are moderate wage jobs that will benefit the local economy in construction, retail and real estate management.

Table 6-1 outlines the expected job creation from construction and operations of the various projects. Based on the assumptions outlined for the four projects, total construction employment is expected to reach nearly 1,400 man-years, including direct, indirect and induced employment.

Direct employment consists of permanent jobs held by the project employees. Indirect employment is those jobs created by businesses that provide goods and services essential to the operation or construction of the project. These businesses range from manufacturers (who make goods) to wholesalers (who deliver goods) to janitorial firms (who clean the buildings). Finally, the spending of the wages and salaries of the direct and indirect employees on items such as food, housing, transportation and medical services creates induced employment in all sectors of the economy, throughout the county. These secondary effects are captured in the following table.

Likewise, the operations of the various projects once completed also create direct, indirect and induced employment. For residential projects, rental agents, management staff, landscaping staff and others will be needed to manage the complexes. The commercial parcel will create 70 local direct jobs with additional indirect and induced jobs. The Parcel C condo complex of 350 units will also be used by the Wigwam Resort for additional guest rooms. The Resort estimates the use of 100 rooms which will require the hiring of an additional 30 employees. Overall, a total of 124 direct jobs will be created each year once the projects are completed. Another 32 indirect and induced jobs will also be created for a total of 157 jobs (due to rounding, totals do not add).

**Table 6-1**

<b>Employment Impact Wigwam Projects</b>							
<b>Assumptions</b>	<b>Parcel A</b>	<b>Parcel B</b>	<b>Parcel B</b>	<b>Parcel C</b>	<b>Parcel D</b>	<b>Golf Course</b>	
Use	Apartment/Condo	Apartment	Commercial	Condo	Single Family		
Average SF/Unit	1,129	1,075		1,200	2,500		
Units or SF	350	150	50,000	350	125		
Cost/Unit	\$140,214	\$119,300	\$97	\$147,100	\$216,300		
Total Cost	\$49,075,000	\$17,895,000	\$4,850,000	\$51,485,000	\$27,037,500	\$6,500,000	
<b>Impact of Construction</b>							
<b>Jobs</b>	<b>Parcel A</b>	<b>Parcel B</b>	<b>Parcel B</b>	<b>Parcel C</b>	<b>Parcel D</b>	<b>Golf Course</b>	<b>Total</b>
<b>Use</b>	Apartment/Condo	Apartment	Commercial	Condo	Single Family		
Direct	183	67	25	192	101	34	602
Indirect	125	45	9	131	69	12	391
Induced	124	45	15	130	68	20	402
Total	431	157	49	453	238	66	1,395
<b>Impact of Operations</b>							
<b>Jobs</b>	<b>Parcel A</b>	<b>Parcel B</b>	<b>Parcel B</b>	<b>Parcel C</b>	<b>Parcel D</b>	<b>Golf Course</b>	<b>Total</b>
<b>Use</b>	Apartment/Condo	Apartment	Commercial	Condo	Single Family		
Direct	11	6	70	37	-	-	124
Indirect	1	1	9	1	-	-	11
Induced	2	1	17	1	-	-	21
Total	14	8	96	39	-	-	157
Note: Totals may not add due to rounding.							
Sources: IMPLAN, Elliott D. Pollack & Co.							

The projects will also benefit the City’s tax base in a number of ways. The impact of the projects will be outlined in detail under Question 10, however, below is a summary of the tax base benefits to Litchfield Park of the proposed projects.

- New residential development will contribute to the City’s revenue base in the following manner:
  - New residents bring their disposable dollars to the City, supporting the community’s retail establishments and creating retail sales tax revenue.
  - The City levies a 4.8% sales tax on the value of new construction occurring in the community.
  - The City levies a 2.8% sales tax on rents paid by tenants of apartment complexes and office and retail buildings.

- The increase in the population of the City resulting from residential projects increases the City's share of state shared revenues that come from the State sales tax, income tax, motor vehicle licenses and highway user funds.
- New retail development produces sales taxes from the sale of goods and services by tenants.
- The condo complex proposed on Parcel C will be partially used by the Wigwam Resort to accommodate larger meetings and conventions. The Resort anticipates using 100 units for this purpose, generating an estimated \$5.8 million in additional room revenues.

Overall, the Wigwam Projects will bring significant benefits to Litchfield Park and promote additional retail development in the community as the new residents spend their disposable dollars in local restaurants and retail establishments.

***6. Part 2: If the request seeks to change the land use designation from a commercial to a non-commercial land use designation, provide the estimate decrease in future annual sales tax revenues to the City of Litchfield Park. Provide supporting data.***

The proposed General Plan amendments result in the reduction of approximately 13 acres of land designated for commercial uses on the City's 2011 Land Use and Development Map. This total acreage is comprised of 3.9 acres in Parcel and 9.1 acres in Parcel B. An additional 6.0 acres in Parcel B will be retained for the development of 50,000 square feet of retail space.

The change in land use on 13 acres from commercial to residential for Parcels A and B will not result in a decrease in future sales tax revenues. This conclusion is reached based on analysis that demonstrates that the retail trade area surrounding Litchfield Park is very mature and likely over-built. Therefore, the likelihood of these parcels developing as a major retail center is very low.

The Maricopa County retail market has about 147.7 million square feet of retail space or about 37.4 square feet for each person – a very simple rule of thumb when evaluating retail demand. The two-mile radius around the intersection of Old Litchfield Road and Indian School Road has a population of approximately 36,014 persons. Within that two-mile radius there are 2.4 million square feet of retail space or approximately 66 square feet for every person living in the area. Hence, the two-mile trade area has 77% more retail space than the average per capita square footage for the County. Every major grocery retailer (Safeway, Fry's, Albertson's, Bashas' and Wal-Mart Neighborhood Grocery) is represented in the area including a Sunflower Market. Clearly the trade area is very mature with a variety of restaurants and big box retailers including Target, Wal-Mart, Lowe's and Best Buy.

As a result, there is little demand for additional retail in the area unless there is a significant influx of new residents. The proposed Wigwam Projects will bring nearly 2,000 new residents to the area who will spend their disposable incomes in local establishments. In fact, the new residents who will reside in



the Wigwam Projects will generate significant sales tax revenues for the City as well as promote the development of the Downtown core area.

The following aerial photo illustrates the two-mile radius trade area. Table 6-2 provides a summary of retail market activity in Maricopa County and West Phoenix. Table 6-3 provides a summary of major shopping centers in the trade area. Generally, neighborhood and strip (unanchored) shopping centers across the Valley have the highest vacancy rates as most retailers have migrated to larger centers anchored by big box retailers.

### Two-Mile Radius Trade Area

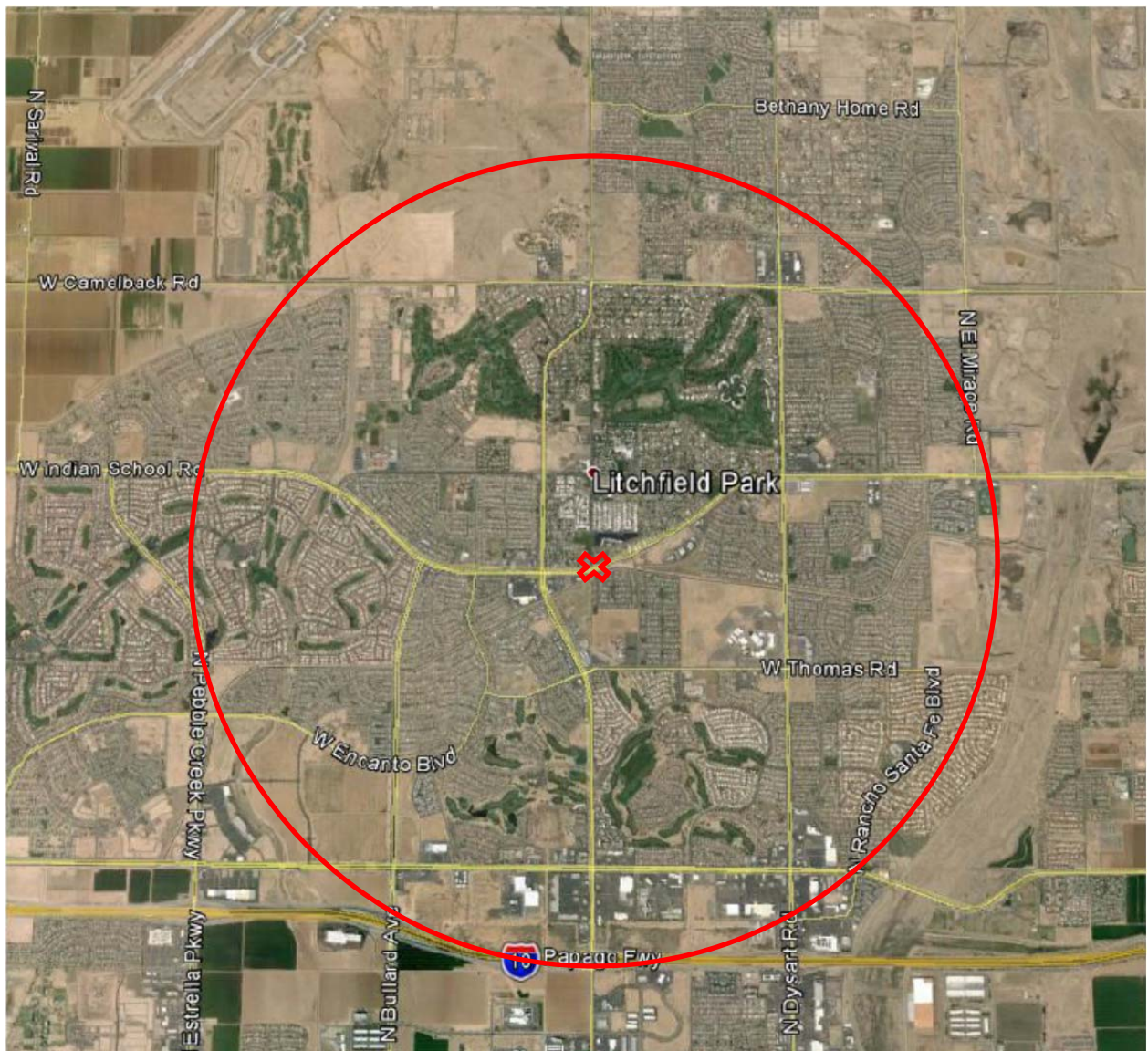


Table 6-2

<b>Retail Market Activity West Phoenix Area and Maricopa County 4th Quarter 2013</b>					
<b>West Phoenix</b>	<b>Inventory</b>	<b>Total Vacant</b>	<b>% Vacant</b>	<b>YTD Net Absorption</b>	<b>Average Asking Rate</b>
Regional	2,002,826	125,138	6.2%	28,121	\$24.00
Power	2,548,536	114,684	4.5%	48,440	\$19.14
Neighborhood	10,500,084	1,150,254	11.0%	166,030	\$13.26
Strip	1,284,770	203,735	15.9%	(22,195)	\$13.18
<b>TOTAL</b>	<b>16,336,216</b>	<b>1,593,811</b>	<b>9.8%</b>	<b>220,396</b>	<b>\$13.23</b>
<b>Maricopa County</b>					
Regional	23,456,946	1,665,358	7.1%	262,246	\$19.88
Power	19,957,369	1,129,032	5.7%	212,250	\$21.11
Neighborhood	88,971,505	12,639,546	14.2%	1,419,701	\$13.36
Strip	15,343,941	2,482,534	16.2%	177,573	\$15.42
<b>TOTAL</b>	<b>147,729,761</b>	<b>17,916,470</b>	<b>12.1%</b>	<b>2,071,770</b>	<b>\$14.10</b>

Source: Cassidy Turley

Table 6-3

<b>Shopping Centers - Litchfield Park Area Within Two Miles of Intersection of Indian School Road/Old Litchfield Road</b>					
<b>Name</b>	<b>Corner</b>	<b>N-S Street</b>	<b>E-W Street</b>	<b>Building Square Feet</b>	<b>Anchor</b>
Wigwam Creek	NEC	Dysart Rd.	Indian School Rd.	106,313	Albertson's
Camelback Crossing	NEC	Dysart Rd.	Camelback Rd.	95,090	Bashas, Walgreens
Camelback Place	NWC	Dysart Rd.	Camelback Rd.	129,464	Goodwill, Ace Hdwre
Plaza in the Park	SWC	Litchfield Rd.	Camelback Rd.	26,469	CVS
Palm Valley Pavilions West	SWC	Litchfield Rd.	McDowell Rd.	270,445	Best Buy
Palm Valley Pavilions	SEC	Litchfield Rd.	McDowell Rd.	241,522	Target
Palm Valley Pavilions North	NEC	Litchfield Rd.	McDowell Rd.	29,700	41,667
Lifetime Fitness	NWC	145rd Ave.	McDowell Rd.	112,789	Lifetime Fitness
Palm Valley Cornerstone	SWC	Dysart Rd.	McDowell Rd.	400,750	Lowe's, JC Penney
Palmilla	SEC	Dysart Rd.	McDowell Rd.	214,069	Fry's
Wal-Mart	SEC	Dysart Rd.	McDowell Rd.	191,487	Wal-Mart
Shops at Alameda Crossing	NEC	Dysart Rd.	McDowell Rd.	263,684	Kohl's, Sprouts
Dysart Commons	NEC	Dysart Rd.	Thomas Rd.	85,453	Gold's Gym
Palm Valley Marketplace	SWC	Litchfield Rd.	Indian School Rd.	107,633	Safeway
Palm Valley Village	NWC	Litchfield Rd.	Indian School Rd.	84,921	Wal-Mart Nbhd Mkt
Desert Springs Plaza	SEC	Litchfield Rd.	Indian School Rd.	29,476	Walgreens
<b>Total Square Footage</b>				<b>2,389,265</b>	
<b>Population</b>				<b>36,014</b>	
<b>Square Feet Per Person</b>				<b>66.3</b>	

Sources: Elliott D. Pollack & Co., Maricopa County Assessor

**7. How will this amendment contribute to maintaining the City's Community Character as described in the General Plan?**

The entire paragraph states "Decisions pertaining to future development should center around existing land use patterns and provide for a compatible, balanced mix of community activities. Specific attention should be given to preserving property values, creating revenue sources, and adding higher paying jobs to support the City's fiscal well-being." With this context the emphasis from a focus on economics to balancing fiscal impact with compatible land uses and recognition of existing development patterns. That being said, Parcel B will commit to a minimum of 50,000 square feet of commercial space.

**8. How will this amendment fulfill the intent of the Discussion section "Specific attention should be given to preserving property values, creating revenue sources, and adding higher paying jobs to support the City's fiscal well-being?"**

As noted in the answer to Question 6, new residential development will contribute to the City's revenue sources in the following manner:

- New residents bring their disposable dollars to the City, supporting the community's retail establishments and creating retail sales tax revenue.
- The City levies a 4.8% sales tax on the value of new construction occurring in the community.
- The City levies a 2.8% sales tax on rents paid by tenants of apartment complexes and office and retail buildings.
- The increase in the population of the City resulting from residential projects increases the City's share of State shared revenues that come from the State sales tax, income tax, motor vehicle licenses and highway user funds.

The retail sales tax and State shared revenues represent the largest sources of revenue to the City of Litchfield Park. The proposed residential developments will expand these revenue sources for the community.

The Wigwam Project will create a total of 1,552 jobs of which 1,395 jobs will be short-term construction jobs. Direct permanent jobs related to the projects total 124 with another 32 indirect and induced jobs.

**Table 8-1**

<b>Employment Impact Wigwam Projects</b>							
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<b>Impact of Construction</b>							
<b>Jobs</b>	<b>Parcel A</b>	<b>Parcel B</b>	<b>Parcel B</b>	<b>Parcel C</b>	<b>Parcel D</b>	<b>Golf Course</b>	<b>Total</b>
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<b>Impact of Operations</b>							
<b>Jobs</b>	<b>Parcel A</b>	<b>Parcel B</b>	<b>Parcel B</b>	<b>Parcel C</b>	<b>Parcel D</b>	<b>Golf Course</b>	<b>Total</b>
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Note: Numbers may not add due to rounding.							
Sources: IMPLAN, Elliott D. Pollack & Co.							

Construction jobs are typically considered moderate to high paying jobs. However, they only occur during the construction period. The longer term permanent jobs are those created during the operations of the project. Of the 157 permanent jobs, 124 will be located within the City. The 32 indirect and induced operations jobs may not be located in the City, but would be spread throughout the Greater Phoenix area, providing supplies and services to the apartment, condo and retail development within the Wigwam Projects.

This General Plan Amendment proposed for the Wigwam Projects affects residential and commercial land uses. It is not directed at creating high paying jobs that are typically located within business or industrial parks.

**9. How will this amendment affect existing infrastructure of the area, specifically street systems/traffic, water, drainage, flood control and wastewater?**

Street System/Traffic

A traffic impact statement was prepared by Kimley-Horn and Associates in February 2014. The street system that will serve the development is essentially complete and several traffic analysis reports were previously prepared in to determine the appropriate improvements needed to provide the desired level of service for the area.

The anticipated reduction in volumes associated with the potential land use plan under the GPA fro Parcel B and the adjacent land uses and the distribution of the reduced volumes to multiple roadways should result in levels of service that are improved from what would have been expected under the previous plans for the area. In addition, the seasonal nature of the residential components of the proposed development means that while the trip generation calculations included in the analysis assumed full occupancy of all the residential uses, there will be a significant portion of the year when many of the units are unoccupied resulting in even lower trip generation. The associated statement is located in the Appendix.

There will be no impact on the cost of street maintenance. There will be fewer trips on some streets and more on others, but the projected traffic volumes are not sufficiently different to quantify an increase or decrease in street maintenance costs.

Drainage/Flood Control

The proposed projects will provide 100 year- 6 hour retention onsite or in facilities located in the adjacent golf course. There are no impacts to existing city facilities or any adjacent properties. The associated report is located in the Appendix.

Water/Wastewater

Existing water and wastewater infrastructure maintained by Liberty Utility is located in the streets surrounding the parcel. The existing facilities within Village Parkway are adequately sized to provide water and wastewater service to the proposed development. The proposed uses on the site will generate water and wastewater demands that are reduced from what would be generated by uses previously planned on the parcel. The report is located in the appendix.

**10. How will this amendment affect City provided and contracted services, including police, fire, and emergency services protection? Provide supporting data and estimated increases/decreases in the annual cost of these services by service type, to the City of Litchfield Park.**

The City's FY 2014 Budget is shown on Table 10-1. The largest revenue sources are the sales, use and bed tax and intergovernmental revenues that include State shared sales tax, urban revenue sharing, and the motor vehicle tax. Another revenue sharing fund is the Highway User Fund which is restricted for use to transportation improvements. Recreation services also generate substantial revenues for the City. However, the cost of recreation services to the City greatly exceeds the revenue generated from recreation programs (a situation typical for virtually every city).

The major expense categories include public safety, public works and recreation services. In FY 2014, an additional expense category is the Capital Projects Fund at \$1.77 million. Capital projects appear to be funded intermittently over the years with a large expense planned for FY 2014. These projects are usually funded by General Fund dollars and HURF revenues.

Expenditures planned for FY 2014 exceed City revenues by approximately \$2.1 million. The City is carrying over approximately \$2.7 million in funds from FY 2013, with plans to expend the majority of those funds on capital improvement projects.

**Table 10-1**

<b>City of Litchfield FY 2014 Budget</b>			
<b>REVENUES</b>		<b>EXPENSES</b>	
<b>GENERAL FUND</b>		<b>GENERAL FUND</b>	
Local taxes		MAYOR & COUNCIL	12,000
CITY SALES USE & BED TAX	3,725,000	CITY MANAGER'S OFFICE	358,742
Licenses and permits		CITY CLERK'S OFFICE	407,205
BUILDING PERMITS & PLAN REVIEWS	130,000	CITY ATTORNEY	255,000
BUSINESS LICENSES	27,000	FINANCE & HUMAN RESOURCES	315,379
Intergovernmental		HUMAN RESOURCES	152,922
STATE SALES TAX	473,168	PLANNING SERVICES	185,497
URBAN REVENUE SHARING	610,930	ENGINEERING SERVICES	125,000
MOTOR VEHICLE TAX	182,532	BUILDING SAFETY & CODE ENFCMNT	163,962
Fines and forfeits		CODE ENFORCEMENT	56,578
MAGISTRATE COURT FINES & FORFEITS	85,000	MAGISTRATE COURT	174,365
Interest on investments		PUBLIC SAFETY	1,134,177
INTEREST ON SAVINGS	5,900	PUBLIC WORKS - MAINTENANCE	2,427,187
In-lieu property taxes		<b>TOTAL GENERAL FUND</b>	<b>5,768,013</b>
UTILITY FRANCHISE FEES	211,000	<b>SPECIAL REVENUE FUNDS</b>	
DEVELOPMENT REVENUE	-	Public Works - ROW	103,500
Miscellaneous		<b>CAPITAL PROJECTS FUNDS</b>	
MISCELLANEOUS	68,300	CIP/Special Projects	1,770,000
GRANTS	16,000	<b>ENTERPRISE FUNDS</b>	
<b>Total General Fund</b>	<b>5,534,830</b>	Recreation Services	695,655
<b>SPECIAL REVENUE FUNDS</b>		Community Services	79,813
Highway User Revenue Fund	309,118	Special Event Services	153,804
<b>ENTERPRISE FUNDS</b>		<b>Total Enterprise Funds</b>	<b>929,272</b>
Recreation Services	458,180	<b>TOTAL ALL FUNDS</b>	<b>8,570,785</b>
Community Services	7,500		
Special Event Services	161,600		
<b>Total Enterprise Funds</b>	<b>627,280</b>		
<b>TOTAL ALL FUNDS</b>	<b>6,471,228</b>		

Source: City of Litchfield Park

In order to estimate the impact of the Wigwam Projects on City services and the Budget, a fiscal impact model was developed. The model estimates the direct revenue that would be generated to the City from the Projects. Two types of economic activity are considered in the model:

- The impact of construction of the Projects on City revenues (construction sales tax). This revenue source is a one-time event that occurs at the time of construction.
- The impact of on-going operations of the Projects after they have been completed. Revenue categories evaluated in the model include sales taxes on utilities, the spending of residents in



the community (payment of sales taxes), the lease tax on rents and shared revenues that come to the City from the State based primarily on population. State shared revenues do not impact the City until the next Census population estimates are released, probably in 2021 or 2022.

For the proposed commercial parcel, the model estimates the sales tax on retail sales in the complex, utility sales tax and the tax on rents. In addition, 100 of the condo units in Parcel C will be used by the Wigwam Resort as additional resort rooms, generating bed tax revenues for the City. Litchfield Park will receive these revenues each and every year after completion of the projects.

In the development of the fiscal impact model, one of the variables is an estimate of the percentage of retail spending by residents within the community (in order to calculate sales taxes collected by a city). Typically people shop near where they live, however, there is always going to be leakage of spending outside a community since all cities do not have a full complement of retail establishments. In the case of Litchfield Park, retail sales leakage is expected to be high because of the number and variety of retail shopping centers outside the City and the limited number of centers within City boundaries. For this analysis, it is assumed that 75% of retail sales made by City residents would occur outside the City.

The following tables summarize the output of the fiscal impact model. Table 10-2 illustrates the expected construction sales tax that will be collected by the City from the Wigwam Projects. Table 10-3 shows the fiscal impact model output for the operations of the Projects at build-out after completion of all construction and occupancy of the buildings.

**Table 10-2**

<b>Fiscal Impact Summary of Construction Construction Sales Tax Proposed Wigwam Projects</b>		
<b>RESIDENTIAL USES</b>		
Parcel A	350 Condo/Apartment Units	\$2,144,700
Parcel B	150 Apartment Units	\$558,300
Parcel C	350 Condo Units	\$3,267,300
Parcel D	125 Single Family Units	\$1,371,200
<b>COMMERCIAL USES</b>		
Parcel B	50,000 SF Retail	\$151,300
	Golf Course	\$202,800
<b>TOTAL RESIDENTIAL &amp; COMMERCIAL</b>		
<b>All Parcels</b>		<b>\$7,695,600</b>
Sources: JDM, Elliott D. Pollack & Co.		

**Table 10-3**

## Fiscal Impact Summary of Operations Proposed Wigwam Development

### RESIDENTIAL USES

#### Parcel A

Total apartment units	200
Occupied apartment units	184
Total condo units	150
Occupied condo units	150

#### Primary Revenues

Utility sales tax	\$15,900
Resident spending sales tax	\$59,300
Lease tax	\$66,500
State shared revenues from population growth	\$212,400

**Parcel A Total Annual Revenues at Build-Out** \$354,100

#### Parcel B

Total apartment units	150
Occupied apartment units	138

#### Primary Revenues

Utility sales tax	\$6,200
Resident spending sales tax	\$19,100
Lease tax	\$49,800
State shared revenues from population growth	\$87,800

**Parcel B Total Annual Revenues at Build-Out** \$162,900

#### Parcel C

Total condo units	350
Occupied condo units	350

#### Primary Revenues

Utility sales tax	\$17,600
Resident spending sales tax	\$79,000
Bed tax - Wigwam Resort use of 100 rooms	\$222,186
State shared revenues from population growth	\$222,600

**Parcel C Total Annual Revenues at Build-Out** \$541,386

#### Parcel D

Single family units	125
Occupied single family homes	125

#### Primary Revenues

Utility sales tax	\$13,100
Resident spending sales tax	\$32,000
State shared revenues from population growth	\$95,400

**Parcel D Total Annual Revenues at Build-Out** \$140,500

### COMMERCIAL USES

#### Parcel B

Total retail space	50,000
Occupied retail space	45,000

#### Primary Revenues

Utility sales tax	\$3,000
Sales tax on retail sales	\$378,000
Lease tax	\$25,200

**Total Revenues** \$406,200

Sources: JDM, Elliott D. Pollack & Co.

The next step in the analysis is to analyze the City Budget and determine how other revenues and expenses might be affected by the influx of persons residing and working in the Wigwam Projects. All figures and estimates cited in this section are based on 2014 dollars. An inflation factor has not been added to the analysis for comparative purposes. This does not mean that actual city expenses will not rise with inflation or other factors. Rather the impact of inflation is held static for the analysis.

### ***City Revenue Analysis***

Table 10-4 shows the FY 2013 actual revenue of the City and the FY 2014 Budget plus estimates of the revenue per capita generated by City residents and employees. Cells noted with the term “calculated” refer to the revenue estimates generated in the Tables 10-2 and 10-3 above. The other sources of revenue are based on a per capita calculation using, in most cases, the sum of:

- The current population of the City (5,400 persons),
- The current number of employees working in the City according to MAG (2,042), and
- The number of Wigwam Resort guests that may be staying at the resort on average (based on 331 rooms, 1.5 persons per room and 70% occupancy).

The above three components of revenue are used because they all in some way contribute to City revenue as well as the cost of services provided by the City. For instance, employees working in the City may receive traffic tickets or spend money in the City on food or other services. The only revenue categories that are not driven by all three components above are recreation and community services. The assumption is that revenues and expenses for these categories are derived from the residents of the community.

Table 10-4 outlines the factors that will be used to estimate the impact of the Wigwam Projects on the City. One further “calculated” revenue estimate was developed for this table – building permits and plan reviews. These fees are estimated at \$1.99 million for all the Wigwam Projects, most of which would be collected in the early years of the project. The calculation of building permits fees is provided in a table in the Appendix of this Question 10.

**Table 10-4**

<b>Litchfield Park Revenue Analysis Wigwam Projects</b>			
Existing Population	5,400		
Existing Employment	2,042		
Existing Wigwam Resort Guests	348		
<b>Total Existing Population &amp; Employees</b>	<b>7,790</b>		
FUND	Actual 2013 Revenue	Budget 2014	Revenue Per Pers/Emp
<b>GENERAL FUND</b>			
Local taxes			
CITY SALES USE & BED TAX	\$3,710,000	\$3,725,000	Calculated
CONSTRUCTION SALES TAX			Calculated
Licenses and permits			
BUILDING PERMITS & PLAN REVIEWS	\$402,000	\$130,000	Calculated
BUSINESS LICENSES	\$27,000	\$27,000	\$3.47
Intergovernmental			
STATE SALES TAX	\$458,000	\$473,168	Calculated
URBAN REVENUE SHARING	\$559,000	\$610,930	Calculated
MOTOR VEHICLE TAX	\$175,000	\$182,532	Calculated
MARICOPA COUNTY PROJ IGA	\$0	\$0	
Fines and forfeits			
MAGISTRATE COURT FINES & FORFEITS	\$85,000	\$85,000	\$10.91
Interest on investments			
INTEREST ON SAVINGS	\$5,320	\$5,900	\$0.76
In-lieu property taxes			
UTILITY FRANCHISE FEES	\$211,000	\$211,000	\$27.09
DEVELOPMENT REVENUE	\$0	\$0	
Miscellaneous			
MISCELLANEOUS	\$67,439	\$68,300	\$8.77
GRANTS	\$51,100	\$16,000	N/A
<b>Total General Fund</b>	<b>\$5,750,859</b>	<b>\$5,534,830</b>	
<b>SPECIAL REVENUE FUNDS</b>			
Highway User Revenue Fund	\$276,220	\$309,118	Calculated
Court Enhancement Revenue	\$16,936	\$16,720	\$2.15
<b>ENTERPRISE FUNDS</b>			
Recreation Services	\$428,418	\$458,180	\$84.85
Community Services	\$6,000	\$7,500	\$1.39
Special Event Services	\$164,342	\$161,600	\$20.75
<b>Total Enterprise Funds</b>	<b>\$598,760</b>	<b>\$627,280</b>	
<b>TOTAL ALL FUNDS</b>	<b>\$6,625,839</b>	<b>\$6,471,228</b>	
Sources: City of Litchfield Park, Elliott D. Pollack & Co.			

### ***City Expenditure Analysis***

The expenditure analysis is focused on determining the expenses that might be incurred by the City as a result of the development of the Wigwam Projects. The key to this analysis is to determine if each expense category of the City is variable or fixed. For instance, will the City Clerk's office need to have a larger budget and more personnel as a result of the Wigwam Projects? The conclusion of this study is likely not. This analysis assumes that most of the City administrative functions would not materially change as a result of the development of the Wigwam Projects because the City is landlocked with little additional vacant land available for development and growth of the population. City administration can likely continue to operate in its current manner. The budget categories that are deemed variable include the City Attorney, code enforcement, magistrate court, public safety, public works, and the enterprise funds consisting of recreation, community and special event services.

Table 10-5 outlines the expense categories that are assumed to be fixed and those that are variable. Variable expenses are divided by the total population and employment base of the community which totals 7,790 residents, employees and Wigwam Resort guests. For the General Fund, the variable cost is estimated at \$519 per resident and employee.

The Public Safety category has been highlighted to indicate that this factor will be adjusted in later tables to take into account the higher demand for police and fire services due to the Wigwam Projects.

For police services provided by the Maricopa County Sheriff, the analysis assumes that the contract will be increased to provide for the equivalent of 1.5 full-time deputies from the current 1.0 deputy. This would increase the Sheriff's contract to \$866,200 from \$539,711 including a 7% contingency to account for 911 calls and other extra services.

For fire services, the City of Goodyear charges Litchfield Park 30% of the operating cost of the nearby fire station on Litchfield Road. With the increase in population of the City due to the Wigwam Projects, Litchfield Park would likely see the cost to the City rise to 37% of the operating cost of the fire station. This would increase the Goodyear contract from \$515,916 for FY2014 to \$636,300. With a 7% contingency factor, the total contract cost would be \$680,800.

The total public safety budget that will be used in this analysis is estimated at \$1,547,000, an increase of 36% from the current \$1,134,177 FY 2014 budget. On a per capita basis (population and employment), the Public Safety expense factor would increase from the current \$145.60 to \$198.60.

A cost for the Capital Projects Fund has not been calculated. This fund appears to be a carry-over of funds from prior years which is why the expenditures under the FY 2014 budget exceed anticipated revenue by more than \$2 million. We will further discuss with City staff how to handle this expense.

**Table 10-5**

<b>Litchfield Park Expenditure Analysis Wigwam Projects</b>				
Existing Population	5,400			
Existing Employment	2,042			
Existing Wigwam Resort Guests	348			
<b>Total Existing Population &amp; Employees</b>	<b>7,790</b>			
<b>FUND</b>	<b>Actual 2013 Expenses</b>	<b>Budget 2014</b>	<b>Type of Expense</b>	<b>Expense Per Pers/Emp</b>
<b>GENERAL FUND</b>				
MAYOR & COUNCIL	12,000	12,000	Fixed	\$0.00
CITY MANAGER'S OFFICE	251,409	358,742	Fixed	\$0.00
CITY CLERK'S OFFICE	375,668	407,205	Fixed	\$0.00
CITY ATTORNEY	120,000	255,000	Variable	\$32.74
FINANCE & HUMAN RESOURCES	285,332	315,379	Fixed	\$0.00
HUMAN RESOURCES	127,978	152,922	Fixed	\$0.00
PLANNING SERVICES	122,024	185,497	Fixed	\$0.00
ENGINEERING SERVICES	110,000	125,000	Fixed	\$0.00
BUILDING SAFETY & CODE ENFCMNT	177,775	163,962	Fixed	\$0.00
CODE ENFORCEMENT	48,178	56,578	Variable	\$7.26
MAGISTRATE COURT	159,890	174,365	Variable	\$22.38
PUBLIC SAFETY	1,072,055	1,134,177	Variable	\$145.60
PUBLIC WORKS - MAINTENANCE	2,308,241	2,427,187	Variable	\$311.60
<b>TOTAL GENERAL FUND</b>	<b>5,170,549</b>	<b>5,768,013</b>		<b>\$519.58</b>
<b>SPECIAL REVENUE FUNDS</b>				
Public Works - ROW	98,550	103,500	Variable	\$13.29
Court Enhancement Fund	218,916	218,916	Fixed	\$0.00
<b>CAPITAL PROJECTS FUNDS</b>				
CIP/Special Projects	500,000	1,770,000		
<b>ENTERPRISE FUNDS</b>				
Recreation Services	673,137	695,655	Variable	\$128.83
Community Services	77,959	79,813	Variable	\$14.78
Special Event Services	158,037	153,804	Variable	\$19.74
Total Enterprise Funds	909,133	929,272		\$163.35
<b>TOTAL ALL FUNDS</b>	<b>6,678,232</b>	<b>8,570,785</b>		
Sources: City of Litchfield Park, Elliott D. Pollack & Co.				

***Comparison of Revenues and Expenditures***

Table 10-6 outlines the primary assumptions of the analysis including number of units, construction cost, sales price of units and population residing in the Projects.

Table 10-6

Assumptions Proposed Wigwam Projects					
RESIDENTIAL USES					
	Parcel A1	Parcel A2	Parcel B	Parcel C	Parcel D
Units	200	150	150	350	125
Unit Type	Apartment	Condo	Apartment	Condo	Single Family
Rent/Unit	\$1,075		\$1,075		
Construction Cost/Unit	\$119,300	\$147,100	\$119,300	\$147,100	\$189,300
Sale Price/Unit		\$299,200		\$299,200	\$351,600
Persons/Household	2.0	2.0	2.0	2.0	2.4
COMMERCIAL USES					
	Parcel B	Golf Course			
Square Feet	50,000				
Rent/SF/Year	\$20.00				
Construction Cost	\$4,850,000	\$6,500,000			
Sources: JDM, Elliott D. Pollack & Co.					

Table 10-7 outlines the results of the fiscal impact model and the analysis of the City’s FY 2014 Budget. Both revenues and expenditures are calculated based on the new population and employment generated from the Wigwam Projects consisting of 1,944 new residents, 124 new employees and 67 additional Wigwam Resort guests.

Over ten years, the Wigwam Projects should produce approximately \$23.8 million in revenue to the City. In contrast, the forecasted expenditures related to the Wigwam Projects are \$12.4 million, providing a net benefit to Litchfield Park of \$11.4 million over ten years.

The revenue to the City is front-loaded due to the receipt of construction sales taxes as the various residential projects are built and sold. Building permit revenue is also collected in the first year of the project timeline. In total, two-thirds of City revenue is derived from retail and construction sales taxes. The influx of funds from these major tax categories could provide significant resources for capital improvement projects in the City.

In summary, the Wigwam Projects are forecasted to provide significant **net positive** revenue to the City, particularly in the early years of the project development. Given the forecasted net revenue generated to the City, additional public safety resources will be able to be deployed as the population of the community increases due to the Wigwam Projects. Revenue from the Wigwam Projects is expected to more than offset any additional costs incurred by the City.



**Table 10-7**

WIGWAM PROJECT ESTIMATED 10-YEAR CITY REVENUE AND EXPENDITURES													
CITY OF LITCHFIELD PARK													
(in 2014 Dollars)													
<b>Assumptions</b>													
New Wigwam Project Population	1,944												
New Wigwam Project Employees	124												
New Wigwam Resort Guests	67												
<b>Total New Population &amp; Employees</b>	<b>2,135</b>												
Apartment/Condo Units Occupied	-	398	528	658	788	822	822	822	822	822	822	822	
Single Family Units Occupied	-	19	52	85	118	125	125	125	125	125	125	125	
New Project Residents	-	842	1,181	1,520	1,859	1,944	1,944	1,944	1,944	1,944	1,944	1,944	
New Project Employees/Resort Guests	-	191	191	191	191	191	191	191	191	191	191	191	
<b>Total New Population &amp; Employees</b>	-	<b>1,033</b>	<b>1,372</b>	<b>1,711</b>	<b>2,050</b>	<b>2,135</b>	<b>2,135</b>	<b>2,135</b>	<b>2,135</b>	<b>2,135</b>	<b>2,135</b>	<b>2,135</b>	
<b>CITY REVENUES</b>	Revenue Per Person/Emp	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals
<b>GENERAL FUND</b>													
Local taxes													
CITY SALES USE & BED TAX	Calculated		-	720,860	879,660	927,360	975,260	987,060	987,060	987,060	987,060	987,060	8,438,440
CONSTRUCTION SALES TAX	Calculated		1,656,800	917,900	1,575,600	1,575,600	1,575,600	394,200	-	-	-	-	7,695,700
Licenses and permits													
BUILDING PERMITS & PLAN REVIEWS	Calculated		1,994,100	-	-	-	-	-	-	-	-	-	1,994,100
BUSINESS LICENSES	\$3.47	Persons + Emp	-	3,585	4,761	5,937	7,114	7,408	7,408	7,408	7,408	7,408	58,438
Intergovernmental													
STATE SALES TAX	Calculated		-	-	-	-	-	185,634	185,634	185,634	185,634	185,634	928,170
URBAN REVENUE SHARING	Calculated		-	-	-	-	-	239,681	239,681	239,681	239,681	239,681	1,198,405
MOTOR VEHICLE TAX	Calculated		-	-	-	-	-	71,611	71,611	71,611	71,611	71,611	358,056
MARICOPA COUNTY PROJ IGA													
Fines and forfeits													
MAGISTRATE COURT FINES & FORFEITS	\$10.91	Persons + Emp	-	11,270	14,969	18,667	22,366	23,293	23,293	23,293	23,293	23,293	183,735
Interest on investments													
INTEREST ON SAVINGS	\$0.76	Persons + Emp	-	785	1,043	1,300	1,558	1,623	1,623	1,623	1,623	1,623	12,799
In-lieu property taxes													
UTILITY FRANCHISE FEES	\$27.09	Persons + Emp	-	27,984	37,167	46,351	55,535	57,837	57,837	57,837	57,837	57,837	456,223
DEVELOPMENT REVENUE													
Miscellaneous													
MISCELLANEOUS	\$8.77	Persons + Emp	-	9,059	12,032	15,005	17,979	18,724	18,724	18,724	18,724	18,724	147,696
GRANTS													
<b>Total General Fund</b>			<b>3,650,900</b>	<b>1,691,443</b>	<b>2,525,232</b>	<b>2,590,221</b>	<b>2,655,410</b>	<b>1,987,071</b>	<b>1,592,871</b>	<b>1,592,871</b>	<b>1,592,871</b>	<b>1,592,871</b>	<b>21,471,763</b>
<b>SPECIAL REVENUE FUNDS</b>													
Highway User Revenue Fund	Calculated		-	-	-	-	-	121,274	121,274	121,274	121,274	121,274	606,368
Court Enhancement Revenue	\$2.15	Persons + Emp	-	2,221	2,950	3,679	4,408	4,590	4,590	4,590	4,590	4,590	36,208
<b>ENTERPRISE FUNDS</b>													
Recreation Services	\$84.85	Persons	-	71,444	100,208	128,972	157,736	164,948	164,948	164,948	164,948	164,948	1,283,102
Community Services	\$1.39	Persons	-	1,170	1,642	2,113	2,584	2,702	2,702	2,702	2,702	2,702	21,020
Special Event Services	\$20.75	Persons + Emp	-	21,435	28,469	35,503	42,538	44,301	44,301	44,301	44,301	44,301	349,451
<b>Total Enterprise Funds</b>			-	<b>94,049</b>	<b>130,318</b>	<b>166,588</b>	<b>202,858</b>	<b>211,952</b>	<b>211,952</b>	<b>211,952</b>	<b>211,952</b>	<b>211,952</b>	<b>1,653,572</b>
<b>TOTAL ALL REVENUE FUNDS</b>			<b>3,650,900</b>	<b>1,787,713</b>	<b>2,658,500</b>	<b>2,760,488</b>	<b>2,862,675</b>	<b>2,324,887</b>	<b>1,930,687</b>	<b>1,930,687</b>	<b>1,930,687</b>	<b>1,930,687</b>	<b>23,767,911</b>
<b>CITY EXPENDITURES</b>	Type of Expense	Expense Per Person/Emp	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals
<b>GENERAL FUND</b>													
MAYOR & COUNCIL	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
CITY MANAGER'S OFFICE	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
CITY CLERK'S OFFICE	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
CITY ATTORNEY	Variable	\$32.74	-	33,816	44,914	56,012	67,109	69,892	69,892	69,892	69,892	69,892	551,310
FINANCE & HUMAN RESOURCES	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
HUMAN RESOURCES	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
PLANNING SERVICES	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
ENGINEERING SERVICES	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
BUILDING SAFETY & CODE ENFCMNT	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
CODE ENFORCEMENT	Variable	\$7.26	-	7,503	9,965	12,428	14,890	15,507	15,507	15,507	15,507	15,507	122,322
MAGISTRATE COURT	Variable	\$22.38	-	23,123	30,712	38,300	45,888	47,791	47,791	47,791	47,791	47,791	376,977
PUBLIC SAFETY	Variable	\$198.60	-	205,154	272,479	339,805	407,130	424,011	424,011	424,011	424,011	424,011	3,344,623
PUBLIC WORKS - MAINTENANCE	Variable	\$311.60	-	321,878	427,509	533,140	638,770	665,256	665,256	665,256	665,256	665,256	5,247,576
<b>TOTAL GENERAL FUND</b>			-	<b>591,474</b>	<b>785,579</b>	<b>979,683</b>	<b>1,173,787</b>	<b>1,222,457</b>	<b>1,222,457</b>	<b>1,222,457</b>	<b>1,222,457</b>	<b>1,222,457</b>	<b>9,642,807</b>
<b>SPECIAL REVENUE FUNDS</b>													
Public Works - ROW	Variable	\$13.29	-	13,726	18,230	22,734	27,238	28,368	28,368	28,368	28,368	28,368	223,767
Court Enhancement Fund	Fixed	\$0.00	-	-	-	-	-	-	-	-	-	-	-
<b>CAPITAL PROJECTS FUNDS</b>													
CIP/Special Projects	N/A	N/A	-	-	-	-	-	-	-	-	-	-	-
<b>ENTERPRISE FUNDS</b>													
Recreation Services	Variable	\$128.83	-	108,471	152,142	195,814	239,486	250,436	250,436	250,436	250,436	250,436	1,948,092
Community Services	Variable	\$14.78	-	12,445	17,455	22,466	27,476	28,733	28,733	28,733	28,733	28,733	223,506
Special Event Services	Variable	\$19.74	-	20,391	27,083	33,775	40,467	42,145	42,145	42,145	42,145	42,145	332,441
<b>Total Enterprise Funds</b>			-	<b>141,307</b>	<b>196,681</b>	<b>252,055</b>	<b>307,429</b>	<b>321,313</b>	<b>321,313</b>	<b>321,313</b>	<b>321,313</b>	<b>321,313</b>	<b>2,504,039</b>
<b>TOTAL ALL EXPENDITURE FUNDS</b>			-	<b>746,507</b>	<b>1,000,490</b>	<b>1,254,472</b>	<b>1,508,455</b>	<b>1,572,138</b>	<b>1,572,138</b>	<b>1,572,138</b>	<b>1,572,138</b>	<b>1,572,138</b>	<b>12,370,613</b>
<b>NET REVENUE/(DEFICIT)</b>			<b>3,650,900</b>	<b>1,041,206</b>	<b>1,658,011</b>	<b>1,506,015</b>	<b>1,354,220</b>	<b>752,749</b>	<b>358,549</b>	<b>358,549</b>	<b>358,549</b>	<b>358,549</b>	<b>11,397,298</b>

Sources: IMPLAN, City of Litchfield Park Budget, Elliott D. Pollack & Co.

## Appendix

<b>Estimate of Building Permit and Plan Check Fees</b>							
<b>Wigwam Projects</b>							
<b>City of Litchfield Park</b>							
<b>Value of Unit</b>							
Apartment			\$115.00	per sf			
Condo			\$125.00	per sf			
Single Family			\$120.00	per sf			
Retail			\$135.00	per sf			
<b>Assumptions</b>							
Parcel	Units	Use	Avg Size	Units/Bldg	Buildings	SF/Bldg	Value/Bldg
Parcel A1	200	Apartment	1,075	8	25	8,600	\$989,000
Parcel A2	150	Condo	1,200	8	19	9,600	\$1,200,000
Parcel B	150	Apartment	1,075	8	19	8,600	\$989,000
Parcel C	350	Condo	1,200	8	44	9,600	\$1,200,000
Parcel D	140	Single Family	2,500	1	125	2,500	\$300,000
Parcel B		Retail	50,000	1	1	50,000	\$6,750,000
Permit Fees	Parcel A1	Parcel A2	Parcel B	Parcel C	Parcel D	Retail	Total
Permit	\$8,002	\$8,042	\$8,002	\$8,042	\$3,008	\$35,792	
Electrical	\$1,560	\$1,560	\$1,560	\$1,560	\$245	\$1,500	
Mechanical	\$1,480	\$1,480	\$1,480	\$1,480	\$145	\$1,500	
Plumbing	\$1,500	\$1,500	\$1,500	\$1,500	\$340	\$1,500	
Total/building	\$12,542	\$12,582	\$12,542	\$12,582	\$3,738	\$40,292	
No. of Buildings	25	19	19	44	125	1	
<b>Total</b>	<b>\$313,550</b>	<b>\$239,058</b>	<b>\$238,298</b>	<b>\$553,608</b>	<b>\$467,250</b>	<b>\$40,292</b>	<b>\$1,852,056</b>
Plan Check Fee	Parcel A1	Parcel A2	Parcel B	Parcel C	Parcel D	Retail	Total
No of building types	3	4	3	3	4	1	
Plan Check Fee	\$8,152	\$8,178	\$8,152	\$8,178	\$2,430	\$26,190	
<b>Total Plan Check Fee</b>	<b>\$24,457</b>	<b>\$32,713</b>	<b>\$24,457</b>	<b>\$24,535</b>	<b>\$9,719</b>	<b>\$26,190</b>	<b>\$142,071</b>
<b>Total All Fees</b>	<b>\$338,007</b>	<b>\$271,771</b>	<b>\$262,755</b>	<b>\$578,143</b>	<b>\$476,969</b>	<b>\$66,482</b>	<b>\$1,994,100</b>
Sources: City of Litchfield Park Fee Schedule, Elliott D. Pollack & Co.							

**11. If this amendment is a requests to increase the acreage of residentially designated land or overall residential density, how will the impact on the spaciousness of the community be mitigated and how will the impact on outdoor venues or recreation facilities be addressed with the population increase?**

Parcel B will provide setbacks, stepbacks, and height restrictions as well as internal open space to minimize any impact on the spaciousness of the community. The site has a park along its northern boundary within Village Parkway and will maintain setbacks for its three street frontages.

**12. Specifically, what Elements, Goals, Objectives, and Policies of the General Plan will be impacted, both positively and negatively?**

The proposed residential development will be within walking distance of the planned commercial center at Litchfield Road and Wigwam Boulevard, will help provide an incentive to develop retail at that corner and throughout the downtown core, and will help sustain the retail that does develop. As has been demonstrated, the addition of residential development at the proposed density benefits the city economically. The General Plan encourages mixed use, and this is a form of mixed use. There will be fewer acres of golf course as a result of the proposed amendment, fewer acres of land designated for commercial development, and more dwelling units.

**13. How will this amendment support the overall intent of the general plan and/or constitute an overall improvement.**

The proposal is to add mixed use to this parcel, including both retail and multifamily residential uses. This mix creates an opportunity for a walkable relationship between the two uses and possibilities for more interaction with the town core. The proposed residential use will have a positive impact on the economics of the city and its primary economic engine, the Wigwam Resort. The proposed residential development will be within walking distance of the planned commercial center at Litchfield Road and Wigwam Boulevard, will help provide an incentive to develop retail at that corner, and will help sustain the retail that does develop. As has been demonstrated, the addition of residential development at the proposed density benefits the city economically. The General Plan encourages mixed use, and this is a form of mixed use. There will be fewer acres of land designated for commercial development, and more dwelling units as a result of the proposed amendment.