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CITY OF PASADENA

TRANSPORTATION DEVELOPMENT IMPACT FEE STUDY

January 24, 2017
(Revised July 20, 2017)

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CITY OF PASADENA

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Prepared for:

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EXECUTIVE SUMMARY

1. INTRODUCTION

The City of Pasadena (the "City"), in order to adequately plan for the transportation needs of anticipated future development within its jurisdiction through the horizon year 2035, has hired David Taussig & Associates, Inc. ("DTA") and Iteris, Inc. ("Iteris") to update the City's existing city-wide transportation impact fee ("TIF") program ("Program"). DTA's and Iteris' (collectively identified hereinafter as the "Consultant Team") specific assignment related to this updating effort is to prepare a new AB 1600 Fee Justification Study (the "Fee Study"). The Fee Study is intended to comply with Section 66000 *et seq.* of the Government Code, which was enacted by the State of California in 1987 as the California Mitigation Fee Act. The Act requires that, prior to imposing or increasing a development impact fee, a municipality must identify additional or expanded transportation facilities required by new development ("Future Facilities") and determine the level of fees that may be imposed to pay the costs of these Future Facilities. The objective of the Fee Study is to ensure that all future development is required to pay its "fair share" of the cost of the Future Facilities through the TIF Program.

2. ORGANIZATION OF THE FEE STUDY

Section I of the Fee Study provides an introduction to the study including a brief description of City surroundings and background information on development fee financing. **Section II** provides an overview of the legal requirements associated with implementing and imposing such fees. **Section III** includes a discussion of projected future development and demand variables such as future development by land use type assuming current growth trends in housing, commercial, and industrial development extrapolated through 2035. Projections of future development are based on data provided by the City of Pasadena Traffic Demand Forecasting Model ("TDF Model"). **Section IV** includes a description of the Needs List, which identifies the Future Facilities needed to serve future development through 2035 that are eligible for funding under the TIF Program. The Needs List provides the total estimated Future Facilities costs in 2017 dollars, offsetting revenues, and the net cost to the City. **Section V** contains the methodology used to apportion the costs of each type of Future Facility between existing and new development, as well as calculations to determine fee levels for each of five land use categories ("Land Use Category"), based on the relative benefit received by each Land Use Category. The Land Use Categories are as follows: Single-Family Residential, Multi-Family Residential, Retail, Office, and Industrial. **Section VI** includes a summary of the proposed TIFs justified by this Fee Study, as well as administrative and monitoring requirements once the TIFs are adopted by the City.

3. TRANSPORTATION IMPACT FEE METHODOLOGY AND SUMMARY

The Consultant Team utilized demographic projections in the City's TDF Model to determine how much development, by Land Use Category, is anticipated within the City by 2035. These projections were then compared with existing development Land Use Category information derived from the TDF Model for 2013, and then updated using City development building permit data for net new development from January 2013 through October 2016. By assigning Vehicle Miles Traveled ("VMT") data to specific Land Use Categories, as derived from the TDF Model for each of 349 Travel Analysis Zones ("TAZ") within the City, the Consultant Team was able to determine future development's fair share of Future Facilities costs on a facility-by-facility basis, as further explained below.

The Future Facilities and their costs were identified by the City Department of Transportation ("City DOT") as being necessary to meet the needs of future development within the City through 2035. City DOT staff determined the appropriate facilities by reviewing a number of City documents, including the ITS Master Plan Framework Final Report and the Mobility Element of the City General Plan. These Future Facilities, all of which fully or partially support future development, include roads as well as public transit, bikeways, and pedestrian walkway facilities. By being included on the Needs List, these Future Facilities became eligible for funding through the TIF Program. The total cost of the facilities selected for the Needs List by City DOT is $199,828,796. Caltrans reviewed the City DOT list of Future Facilities and provided feedback. ***The City will continue to solicit Caltrans' input when updating a new improvement list as a part of future traffic impact fee updates.***

Utilizing data derived from the City's TDF Model, the Consultant Team was able to compare the difference in VMTs generated by existing development and future development by Land Use Category, as listed in **Table ES-1**:

TABLE ES-1: CITYWIDE VMT SUMMARY BY LAND USE

Year	Land Use Category						
	Single-Family Detached	Multi-Family	Retail	Office	Industrial	Land Uses Not Included	Total
2016	482,709	495,779	1,082,937	391,533	13,729	352,900	2,819,588
2035	449,450	580,500	1,146,150	556,700	6,000	346,350	3,085,150
Growth	-33,259	84,721	63,213	165,167	-7,729	-6,550	265,562

A VMT rate per dwelling unit (residential) or square foot (non-residential) was derived for each of the three Land Use Categories anticipated to experience growth between 2016 and 2035 (Multifamily, Retail and Office) by dividing the 2035 VMT totals per Land Use Category for the future growth listed in **Table ES-1**, by the forecasted 2035 land use quantity (i.e., dwelling unit or non-residential square footage) of future growth in each of these Categories, as reflected in **Table ES-2** on the following page. On the other hand, for Single Family Detached and

Industrial development, because both of these Land Use Categories will actually experience a loss in development between 2016 and 2035, the VMT calculations utilizing future growth between 2016 and 2035 do not provide accurate VMT data for these two Land Use Categories. As a result, the Consultant Team computed the per-dwelling-unit and per-square-foot VMT estimates by dividing the total development in these two Land Use Categories in 2035 (both existing and future development) by the forecasted 2035 land use quantities for these Land Use Categories. The result of the calculations for all five Land Use Categories are listed in **Table ES-2.**

TABLE ES-2: 2035 DAILY VMT RATE BY LAND USE CATEGORY

	Single Family Detached	Multi-Family Attached	Retail	Office	Industrial
2035 Daily VMT	449,450[1]	84,721	63,213	165,167	6,000[1]
2035 Land Use	21,166 du[1]	10,303 du	2,457,000 sf	8,523,000 sf	2,183,000 sf[1]
Daily VMT Rate	21.2 VMT/du[1]	8.2 VMT/du	.0257 VMT/sf	.0194 VMT/sf	.0027 VMT/sf[1]

[1]VMT calculations for Single Family Detached and Industrial Land Use Categories were based on total VMTs for existing and future development in 2035, rather than only VMTs for future development in 2035, which was the basis for the calculations for the Multifamily, Retail and Office categories. This was because only limited VMT data was available for future Single Family Detached and Industrial development because there were actually decreases in the amounts of development in these two categories between 2016 and 2035. Since this data would have been unrepresentative of the actual VMTs associated with new Single Family Detached homes and Industrial development constructed during this period, the VMTs for all Single Family Detached and Industrial land uses in 2035 were utilized to calculate average VMTs for these two Land Use Categories.

The Daily VMT calculations were then applied to the amount of existing and future development for each Land Use Category to determine the portion of benefit to assign to future development in terms of its fair share of the $199.8 million in Needs List costs. Of this total, $127.5 million in costs were assigned entirely to future development because the facilities associated with these costs would not be necessary if future development were not to occur. $118.9 million of these costs were used for public transit facilities, including the cost of a new transit facility necessary to increase capacity to serve future development, as well as additional City buses to serve the residents and employees who will be locating within the future development. The remaining Future Facilities were assigned to both future and existing development in proportion to the number of VMTs assigned to each type of development in each of the Land Use Categories, with future development therefore responsible for 8.61% of these shared costs. Future development's fair share of the costs was calculated based on the 265,562 VMTs assigned to future development as a percentage of the total 3,085,150 VMTs projected for all development in 2035 (i.e., 265,562/3,085,150 = 8.61%).

Dividing the 313,101 in future development VMTs for the Multifamily, Retail and Office categories listed in **Table ES-1** into the $127,482,356 in Future Facilities costs for New

Development yields a cost of $407.16 per VMT. Multiplying this cost by the daily VMT rate per land use unit for each of the Land Use Categories (**Table ES-2**) yields the following TIF levels per dwelling unit or non-residential square foot (**Table ES-3),** below).

Table ES-3: CITY OF PASADENA TRANSPORTATION IMPACT FEE SUMMARY

Land Use Category	Single Family Detached Per Dwelling Unit	Multi-Family Attached Per Dwelling Unit	Retail Per Square Foot	Office Per Square Foot	Industrial Per Square Foot
Transportation Impact Fees	$8,905	$3,448	$10.789	$8.127	$1.132

These TIFs include future development's fair share of the costs of the Future Facilities on the Needs List, plus a 3% charge for the City's cost of administering the program and collecting the TIFs. The total revenue that will be generated by the TIF Program through 2035, based on the assumptions incorporated into the Fee Study, is $**131,299,738** in 2017 dollars, which is equal to the Future Facilities costs discussed above and listed in **Table V-F**, below, plus an additional 3% charge for administration and fee collection purposes. On an annual basis, assuming that future development will occur at an equal pace through 2035, the annual revenues to the City would equal $6,711,000 per year in 2017 dollars.

I. INTRODUCTION

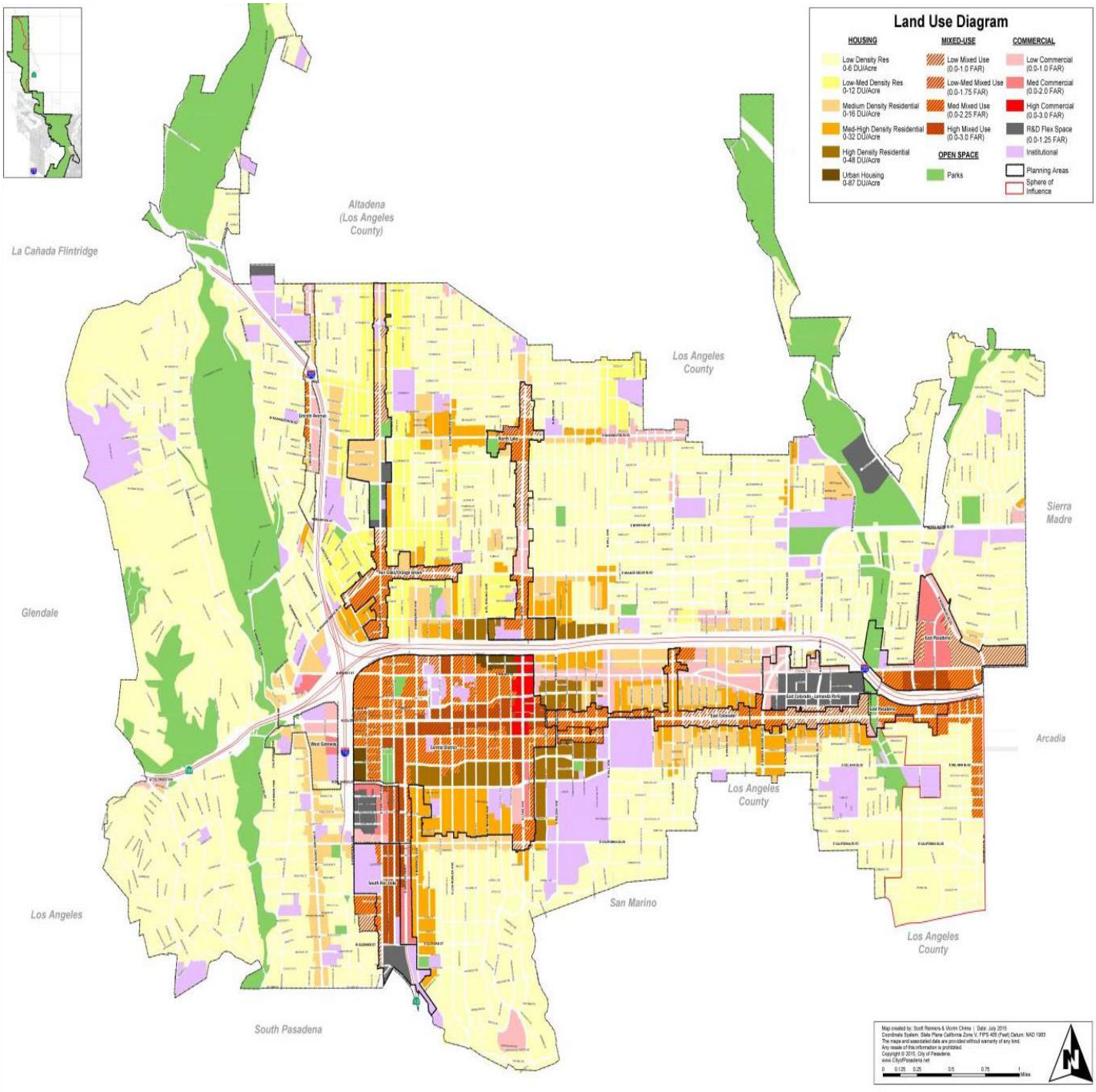
The City of Pasadena (the "City") is located within the County of Los Angeles ("County"), ten miles northeast of downtown Los Angeles. The City is bordered by the San Gabriel Mountains to the north and seven cities located in Los Angeles County. In order to adequately plan for new development through build-out of the City and identify the transportation-related facilities costs associated with mitigating the direct and cumulative impacts of this new development, David Taussig & Associates, Inc. ("DTA") and Iteris, Inc. (collectively referred to hereinafter as the "Consultant Team") were retained by the City to update the existing Transportation Impact Fee ("TIF") Program. The Consultant Team has carried out this update by preparing a new AB 1600 Fee Justification Study (the "Fee Study") that complies with the requirements of Section 66000 *et seq.* of the Government Code, which was enacted by the State of California in 1987 as the California Mitigation Fee Act.

In brief, the Fee Study identifies the specific new or expanded transportation facilities that will be required as a result of new development ("Future Facilities") through the year 2035. The Future Facilities include a wide array of transportation improvements, including roads, public transit, bikeways, and pedestrian walkway facilities that were selected by City DOT staff. The costs of constructing the improvements selected are totaled and apportioned to either anticipated future development or existing development, depending on the relative amounts of benefit received by specific Land Use Categories within each of these two development categories (i.e., existing versus future development). For purposes of the Fee Study, the City has selected two residential Land Use Categories; Single Family residential and Multi-Family residential. In addition, the City has selected three non-residential Land Use Categories; Retail, Office and Industrial. These proposed residential and non-residential land use categories are presented in **Table I-A**, below.

TABLE I-A
CITY OF PASADENA PROPOSED LAND USE CATEGORIES

Land Use Classification for Fee Study
Single Family Residential
Multi-Family Residential
Retail
Office
Industrial

Fee amounts are then calculated to pay for future development's "fair share" of Future Facilities through 2035. The demographic projections for the City utilized in this Fee Study, by Land Use Category, were derived from the City of Pasadena TDF Model and are discussed in **Section III**. The Future Facilities and associated construction costs are identified in the Needs List, which is incorporated in **Section IV**. The methodology and computations utilized to determine the TIF rates are included in **Section V**, while issues related to the implementation and administration of the TIFs in incorporated in **Section VI**. A map of the City's boundaries is shown below.


Land Use Diagram
HOUSING
Low Density Res 0-6 DU/Acre
Low-Med Density Res 0-12 DU/Acre
Medium Density Residential 0-16 DU/Acre
Med-High Density Residential 0-32 DU/Acre
High Density Residential 0-48 DU/Acre
Urban Housing 0-87 DU/Acre
MIXED-USE
Low Mixed Use (0.0-1.0 FAR)
Low-Med Mixed Use (0.0-1.75 FAR)
Med Mixed Use (0.0-2.25 FAR)
High Mixed Use (0.0-3.0 FAR)
OPEN SPACE
Parks
COMMERCIAL
Low Commercial (0.0-1.0 FAR)
Med Commercial (0.0-2.0 FAR)
High Commercial (0.0-3.0 FAR)
R&D Flex Space (0.0-1.25 FAR)
Institutional
Planning Areas
Sphere of Influence
Altadena (Los Angeles County)
La Cañada Flintridge
Los Angeles County
Sierra Madre
Glendale
Arcadia
Los Angeles County
San Marino
Los Angeles
Los Angeles County
South Pasadena

II. LEGAL REQUIREMENTS TO JUSTIFY IMPACT FEES

Prior to World War II, development in California was held responsible for very little of the cost of public infrastructure. Public improvements were financed primarily through jurisdictional general funds and utility charges. It was not uncommon during this period for speculators to subdivide tracts of land without providing any public improvements, expecting the closest city to eventually annex a project and provide public improvements and services.

Starting in the late 1940s, however, the use of impact fees grew with the increased planning and regulation of new development. During the 1960s and 1970s, the California Courts broadened the right of local government to impose fees on developers for public improvements that were not located on project sites. Beginning in 1978, with the passage of Proposition 13, the reductions in local government revenues available for new infrastructure have resulted in new development being held responsible for a greater share of public improvements, and both the use and levels of impact fees have grown substantially. Higher fee levels were undoubtedly driven in part by a need to offset the decline in funds for infrastructure development from other sources.

The need for additional funding Statewide for transportation and transit facilities was documented by the California Transportation Commission (CTC) in 2011. The CTC's "Statewide Transportation System Needs Analysis" forecasted a ten-year transportation funding need of $536.2 billion. The funding need included about $341 billion for system preservation, defined as rehabilitation and maintenance, and about $195 billion for system expansion. The total funding revenue for this same ten-year period was forecast to be only about $242.4 billion. As a result, the CTC recognizes a transportation infrastructure funding shortfall of $293.8 billion consisting of about $99 billion for system preservation (about $10 billion per year) and $195 billion for system expansion (about $20 billion per year).

The levy of impact fees by local governments in California is one authorized method of financing the transportation, transit and related facilities necessary to mitigate the impacts of new development, as the levy of such fees provides funding to maintain an agency's service standard required for an increased service population. A fee is "a monetary exaction, other than a tax or special assessment, which is charged by a local agency to the applicant in connection with approval of a development project for the purpose of defraying all or a portion of the cost of public facilities related to the development project..." (California Government Code, Section 66000). A fee may be levied for each type of capital improvement required for new development, with the payment of the fee occurring prior to the beginning of construction of a dwelling unit or non-residential building (or prior to the expansion of existing buildings of these types). Fees are often levied at final map recordation, issuance of a certificate of occupancy, or more commonly, at building permit issuance.

As explained in detail below, the City has identified the need to levy TIFs to pay for transportation infrastructure. A detailed list of required Future Facilities (the "Needs List") is contained within **Section IV** herein. The TIFs presented in this Fee Study will finance facilities on the Needs List at levels identified by the City as appropriate to mitigate the impacts of future development through 2035. Upon the adoption of the Fee Study and required legal documents by

the City Council, all new development will be required to pay its "fair share" of the cost of facilities on the Needs List through these fees at rate structures set in the adopting ordinance.

Section 66000 *et seq*. of the Government Code mandates that there is a nexus between fees imposed, the use of the fees, and the development projects on which the fees are imposed. Furthermore, there must be a relationship between the amount of the fee and the cost of the improvements. To impose a fee as a condition for a development project, a public agency must do the following:

- Identify the purpose of the fee.
- Identify the use to which the fee is to be applied. If the use is financing public facilities, the facilities must be identified.
- Determine how there is a reasonable relationship between the fee's use and the type of development project on which the fee is imposed.
- Determine how there is a reasonable relationship between the need for a public facility and the type of development project on which the fee is being imposed.

Addressing these items will enable an impact fee to meet the nexus and rough proportionality requirements established by *Dolan versus City of Tigard*, *Koontz versus St. Johns River Management District* and other court cases. These findings and the nexus test for the TIFs are presented in **Section V** of the Fee Study. As mentioned previously, current State financing and fee assessment requirements only allow future development to pay its fair share of facilities' costs. Any current deficiencies resulting from the needs of existing development must be funded through other sources. Therefore, a key element to establishing legally defensible impact fees is to determine what share of the benefit or cost of a particular improvement can be equitably assigned to existing development, even if that improvement has not yet been constructed. By removing this factor, the true impact of new development can be assessed and equitable fees assigned.

A. PURPOSE OF THE FEE (GOVERNMENT CODE SECTION 66001(A)(1))

The purpose of the proposed TIF Fee is to fund Facilities required as a result of projected development within the City from 2017 through the year 2035. A review of the City's existing Pasadena TDF Model, as further explained in **Section III**, below, projects the construction of 10,333 multifamily units, 2,457,000 square feet of retail space and 8,523,000 square feet of office space. During that same period, there would be a net loss of 337 single family homes and 2,429,000 square feet of industrial space. The loss of single family homes can be attributed to the projected replacement of more single family homes with multifamily units. The future residents and workers housed within this future development will create an additional demand for transportation facilities that existing facilities alone cannot accommodate. In brief, to mitigate the effects of future development in an orderly manner while maintaining the current quality of life in the City, the facilities on the Needs List (*see* **Table IV-A**, below) will need to be constructed.

The projected direct and cumulative effect of future development has necessitated a TIF Program. Future development will contribute to the need for the Future Facilities, including new roads, public transit, bikeway, and pedestrian walkway projects. Without future development, many of the proposed transportation facilities would not be necessary. Future development exclusively drives the need for some of the Future Facilities, while others of these facilities share costs between future and existing development due to the need to cure existing facilities' deficiencies. The proposed TIFs will be used for the acquisition, installation, and construction of the Future Facilities identified on the Needs Lists to mitigate the direct and cumulative impacts of future development in the City through 2035.

B. THE USE TO WHICH THE FEE IS TO BE PUT (GOVERNMENT CODE SECTION 66001(A)(2))

The TIFs will be used for the acquisition, installation, and construction of the Future Facilities identified on the Needs List included in **Section V** of the Fee Study. The TIF will provide a source of revenue to the City to fund such facilities, which in turn will both preserve the quality of life in the City and protect the health, safety, and welfare of its existing and future residents and employees.

C. DETERMINE THAT THERE IS A REASONABLE RELATIONSHIP BETWEEN THE FEE'S USE AND THE TYPE OF DEVELOPMENT PROJECT UPON WHICH THE FEE IS IMPOSED (BENEFIT RELATIONSHIP) (GOVERNMENT CODE SECTION 66001(A)(3))

The TIFs collected will be used for the construction of Future Facilities within the City. The types of development that will be paying these fees are new residential, commercial and industrial projects within the City between June 1, 2017 and December 31, 2035. This expected development will generate new residents and employees that will increase the burden on existing transportation infrastructure in the form of increased traffic and transit ridership, as well as bikeway and pedestrian walkway usage. In order to maintain existing service standards, the fees to be imposed on new development, as recommended in this Study, will ensure that new development contributes its fair share of funds to mitigate the impacts caused by such development.

D. DETERMINE HOW THERE IS A REASONABLE RELATIONSHIP BETWEEN THE NEED FOR THE PUBLIC FACILITY AND THE TYPE OF DEVELOPMENT PROJECT UPON WHICH THE FEE IS IMPOSED (IMPACT RELATIONSHIP) (GOVERNMENT CODE SECTION 66001(A)(4))

As determined by technical analysis using VMTs derived from the TDF Model, the benefit to each Land Use Category from the Future Facilities listed in **Section V** was calculated so that it would correspond directly to the impact generated by new development. For example, the projected growth of residential homes ("dwelling units") and the growth of retail, office and industrial development ("square footage") translate to

additional traffic on City streets as reflected by increased VMT (that is, overall VMT will increase even as VMT for certain land use categories, namely existing single family detached and industrial uses which will actually experience a net loss of development by 2035, is projected to decrease). In order to prevent congestion, streets need to be created or widened; signals need to be installed; and transit, bikeway, and pedestrian walkway capacity needs to be enhanced. Furthermore, the fact that public transit, bikeways, and pedestrian walkways directly alleviate traffic and reduce VMTs by providing an alternative mode of transportation justifies the use of VMTs to measure the impact of these alternative modes of transportation by Land Use Category.

E. THE RELATIONSHIP BETWEEN THE AMOUNT OF THE FEE AND THE COST OF THE PUBLIC FACILITIES ATTRIBUTABLE TO THE DEVELOPMENT UPON WHICH THE FEE IS IMPOSED ("ROUGH PROPORTIONALITY" RELATIONSHIP) (GOVERNMENT CODE 66001(A)

This Fee Study uses various methodologies to apportion the cost of the Future Facilities to future development according to the magnitude of the impacts that drive the need for these facilities. Fee amounts for the various Land Use Categories are determined by apportioning costs according to their appropriate demand factors, which in this case consist of VMTs. **Section V**, "Methodology and Fee Calculation," explains how VMTs were used to determine Future Facilities benefits based on Land Use Category, describes the methodologies utilized for apportioning costs, and presents the calculations that justify the proposed TIFs for each Land Use Category.

III. DEMOGRAPHICS

In order to determine the transportation facilities needed to serve new development as well as establish fee amounts to fund such facilities, the Fee Study must quantify the number of residential dwelling units and retail, office, and industrial square footages for both existing and projected future development. Estimates of existing and future residential units and square footage of commercial development through 2035 were provided by the City through its TDF Model, which was in turn based on the City's General Plan. **Tables III-A** and **III-B** depict the anticipated growth in residential units and non-residential square footage through 2035, which was utilized by the Consultant Team to calculate the amount of the TIFs to be imposed on new development in the City, as described in **Section V** of this Fee Study.

TABLE III-A
EXISTING AND FUTURE RESIDENTIAL DEVELOPMENT

Residential Dwelling Units (DU's)			
Category	**2035 DU's**	**2016 DU's**	**Growth in DU's**
Single Family	21,166	21,503	-337
Multi-Family	51,225	40,922	10,303
Total	72,391	62,425	9,966

TABLE III-B
EXISTING AND FUTURE NON-RESIDENTIAL DEVELOPMENT

Non-Residential Building Square Feet			
Category	**2035 .s.f.**	**2016 Existing .s.f.**	**Growth in .s.f.**
Commercial, Retail	13,945.000	11,488,000	2,457,000
Commercial, Office	24,389.000	15,866,000	8,523,000
Industrial	2,183,000	4,612,000	-2,429,000
Total	40,517,000	31,966,000	8,551,000

IV. THE NEEDS LIST AND TRANSPORTATION FACILITIES COSTS

Identification of the public facilities to be financed is a critical component of any development impact fee program. In the broadest sense, the purpose of impact fees is to protect the public health, safety, and general welfare by providing for adequate public facilities. "Public Facilities" per Government Code 66000 include "public improvements, public services, and community amenities." Fees imposed for a public capital facility improvement cannot be used for maintenance or services.

Government Code 66000 requires that if impact fees are going to be used to finance public facilities, those facilities must be identified. Identification of the facilities may be made in an applicable general or specific plan, other public documents, or by reference to a Capital Improvement Program (CIP) or Capital Improvement Plan. For purposes of the City's TIF Program, the Needs List is intended to be the official public document identifying the Facilities eligible to be financed, in whole or in part, through the levy of a uniform development fee on future development in the City.

Future Facilities included in this study will serve the entire City, so the service area within which the TIFs will be calculated and levied is the entire City. The resulting TIFs are intended to apply to all future development in the City. The Consultant Team worked with City DOT staff to develop the Needs List, which was based on information obtained from five sources:

- 2015 Pasadena General Plan - Mobility Element
- Pasadena ITS Master Plan Framework Final Report
- Pasadena Bicycle Master Plan
- Old Pasadena and Playhouse District Specific Plan
- ADA Transition Plan

After City DOT staff and the Consultant Team developed a draft of the Needs List, Caltrans reviewed the Needs List and provided feedback. ***The City will continue to solicit Caltrans' input when updating a new improvement list as a part of future traffic impact fee updates.***

As noted in the Demographics section of this Fee Study (**Section III**), the years from 2016 through 2035 were selected for planning purposes. The Needs List (**Table IV-A**) identifies all of the transportation facilities selected by City DOT staff that will be needed to serve future development during that time period, as well as the costs of these facilities. There is currently no funding secured by the City for any of these facilities. Therefore, future development's share of the costs of these Future Facilities will need to be financed solely through the TIF Program, unless future grants or other funding sources become available. As future development is only required to pay its fair share of Future Facilities costs, the net costs listed in the Needs List will be bifurcated in **Section V** of this Fee Study to specifically identify the costs of the facilities that are the responsibility of future development.

TABLE IV-A

TRANSPORTATION FACILITIES NEEDS LIST

Item No.	Allocation	Category	Project Description	Preliminary Project Costs (Original Needs List)	Source
1	NEW DEVELOPMENT ONLY	Local Transit Improvements	New Buses to Support General Plan (net over existing)	$98,872,426	2015 General Plan-Mobility Element
2	NEW DEVELOPMENT ONLY	Local Transit Improvements	Facility to Support General Plan (net over current proposed)	$20,000,000	2015 General Plan-Mobility Element
3	NEW DEVELOPMENT ONLY	Complete Streets	Citywide Complete Streets Program FY 2016 - 2020 (75076)	$750,000	2015 General Plan-Mobility Element
4	NEW DEVELOPMENT ONLY	Complete Streets	Complete Streets Project - Lida Street between Knollwood Dr. and Lancashire Pl. (75074)	$400,000	2015 General Plan-Mobility Element
5	NEW DEVELOPMENT ONLY	Complete Streets	Complete Streets Project - Avenue 64 from Colorado Blvd to South City Limits (75077)	$552,000	2015 General Plan-Mobility Element
6	NEW DEVELOPMENT ONLY	Complete Streets	Complete Streets Project - El Molino Avenue and Alpine Street Intersection Configuration (75088)	$94,000	2015 General Plan-Mobility Element
7	NEW AND EXISTING	Complete Streets	Washington Road Diet	$870,000	
8	NEW AND EXISTING	Complete Streets	Orange Grove Road Diet	$2,300,000	
9	NEW AND EXISTING	Traffic Ops	Intelligent Transportation System (ITS) Project - Phase I(75701)	$4,198,961	Pasadena ITS Master Plan Framework Final Report
10	NEW AND EXISTING	Traffic Ops	Detection of Bicycles at Intersections Controlled by Traffic Signals (75043)	$2,494,505	Pasadena ITS Master Plan Framework Final Report
11	NEW AND EXISTING	Traffic Ops	Gold Line Phase I - Project Enhancements (75506)	$6,686,908	Pasadena ITS Master Plan Framework Final Report
12	NEW AND EXISTING	Traffic Ops	Mobility Corridor Improvements FY 2016 - 2020 (75079)	$274,000	Pasadena ITS Master Plan Framework Final Report
13	NEW AND EXISTING	Traffic Ops	Traffic Signal Indication Safety Improvements - Phase II(75709)	$770,000	Pasadena ITS Master Plan Framework Final Report
14	NEW AND EXISTING	Traffic Ops	Left Turn Signal Phasing at Fair Oaks Ave and Colorado Blvd	$160,000	Pasadena ITS Master Plan Framework Final Report
15	NEW AND EXISTING	Traffic Ops	Mobility Corridors - Rose Bowl Access Systems (75084)	$1,623,000	Pasadena ITS Master Plan Framework Final Report
16	NEW AND EXISTING	Traffic Ops	Intelligent Transportation System (ITS) Equipment Upgrades/Replacement - FY 2016 - 2020 (75078)	$375,000	Pasadena ITS Master Plan Framework Final Report
17	NEW AND EXISTING	Traffic Ops	Implementation of Citywide Transportation Performance Monitoring Network (75602)	$3,132,428	Pasadena ITS Master Plan Framework Final Report
18	NEW AND EXISTING	Traffic Ops	Intelligent Transportation System (ITS) Master PlanImplementation Phase III (75911)	$5,417,565	Pasadena ITS Master Plan Framework Final Report
19	NEW AND EXISTING	Traffic Ops	Upgrade Traffic Signal Heads on One-Way Streets (75050)	$384,500	Pasadena ITS Master Plan Framework Final Report
20	NEW AND EXISTING	Traffic Ops	Implement Bus Signal Priority System on Pasadena TransitBuses	$1,447,191	Pasadena ITS Master Plan Framework Final Report
21	NEW AND EXISTING	Traffic Ops	Adaptive Traffic Control Network - Phase II	$2,502,572	Pasadena ITS Master Plan Framework Final Report
22	NEW AND EXISTING	Traffic Ops	Traffic Signal - Orange Grove Blvd. at Sunnyslope Ave.	$500,000	Pasadena ITS Master Plan Framework Final Report
23	NEW AND EXISTING	Traffic Ops	Traffic Signal - Electronic Dr. and Sierra Madre Villa Blvd.	$500,000	Pasadena ITS Master Plan Framework Final Report
24	NEW AND EXISTING	Traffic Ops	Replacement of Aging Video Detection Systems	$510,000	Pasadena ITS Master Plan Framework Final Report
25	NEW AND EXISTING	Traffic Ops	Traffic Signal Improvements at Garfield Ave and Washington Blvd	$485,000	Pasadena ITS Master Plan Framework Final Report
26	NEW AND EXISTING	Traffic Ops	Actuated Traffic Signal Upgrade (CIP)	$5,600,000	
27	NEW AND EXISTING	Bike Plan	Pasadena Bicycle Program	$12,300,000	Pasadena Bicycle Master Plan
28	NEW AND EXISTING	Pedestrian Improvements	Pedestrian Improvements for Old Pasadena and Playhouse District	$5,628,740	Old Pasadena and Playhouse District Specific Plans
29	NEW AND EXISTING	Pedestrian Improvements	ADA ramp improvements	$21,000,000	ADA Transition Plan
			Total Transportation Improvement Project Cost:	**$199,828,796**	

V. METHODOLOGY UTILIZED TO CALCULATE THE TRANSPORTATION IMPACT FEE

The Future Facilities, including roadway, public transit, bikeway, and pedestrian walkway facilities, will benefit future residents and employees by providing safe and efficient access to properties. Historically, access has been well documented by transportation engineers to vary by Land Use Category based on traffic volumes. A number of entities, such as the Institute of Transportation Engineers ("ITE") and San Diego Association of Governments ("SANDAG"), have published trip generation rates that reflect the differentiation in the usage of roads by various land uses. The TDF Model also includes trip generation data (*see* **Table V-C**, below) which has actually been incorporated into the VMT data developed through the TDF Model. This trip generation data is also relevant for measuring the need for public transit, bikeways, and pedestrian walkway facilities, as they offer alternative transportation modes to the automobile, thereby lowering road congestion rates and benefiting the various Land Use Categories in the same manner that roads do. All of these factors are utilized in meeting the four nexus requirements associated with the California Mitigation Fee Act, as were previously discussed in **Section II** of this Fee Study.

The Nexus requirements of the California Mitigation Fee Act state that the purpose, use, and need for the proposed facilities to be funded through an impact fee must be clearly identified. **Table V-A,** below, summarizes the response to these requirements:

TABLE V-A: TRANSPORTATION ELEMENT
AB 1600 NEXUS TEST

Identify Purpose of Fee	Mitigate the transportation congestion impacts of future development
Identify Use of Fee	Roads, Public Transit, Bikeways, and Pedestrian Walkway Facilities
Demonstrate how there is a reasonable relationship between the need for the public facility, the use of the fee, and the type of development project on which the fee is imposed	New residential and non-residential development will generate additional residents and employees who will create additional vehicular and non-vehicular traffic. Roads and traffic signals will have to be improved or extended to meet the increased demand and provide for adequate circulation within the City, and signals will have to be installed to efficiently direct increased traffic flow. Ridership will increase on public transit, and there will be additional use of bikeways and pedestrian walkways. Thus there is a relationship between future development and the need for new transportation facilities. Fees collected from new development will be used exclusively for Future Facilities on the Needs List.

The adoption of Senate Bill 743 (SB 743) by the State of California in 2013 resulted in the use of Vehicle Miles Traveled ("VMT") as a required California Environmental Quality Act

transportation infrastructure analysis performance measure. In compliance with SB 743, the TIFs in this Fee Study were calculated based on VMTs, as opposed to the traditional method (known as Level of Service, or "LOS") of calculating TIFs based on the number of trips generated by each Land Use Category. The purpose of the Fee Study analysis was to assign an average number of VMTs by Land Use Category within the entire City based on anticipated development by 2035 as projected under the TDF Model.

The TDF Model includes land use data for the following categories:

- Lodging
- Retail
- Personal Services
- Restaurant
- Entertainment
- Automotive Related
- Office
- Medical Office
- Government Office
- Hospital
- Religious Facilities
- Cultural
- Police and Fire Services
- Park and Recreational Facilities
- Industrial
- Utility Facilities
- Elementary and Middle Schools
- High Schools
- Colleges

In coordination with City DOT, the TDF Model land uses were grouped into five separate Land Use Categories to calculate VMT-based traffic impact fees. These five Land Use Categories are Single-Family Residential, Multi-Family Residential, Retail, Office, and Industrial. Some uses, such as government, hospital, and religious land uses, were excluded from the TIF analysis calculations, as the City did not wish to impose TIFs on those uses. (These exemptions are considered standard industry practice due to the non-profit nature of these uses.) The VMTs associated with these exempt uses, however, were included in the totals for the City for purposes of determining apportionments for each of the five Land Use Categories. A summary of the specific types of land uses associated with each of the five TDF Model Land Use Categories is shown in **Table V-B**, below.

TABLE V-B: LAND USE CATEGORIES FOR FEE CALCULATION

Land Use Categories					
Single Family	**Multi-Family**	**Retail**	**Office**	**Industrial**	**Non-Fee**
- Single-family homes	- Multi-family units - Assisted living units - Hotels	- Retail - Personal Services - Restaurants - Entertainment - Automotive related	- General Office - Medical Office - Government Office	- Industrial	- Hospital - Religious Facilities - Cultural - Police and Fire Stations - Park and Rec Facilities - Library Facilities - Elementary and Middle Schools - High Schools - Colleges and Universities

VMTs were then assigned to each of the five Land Use Categories and the category for each of three types of travel:

1. Travel wholly within the City boundaries (Internal to Internal)
2. Trips originating within the City but ending outside the City (Internal to External)
3. Trips originating outside the City and ending inside the City (External to Internal)

External to External trips include traffic that passes through the City with no origin or destination within the City. For the purposes of this traffic impact fee study, the VMTs associated with these trips are not attributable to the City.

External to Internal trips include traffic with one end of the trip within the City. For these trips, only 50% of the VMTs associated with the Internal-to-External and External-to-Internal vehicle trips were allocated to the City itself; the other 50% were allocated to the non-City end of the trip. VMT trip tables were calculated by multiplying the TDF Model's origin-destination trip tables by travel distance "skims" from the highway assignment for the a.m., mid-day, p.m. and off-peak time periods separately. Time periods are calculated independent of one another in order to capture the changes in trip paths due to congested versus uncongested travel conditions.

As a result, trips were assigned to each of the five Land Use Categories, as well as the Non-Fee Category, based on the trip generation rates summarized in **Table V-C** on the following page.

TABLE V-C: DAILY VEHICLE TRIP GENERATION IN TDF MODEL

Description	Unit	Daily Trip Rate
Single family homes	Dwelling units	9.5
Multi-family units	Dwelling units	6.5
Assisted living units	Dwelling units	1.5
Hotels	Thousand square-feet	3
Retail	Thousand square-feet	41
Personal services	Thousand square-feet	41.5
Restaurants	Thousand square-feet	68.5
Entertainment	Thousand square-feet	39
Automotive related	Thousand square-feet	84.5
General office	Thousand square-feet	10
Medical office	Thousand square-feet	30.5
Government office	Thousand square-feet	34.5
Hospital	Thousand square-feet	16
Religious facilities	Thousand square-feet	11
Cultural	Thousand square-feet	27.5
Police and fire stations	Thousand square-feet	7
Park and recreational facilities	Acres	25.5
Industrial	Thousand square-feet	1.5
Utility Facilities	Acres	25
Elementary and middle schools	Students	1.5
High schools	Students	1.5
Colleges and universities	Students	1

[1] *Supplemental Instructions for Preparing, Running, and Analyzing Results from the City of Pasadena Travel Demand Forecasting Model*, Fehr & Peers, December 2014.

The TDF Model forecasts trip origin and destination pairs by mode (drive alone, shared ride, etc.), resulting in an initial calculation from raw model outputs of VMT by mode. In order to calculate VMT by Land Use Category, a proportion of trips from each of the Land Use Categories within each TAZ was calculated to determine the number of VMTs assigned to each Land Use Category, as listed in **Table V-D** on the following page. This task was accomplished by estimating the number of trips generated by each Land Use Category using the trip generation rates shown in **Table V-C,** above, and then determining a percentage of the total trips that were associated with each land use. These percentages were then applied to the total VMT estimate from the TDF Model for each of the TAZs within the City. This process results in the City-wide VMT by Land Use Category, as listed in **Table V-D**, which totals the same VMT for the City as the TDF Model, but is allocated by Land Use Category rather than trip mode. Results for the City-wide VMT estimates by Land Use Category for years 2016 and 2035 are provided in **Table V-D**, based on the TDF Model's land use estimates for 2016 and 2035.

TABLE V-D: CITYWIDE VMT SUMMARY BY LAND USE CATEGORY

Year	Land Use Category						
	Single-Family	Multi-Family	Retail	Office	Industrial	Land Uses Not Included	Total
2016	482,709	495,779	1,082,937	391,533	13,729	352,900	2,819,588
2035	449,450	580,500	1,146,150	556,700	6,000	346,350	3,085,150
Growth	-33,259	84,721	63,213	165,167	-7,729	-6,550	265,562

Once the total City-wide VMT by Land Use Category for 2035 had been determined, VMT rate per dwelling unit (residential) or square foot (non-residential) was derived for each of the three Land Use Categories anticipated to experience growth between 2016 and 2035 (Multifamily, Retail and Office) by dividing the 2035 VMT total per Land Use Category for the future growth listed in **Table V-D** by the forecasted 2035 land use quantity (i.e., dwelling unit or non-residential square footage) of future growth in each of these Categories, as reflected in **Table V-E**, below. On the other hand, for Single Family Detached and Industrial development, because both of these Land Use Categories will actually experience a loss in development between 2016 and 2035, the VMT calculations utilizing future growth between 2016 and 2035 do not provide accurate VMT data for these two Land Use Categories. As a result, the Consultant Team computed the per-dwelling-unit and per-square-foot VMT estimates by dividing the total development in these two Land Use Categories in 2035 (both existing and future development) by the forecasted 2035 land use quantities for these Land Use Categories. The result of the calculations for all five Land Use Categories are listed in **Table V-E**.

TABLE V-E: 2035 DAILY VMT RATE FOR FUTURE DEVELOPMENT BY LAND USE CATEGORY

	Single Family Detached	Multi-Family Attached	Retail	Office	Industrial
2035 Daily VMT	449,450[1]	84,721	63,213	165,167	6,000[1]
2035 Land Use	21,166 du[1]	10,303 du	2,457,000 sf	8,523,000 sf	2,183,000 sf[1]
Daily VMT Rate	21.2 VMT/du[1]	8.2 VMT/du	.0257 VMT/sf	.0194 VMT/sf	.0027 VMT/sf[1]

[1]VMT calculations for Single Family Detached and Industrial Land Use Categories were based on total VMTs for existing and future development in 2035, rather than only VMTs for future development in 2035, which was the basis for the calculations for the Multifamily, Retail and Office categories. This was because only limited VMT data was available for future Single Family Detached and Industrial development because there were actually decreases in the amounts of development in these two categories between 2016 and 2035. Since this data would have been unrepresentative of the actual VMTs associated with new Single Family Detached homes and Industrial development constructed during this period, the VMTs for all Single Family Detached and Industrial land uses in 2035 were utilized to calculate average VMTs for these two Land Use Categories.

At this point, the net project costs from **Table IV-A** were bifurcated into two components, one of which represents future development's component of the benefit to be received from the Needs List improvements, and the other being existing development's component of the benefit received. As impact fees can only cover the costs benefiting future development, the calculation of the fees must be based solely on the costs listed in the last column in **Table V-F**, below. In reviewing the Needs List, the Consultant Team selected two types of local transit improvements and four complete roads that are being constructed exclusively to serve new development and would not be necessary absent future growth. As a result, the total net costs of these six (6) facilities ($120,668,426) were assigned directly to future development and would be 100% covered by the proposed TIFs. On the other hand, the remaining twenty-four (24) types of facilities will generally improve the existing levels of service in the City and will benefit both future development and existing development. In terms of the costs of this latter group of facilities, the Consultant Team apportioned approximately 8.6% of the net costs listed in **Table IV-A** to future development. The apportionment of 8.6% is based on the 265,562 VMTs assigned to future development as a percentage of the total 3,085,150 VMTs projected for all development in 2035, as listed in **Table V-D**. The net costs of these remaining facilities assigned to future development was $6,813,930. As reflected in **Table V-F** on the following page, the total Future Facilities costs assigned to future development in the City equaled $127,482,356.

TABLE V-F

FACILITIES NEEDS LIST COSTS FOR FUTURE DEVELOPMENT

Item No.	Allocation	Category	Project Description	Preliminary Project Costs (Original Needs List)	% Funded by Impact Fee Program[1]	Final Project Costs (paid for by Fee Program)
1	NEW DEVELOPMENT ONLY	Local Transit Improvements	New Buses to Support General Plan (net over existing)	$98,872,426	100.0%	$98,872,426
2	NEW DEVELOPMENT ONLY	Local Transit Improvements	Facility to Support General Plan (net over current proposed)	$20,000,000	100.0%	$20,000,000
3	NEW DEVELOPMENT ONLY	Complete Streets	Citywide Complete Streets Program FY 2016 - 2020 (75076)	$750,000	100.0%	$750,000
4	NEW DEVELOPMENT ONLY	Complete Streets	Complete Streets Project - Lida Street between Knollwood Dr. and Lancashire Pl. (75074)	$400,000	100.0%	$400,000
5	NEW DEVELOPMENT ONLY	Complete Streets	Complete Streets Project - Avenue 64 from Colorado Blvd to South City Limits (75077)	$552,000	100.0%	$552,000
6	NEW DEVELOPMENT ONLY	Complete Streets	Complete Streets Project - El Molino Avenue and Alpine Street Intersection Configuration (75088)	$94,000	100.0%	$94,000
7	NEW AND EXISTING	Complete Streets	Washington Road Diet	$870,000	8.6%	$74,887
8	NEW AND EXISTING	Complete Streets	Orange Grove Road Diet	$2,300,000	8.6%	$197,978
9	NEW AND EXISTING	Traffic Ops	Intelligent Transportation System (ITS) Project - Phase I(75701)	$4,198,961	8.6%	$361,436
10	NEW AND EXISTING	Traffic Ops	Detection of Bicycles at Intersections Controlled by Traffic Signals (75043)	$2,494,505	8.6%	$214,721
11	NEW AND EXISTING	Traffic Ops	Gold Line Phase I - Project Enhancements (75506)	$6,686,908	8.6%	$575,593
12	NEW AND EXISTING	Traffic Ops	Mobility Corridor Improvements FY 2016 - 2020 (75079)	$274,000	8.6%	$23,585
13	NEW AND EXISTING	Traffic Ops	Traffic Signal Indication Safety Improvements - Phase II(75709)	$770,000	8.6%	$66,280
14	NEW AND EXISTING	Traffic Ops	Left Turn Signal Phasing at Fair Oaks Ave and Colorado Blvd	$160,000	8.6%	$13,772
15	NEW AND EXISTING	Traffic Ops	Mobility Corridors - Rose Bowl Access Systems (75084)	$1,623,000	8.6%	$139,704
16	NEW AND EXISTING	Traffic Ops	Intelligent Transportation System (ITS) Equipment Upgrades/Replacement - FY 2016 - 2020 (75078)	$375,000	8.6%	$32,279
17	NEW AND EXISTING	Traffic Ops	Implementation of Citywide Transportation Performance Monitoring Network (75602)	$3,132,428	8.6%	$269,632
18	NEW AND EXISTING	Traffic Ops	Intelligent Transportation System (ITS) Master PlanImplementation Phase III (75911)	$5,417,565	8.6%	$466,331
19	NEW AND EXISTING	Traffic Ops	Upgrade Traffic Signal Heads on One-Way Streets (75050)	$384,500	8.6%	$33,097
20	NEW AND EXISTING	Traffic Ops	Implement Bus Signal Priority System on Pasadena TransitBuses	$1,447,191	8.6%	$124,571
21	NEW AND EXISTING	Traffic Ops	Adaptive Traffic Control Network - Phase II	$2,502,572	8.6%	$215,415
22	NEW AND EXISTING	Traffic Ops	Traffic Signal - Orange Grove Blvd. at Sunnyslope Ave.	$500,000	8.6%	$43,039
23	NEW AND EXISTING	Traffic Ops	Traffic Signal - Electronic Dr. and Sierra Madre Villa Blvd.	$500,000	8.6%	$43,039
24	NEW AND EXISTING	Traffic Ops	Replacement of Aging Video Detection Systems	$510,000	8.6%	$43,900
25	NEW AND EXISTING	Traffic Ops	Traffic Signal Improvements at Garfield Ave and Washington Blvd	$485,000	8.6%	$41,748
26	NEW AND EXISTING	Traffic Ops	Actuated Traffic Signal Upgrade (CIP)	$5,600,000	8.6%	$482,034
27	NEW AND EXISTING	Bike Plan	Pasadena Bicycle Program	$12,300,000	8.6%	$1,058,754
28	NEW AND EXISTING	Pedestrian Improvements	Pedestrian Improvements for Old Pasadena and Playhouse District	$5,628,740	8.6%	$484,508
29	NEW AND EXISTING	Pedestrian Improvements	ADA ramp improvements[2]	$21,000,000	8.6%	$1,807,628
			Total Transportation Improvement Project Cost:	**$199,828,796**		**$127,482,356**

NOTES

[1] Percentage developed as a fair share of the proportion of VMT attributable to new development versus total 2035 VMT.

[2] The City will upgrade ADA ramps at Caltrans intersection to meet State standards when a project impact is identified within the State facilities.

Dividing the 313,101 VMTs, which are the total daily VMTs assigned to future development in **Table V-D**, into the $127,482,356 in Future Facilities costs for New Development yields a cost of $407.16 per VMT. Multiplying this cost by the daily VMT rate per land use unit for each of the Land Use Categories (**Table V-E**) yields the following TIF levels per dwelling unit or non-residential square foot (**Table V-G**).

TABLE V-G: TRANSPORTATION IMPACT FEES BY LAND USE CATEGORY (WITHOUT ADMINISTRATION COSTS)

Land Use Category	Single Family Detached Per Dwelling Unit	Multi-Family Attached Per Dwelling Unit	Retail Per Square Foot	Office Per Square Foot	Industrial Per Square Foot
Transportation Impact Fees	$8,646	$3,348	$10.475	$7.890	$1.099

VI. TRANSPORTATION IMPACT FEE IMPLEMENTATION AND ADMINISTRATION

1. TIF PROGRAM ADMINISTRATION FEATURES AND COSTS

As recently confirmed by the State of California's Fourth Appellate District in *Daniel Walker vs. City of San Clemente*, the City may add a reasonable charge for the collection and administration of the TIF Program. As a result, the City is adding a 3% charge to the TIFs listed in **Table V-G**, leading to the total TIF rates reflected in **Table VI-A**, below.

TABLE VI-A: TOTAL TRANSPORTATION IMPACT FEES BY LAND USE CATEGORY (WITH ADMINISTRATION COSTS)

Land Use Category	Single Family Detached Per Dwelling Unit	Multi-Family Attached Per Dwelling Unit	Retail Per Square Foot	Office Per Square Foot	Industrial Per Square Foot
Transportation Impact Fees	$8,905	$3,448	$10.789	$8.127	$1.132

The TIF levels listed in **Table VI-A** represent the maximum TIFs that legally may be imposed on future development. The City Council may impose lower fees for one or more Land Use Categories, or phase-in the maximum TIF levels over time. Under no circumstances, however, may the City charge TIFs higher than those listed in **Table VI-A** to one Land Use Category to absorb a shortfall created by not charging the maximum TIFs to another Land Use Category.

On the other hand, as the TIFs developed in this Fee Study are based on Future Facilities costs in 2017 dollars, it is appropriate for the City to apply an annual escalator to these fee levels to account for inflation in acquisition and construction costs. Therefore, beginning on January 1, 2018 and every year thereafter, an escalator equal to the change in the Engineering News Record Construction Cost Index for Los Angeles during the twelve months of the prior fiscal year may be added to the maximum TIF levels at the City's discretion.

2. TIF PROGRAM MONITORING

The California Mitigation Fee Act requires all municipalities to complete both an annual public report and a five-year public report summarizing the status of their fee programs.

(a) Annual Report

An annual report is required to be prepared between July 1 and January 1 each year and submitted to the City Council as an informational item. The annual report must include:

(1) A brief description of the impact fees;
(2) The amount of the impact fees;
(3) The impact fee account balance at the beginning and end of the fiscal year;
(4) The amount of fees collected and interest earned over the previous year;
(5) An identification of each expenditure from the account, including a brief description of the expenditure and the percentage of the total cost of the expenditure funded by the fees;
(6) An approximate date when construction will begin if the municipality determines it has sufficient funds to complete a public improvement;
(7) A description of any interfund transfer or loan made from the impact fee accounts; and
(8) The amount of any refunds made from the accounts.

(b) Five-Year Report

The submittal of the Five-Year Report to the City Council must occur every five years following the first deposit of impact fees into an account. The City Council is required to make specific legislative findings to continue its collection of the fees if any unexpended funds remain in the account, or must return any fees to the property owners who paid them. The Council must approve the Five-Year Report, which does the following:

(1) Identify the purpose of imposing the fee;
(2) Demonstrate a reasonable relationship between the fee and the purpose for which it is charged;
(3) Identify all sources and amounts of funding anticipated to complete financing any incomplete improvements that were identified when enacting the fee; and
(4) Identify the approximate dates when the anticipated funds are expected to be received.

3. PROJECTED TIF PROGRAM CASHFLOWS

The success of the City's TIF Program depends on the timely adoption of the fees by the City in early 2017. The City has the option of imposing the TIFs at building permit issuance, or at the issuance of the Certificate of Occupancy of each structure. In either case, the total revenue that could be generated by the DIF fee program through 2035 is $131,299,738 in 2017 dollars, which is equal to the Future Facilities costs listed in **Table V-F** plus an additional 3% charge for administration and fee collection purposes. Of course, with variations occurring in the economy on a year-to-year basis, both nationally and locally, as well as political and other issues that may arise, the actual revenue generated each year will vary depending on factors that are very difficult to predict. In addition, it is anticipated that the City will revise its TIF Program from time-to-time as Future Facilities are constructed and new transportation facilities needs arise.