



Public Facilities Needs Assessment and Impact Fee Study Update

For

The City of Waukesha



March, 2022

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Public Facilities Needs Assessment and Impact Fee Study Update

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Public Facilities Needs Assessment and Impact Fee Update

Introduction

Purpose of Impact Fees

Impact fees are cash contributions, contributions of land or interests in land, or any other items of value that are imposed on a developer by a municipality for the purposes of providing new, expanded or improved public facilities to accommodate the land development. In this case the City is not creating new impact fees but rather updating the existing fees based on the most current population and land use growth estimates, and the most current capital project and cost information.

Summary of Existing Impact Fees and Scope of Services

The City of Waukesha has existing impact fees for law enforcement, sanitary sewer, parks and library facilities. The existing impact fees were for the most part implemented in the 1990's or early 2000's. The last update to all fees was completed in 2012 by Ruekert-Mielke.

In 2020, the City retained Ehlers to provide advisory services for the purposes of updating all the impact fees. The purpose of this study is to update the existing impact fees to be consistent with revised growth and land use development projections as well as to update the impact fee calculations based on actual costs for completed projects and updated cost estimates for projects yet to be completed.

Legislative Authority

A municipality may enact an ordinance under Wis. Stat. § 66.0617 that imposes impact fees on developers to pay for the capital costs that are necessary to accommodate land development. Wis. Stat. § 66.0617 was enacted in 1993 by Wisconsin Act 305. A 1997 change in the law prohibited counties from assessing impact fees to recover costs related to transportation projects. The statute was also amended in 2006 by Wisconsin Acts 203 and 477, and finally in 2008 by Wisconsin Act 44. The more recent acts made several changes to the impact fee statute, most notably the time period for which municipalities have to spend impact fees and the facilities for which impact fees can be imposed.

Prior to enacting or amending an existing ordinance that imposes an impact fee, a municipality shall hold a public hearing on the proposed ordinance or amendment. A municipality shall prepare a needs assessment for the public facilities for which it is anticipated that impact fees may be imposed. The public facilities needs assessment or revised public facilities needs assessment shall be available for public inspection and copying in the office of the municipal clerk at least 20 days prior to the public hearing.

Public facilities means highways, as defined in Wis. Stat. § 340.01(22), and other transportation facilities, traffic control devices, facilities for collecting and treating sewage, facilities for pumping, storing, and distributing water, parks, playgrounds, and land for athletic fields, solid waste and recycling facilities, fire

protection facilities, law enforcement facilities, emergency medical facilities, and libraries. Public facilities do not include facilities owned by a school district.

Public Facilities Needs Assessment

Wisconsin Statute §66.0617 requires a public facilities needs assessment to include the following:

- (1) An inventory of existing public facilities, including an identification of any existing deficiencies in the quantity or quality of those public facilities, for which it is anticipated that an impact fee may be imposed.
- (2) An identification of the new public facilities, or improvements or expansions of existing public facilities, that will be required because of land development for which it is anticipated that impact fees be imposed. This identification shall be based on explicitly identified service areas and service standards.
- (3) A detailed estimate of the capital costs of providing the new public facilities or the improvements or expansions in existing public facilities, including an estimate of the effect of recovering these capital costs through impact fees on the availability of affordable housing within the municipality.

This needs assessment complies with these requirements, as an update to the needs assessments that have previously been conducted for the impact fees that are currently in effect. This is not a new public facilities needs assessment, however, only an update to previously conducted studies to be consistent with revised growth and land use development projections and updated costs estimates for the facilities previously identified.

Standards for Impact Fees

Impact fees must meet seven standards, outlined in Wis. Stat. § 66.0617(6), prior to imposition:

- (1) Shall bear a rational relationship to the need for new, expanded or improved public facilities that are required to serve land development.
- (2) May not exceed the proportionate share of the capital costs that are required to serve land development, as compared to existing uses of land within the municipality.
- (3) Shall be based upon actual capital costs or reasonable estimates of capital costs for new, expanded, or improved public facilities.
- (4) Shall be reduced to compensate for other capital costs imposed by the municipality with respect to land development to provide or pay for public facilities, including special assessments, special charges, land dedications or fees in lieu of land dedications or any other items of value.
- (5) Shall be reduced to compensate for moneys received from the federal or state government specifically to provide or pay for the public facilities for which the impact fees are imposed.
- (6) May not include amounts necessary to address existing deficiencies in public facilities.
- (7) Shall be payable by the developer or the property owner to the municipality in full upon the issuance of a building permit by the municipality.

This update is being conducted to ensure that the impact fees that are currently in effect continue to comply with these standards.

Time Period for Expending Impact Fees and Managing Impact Fee Revenues

Wis. Stat. § 66.0617 states the following time periods for which impact fee revenues must be used or refunded to the current property owner with interest. Generally, impact fees must be spent within eight years from the time of collection. Impact fees for sewer lift stations or for the treatment of sewerage facilities may be extended to 10-years from the time of collection.

Impact fees must be placed in a separate segregated account. The municipality should have a separate account for each impact fee. The impact fees and any interest accrued on the impact fees must be used for the facilities for which the impact fees were imposed.

Updated Population and Land Use Statistics

Population and Land Use Projections Update

This impact fee update assumes a planning horizon through the year 2040. Table 1 shows the historical and projected population statistics for the City of Waukesha. This study update relied on historical population figures from the US Census and the State Department of Administration, and projections from City planning documents through the year 2040. Table 2 shows the historical, current and projected number of households through the year 2040.

Table 3 shows the current and projected land growth by acre between 2020 and 2040. The current and projected figures were developed by the City's Planning Department. The amount of future square footage projected by commercial and industrial land development is shown on the bottom of this table and is based upon an assumed floor coverage ratio and future growth acreage projections.

City of Waukesha Impact Fee Study Update
Table 1 - Historical and Projected Population Statistics

	Population	Projection
1980 ¹	50,365	
1985 ¹	51,800	
1990 ¹	56,894	
1995 ¹	59,441	
2000 ¹	64,825	
2005 ¹	67,580	
2010 ¹	70,718	
2015 ¹	71,316	
2020 ²	72,043	
2028 ²		76,643
2040 ²		80,978

Notes;

1. Census and WI Department of Administration Final Estimates.
2. City of Waukesha Housing Study and Needs Assessment
February, 2019. Chapter 1: 1-9.

City of Waukesha Impact Fee Study Update
Table 2 - Historical and Projected Housing Statistics

Year		Households	Projection
1980	1	19,870	
1985	1	21,764	
1990	1	23,657	
1995	1	25,732	
2000	1	28,856	
2005	1	29,911	
2010	1	28,295	
2015	2	29,127	
2020	2	31,117	
2040	3		34,227

Notes;

1. 2012 City of Waukesha Impact Fee Study.
2. WI Department of Administration Figures.
3. City of Waukesha Housing Study and Needs Assessment February, 2019. Chapter 1: 1-10.

City of Waukesha Impact Fee Study Update
Table 3 - Existing and Projected Land Use

	2000 Acres	2010 Acres	2030 Acres	2040 Acres
Commercial	770	884	958	958
Industrial	921	1,910	2,516	2,516

Law Enforcement Public Facilities Needs Assessment

The last formal update of the law enforcement impact fee was in 2012. The previous impact fee study calculated an impact fee based on the recovery of costs for future law enforcement sub-station space at Fire Stations 2, 3, and 5, as well as a sub-station at Mindiola Community Center.

Since 2012 the City did construct the sub-station at Fire Station 3. The City is now planning to renovate and expand the main Police Headquarters facility to add additional office and garage facility space. This study update will calculate an updated impact fee based on the actual cost of completed sub-station project work and the estimated costs for the expansion to Police Headquarters.

Table 4a shows the current staff by position within the police department along with a calculation of the number of staff per 1,000 of population. This projected staff level is then applied to the projected 2040 population to project out the total future staff. The current and future vehicle count are shown on Table 4b. The current and projected future staff and vehicle information is used in the following tables to help calculate the current deficiencies in office and apparatus space to help define the impact fee share of future planned law enforcement facilities.

The inventory of existing law enforcement facility space along with the projection of the future expansion to the police station is shown on Table 5. The City’s Police headquarter space is approximately 54,000 square feet, of which approximately 41,500 square feet is considered office space and approximately 12,500 square feet is apparatus bay space for law enforcement vehicles. The sub-station space at Fire Station #3 is 3,500 square feet. The expansion space at Police Headquarters will add approximately 27,000 square feet, primarily in the garage area, to a new total of just over 84,000 square feet of space.

City of Waukesha Impact Fee Study Update

Table 4a - Existing and Future Law Enforcement Staffing (Full Time Equivalents)

	2020	2040
Chief	1	
Deputy Chief	1	
Management Staff (Captains, Lieutenants, Sergeants)	19	
Detective	19	
Specialist	19	
Patrol Officer	64	
Emergency Communication Center	16	
Building Maintenance Coordinator	1	
Administrative Staff	13	
Community Service Officer	3.5	
	156.5	176.0
Current Population	72,043	80,978
Staff per 1,000 Residents	2.17	2.17

Notes:

1. 2020 staffing figures come from the City of Waukesha adopted 2020 Budget.

City of Waukesha Impact Fee Study Update

Table 4b - Law Enforcement Vehicles

Vehicles	2020	2040
Patrol Vehicles	34	37
Detective Vehicles	31	34
Total Vehicles	65	71

Notes:

1. Source: City of Waukesha Police Department.

City of Waukesha Impact Fee Study Update

Table 5 - Existing and Future Law Enforcement Space

Facility	Existing Space Square Feet ¹	Future Space Square Feet ²
Main Station		
Garage Space	12,600	12,600
Administrative Space	41,585	41,585
Sub Stations		
Fire Station No. 3 Work Station	3,500	3,500
Main Station Addition		
North Office Addition		8,566
South Office Addition		1,950
Garage Addition		16,202
Total	57,685	84,403

Notes:

1. Existing square footage taken from 2012 City of Waukesha Impact Fee Study.
2. Future facility square footage provided by the City of Waukesha from the actual construction of Fire Station No. 3 and estimates for the 2021 Station expansion project, provided by the Police Department, November, 2020.

Table 6 below shows the deficiency/growth analysis for the planned facility additions. In this table the current facility space plus the planned addition space is totaled and then equated to the number of square feet per employee or vehicle as the definition of the City’s desired service level standard. This standard is then applied to the City’s current law enforcement station space to determine whether any deficiencies in the amount of existing space exist. As shown in the table the City has some existing

deficiencies in the current garage and administrative spaces. The calculated deficiency and growth (impact fee eligible) percentages are applied to the total planned costs for the future space areas as shown on Table 7. The total estimated cost for the facility expansion portion of the Police Station project is \$5,400,000. Of that total, 52% is allocated to meeting existing deficiencies while 48% is allocated to new growth and recoverable through a law enforcement impact fee.

City of Waukesha Impact Fee Study Update

Table 6 - Police Station Service Level Standards

Building Area	Existing Space (SF)	Future Space (SF)	2040 Facilities Space (SF)	2040 Estimated Staff Level	2040 Standard SF per Employee	Required 2020 Facilities Area	Surplus/ (Deficiency)	Deficiency %	Growth %
Administrative Space	41,585	10,516	52,101	176	296.03	46,329	-4,744	45%	55%
Garage Space	12,600	16,202	28,802	71	405.66	26,368	-13,768	85%	15%
Substations	3,500		3,500	176	19.89	3,113	387	0%	100%
Total Space	57,685	26,718	84,403			75,809	-18,124	0%	100%

City of Waukesha Impact Fee Study Update

Table 7 - Police Station Projected Project Costs

Project	Estimated Cost ¹	Deficiency Share	Growth Share	Deficiency Share	Growth Share
Fire Station No. 3 Work Station	996,606	0%	100%	0	996,606
Police Station Office Addition	2,395,004	45%	55%	1,080,370	1,314,634
Police Station Garage Addition	2,028,413	85%	15%	1,723,675	304,738
Total Costs	5,420,023	52%	48%	2,804,045	2,615,978

Notes:

1. Cost figures for the PD substation were provided by the City of Waukesha based on actual construction costs and 20% of total facility cost attributed to the Police Department. The office and garage addition costs were provided by the City of Waukesha Police Department and the City of Waukesha 2021 Capital Improvement Plan.

Table 8 is the allocation of the impact fee eligible project costs from Table 7 to residential and non-residential land use growth within the City. Table 9 is the calculation of the law enforcement impact fees per capita for residential land use growth and per square foot for commercial and industrial growth.

City of Waukesha Impact Fee Study Update
Table 8 - Allocation of Police Impact Fee

Land Use Category	Incremental Development 2020-2040	Average Value/ Unit	Total Value of Forecast Improvements	Percentage of Total Value	Allocated Share of Future Growth Costs
Residential Dwelling Units	3,110	\$225,000	\$699,750,000	53.34%	\$1,395,382
Industrial (SF)	4,553,545	\$110	\$500,889,906	38.18%	\$998,832
Commercial (SF)	556,043	\$200	\$111,208,680	8.48%	\$221,763
			\$1,311,848,586		\$2,615,978

City of Waukesha Impact Fee Study Update
Table 9 - Calculation of Impact Fee

	Impact Fee Cost	Incremental Non-Residential Development	Incremental Residential Development	Recommended Fee	Units
Residential	\$1,395,382		8,935	\$156.17 per Capita	
Industrial	\$998,832	4,553,545		\$0.22 per square foot	
Commercial	\$221,763	556,043		\$0.40 per square foot	

Sanitary Sewer Public Facilities Needs Assessment

The 2012 Impact Fee study calculated the sewer impact fee for the proportionate share of growth related costs for the planned upgrade to the City’s Wastewater Treatment Facility. The City completed the update to the Wastewater Treatment Facility in 2014. This study will update the impact fee with the actual cost of the Wastewater Treatment Plant project, as well as update the planned capital costs for further Treatment Plant upgrades.

Table 10 shows the actual costs of the Wastewater Treatment Plant upgrade project and the estimated future costs of Wastewater Treatment Facilities upgrades. The total actual and estimated future cost of Treatment Facilities is approximately \$91,800,000.

City of Waukesha Impact Fee Study Update
Table 10 - Wastewater Treatment Facility Cost Analysis

2014-2015 Treatment Facility Upgrade ¹	\$48,583,127
Capital Improvement Plan Upgrade Items (Facility Plan Improvements)	\$31,317,000
Capital Improvement Plan Upgrade Items (WWTF Bldg Improvements) ²	\$11,853,600
Total Capital Cost Estimate	\$91,753,727

Notes:

1. Costs taken from Clean Water Fund Loan documents for Treatment Facility upgrades completed in 2014 and 2015.
2. Cost estimates taken from the City of Waukesha long range capital improvement plan for Wastewater Treatment Facility Plan.

Table 11 shows the calculation of the updated Sewer Impact Fee. The top portion of the Table shows the updated definition of a Residential Equivalent Connection (REC) based on updated historical usage. A REC is defined as the average annual usage of a single-family residential dwelling unit.

The second step on the Table shows the identification of the share of Wastewater Treatment Plant future growth capacity, which is expressed as the total design capacity less the historical actual average day capacity. As is shown on the table, 27% of the plant capacity is related to serving new growth. This percentage applied to the defined Treatment Facility cost yields an impact fee per REC of \$1,593.

City of Waukesha Impact Fee Study Update
Table 11 - Sanitary Sewer Impact Fee Calculation

2020 Residential Customers	18,168	Customers
2020 Residential Flow	934,857,600	Gallons
REC Definition (Flow/Customers)	51,460	Gallons/Year
Total Inflow/Infiltration Percentage	42%	
Projected Flow per REC with I/I	88,724	Gallons/Year
Wastewater Treatment Plant Design Capacity	14	Millions Gallons/Day (MGD)
2019 Average Daily Treatment Plant Flow	11.08	MGD
2020 Average Daily Treatment Plant Flow	9.35	MGD
Existing Average Flow (millions gallons/year)	3,728	2 Year Average daily flow*365 days
Total Design Flow (millions gallons/year)	5,110	Daily design flow*365 days
Design Flow Growth Capacity (millions gallons/year)	1,382	Design flow less average day flow
Excess REC Volume	15,571	Design Growth Capacity/ Projected Flow/REC
Growth Factor Percentage	27%	
Total Cost of Wastewater Treatment Facility Improvements	\$91,753,727	
Total Impact Fee Eligible Treatment Facility Cost	\$24,806,275	
Total Impact Fee Per REC	\$1,593.11	

Parks Public Facilities Needs Assessment

The 2012 impact fee study calculated a park impact fee for a number of park improvements and updated the original impact fee study done in 1995. This study updates the 2012 study with the actual cost of completed projects and updated future projected projects.

Table 12 shows the existing park acreage as it existed in 1995 and in 2012 when the last impact fee study was completed, and as of 2020. The table is further broken down to show active and passive recreation areas. Table 13 shows a current inventory of park facilities within the City.

Table 14 shows the calculation of the deficiency/growth analysis for community, neighborhood parks, recreation trails and recreational facilities within parks. The growth-related percentages shown in this table represent the share of parks or related facilities that can be attributed to new growth within the City and recovered through the park impact fee.

Table 15 shows the application to the deficiency/growth percentages to the actual or estimated park capital costs. The impact fee per capita is shown on Table 16.

City of Waukesha Impact Fee Study Update
Table 12 - Inventory of Existing Park Acreage

Park Name	Park Type	1995 Acreage	1995 Active Use Acreage	2010 Acreage	2010 Active Use Acreage	2010 Passive Use Acreage	2020 Acreage	2020 Active Use Acreage	2020 Passive Use Acreage
Banting Park	N	9.19	9.19	9.19	9.19		9.19	9.19	0
Bethesda park	N	21.83	21.83	21.83	21.83		21.83	21.83	0
Brickson Park	UD	1.81	0	1.81		1.81	1.81	0	1.81
Buchner Park	C	7.52	7.52	7.52	7.52	0	7.52	7.52	0
Cutler Park	C	5.77	5.77	5.77	5.77	0	5.77	5.77	0
David's Park	N	4.9	4.9	4.9	4.9	0	4.9	4.9	0
Dopp Park	N	6.74	6.74	6.74	6.74	0	6.74	6.74	0
Fox River Parkway North	N	58.06	3	68.06	7.6	60.46	68.06	7.6	60.46
Fox River Parkway South	N	59.9	0	62.9	6.9	56	62.9	6.9	56
Fox River Sanctuary	C	95.52	0	95.52	14.38	81.14	95.52	14.38	81.14
Frame Park	C	34.5	34.5	34.5	34.5	0	34.5	34.5	0
Glacier Cone Park	NR	25.09	0	25.09		25.09	25.09	0	25.09
Grandview Park	N	7.72	7.72	7.72	7.72	0	7.72	7.72	0
Grede Park	M	2.57	2.57	3.32	3.32	0	3.32	3.32	0
Greenway Terrace Park	M	1.6	1.6	1.21	1.21	0	1.21	1.21	0
Heritage Hills Park	N	0	0	2.79	2.79	0	2.79	2.79	0
Heyer Park	C	49.6	49.6	49.6	49.6	0	49.6	49.6	0
Hillcrest Park	UD	15.35	0	18.47		18.47	18.47	0	18.47
Horeb Springs Park	C	10.01	10.01	10.01	10.01	0	10.01	10.01	0
Kisdon Hill Park	NR	13.02	0	13.02		13.02	13.02	0	13.02
Lowell Park	C	50.88	50.88	50.88	50.88	0	50.88	50.88	0
Meadowview Park	C	0	0	22	22	0	22	22	0
Merrill Crest Park	N	25.18	25.18	25.18	25.18	0	25.18	25.18	0
Mindiola, John Sr. Community Park	C	13.9	0	26.21	26.21	0	26.21	26.21	0
Missile Park	UD	0	0	24.6		24.6	24.6	0	24.6
Moorewood Park	N	0	0	22.38	1	21.38	22.38	1	21.38
Niagra Park	UD	0	0	0.36		0.36	0.36	0	0.36
Oliver, William R. Youth Complex	C	0	0	24.77	24.77	0	24.77	24.77	0
Pari Park	NR	16.35	0	16.35		16.35	16.35	0	16.35
Parkview Park	UD	0.2	0	0.2		0.2	0.2	0	0.2
Pebble Brook Park	NR	68.12	0	68.12		68.12	68.12	0	68.12
Pebble Creek Park	NR	25.42	0	62.65		62.65	62.65	0	62.65
Pebble Valley Park	N	38.62	27.03	38.62	27.03	11.59	38.62	27.03	11.59
Phoenix Heights Park	M	0	0	0.47	0.47	0	0.47	0.47	0
Prairie Park	N	13.62	13.62	13.62	13.62	0	13.62	13.62	0
Priedeman Park	N	4.94	4.94	4.94	4.94	0	4.94	4.94	0
River Valley Park	N	0	0	34.33	13.69	20.64	34.33	13.69	20.64
Rivers Crossing Park	N	0	0	89.18	8.4	80.78	89.18	8.4	80.78
Riverwalk Coordin	NR	3	0	3		3	3	0	3
Roberta Park	N	3.69	3.69	3.69	3.69	0	3.69	3.69	0
Saratoga Park	N	14.5	14.5	14.5	14.5	0	14.5	14.5	0
Sentinel Park	M	0.47	0.47	0.47	0.47	0	0.47	0.47	0
Timber Ridge Park	NR	0	0	18.28		18.28	18.28	0	18.28
Veterans Park	M	0	0	0.45	0.45	0	0.45	0.45	0
Waukesha Springs Park	N	4.95	4.95	4.95	4.95	0	4.95	4.95	0
Woodfield Park	N	59.38	5.4	59.38	5.4	53.98	59.38	5.4	53.98
Youmans Park	M	0.24	0.24	0.24	0.24	0	0.24	0.24	0
		774.16	315.85	1079.79	441.87	637.92	1079.79	441.87	637.92

Notes:

1. Source 2012 City of Waukesha Impact Fee Study Update and the 2007 City of Waukesha Park and Open Space Plan.

City of Waukesha Impact Fee Study Update
Table 13 - Inventory of Existing Park Facilities

	Baseball Diamond	Basketball Courts	Soccer Field	Ice Rink	Playground	Sledding Hill	Softball Diamond	Tennis Courts	Volleyball Courts	Skatepark	Swimming Pool	Garden	Nature Area	Ponds	Fishing	Picnic Area	Shelter	Parking Lot	Restrooms	Biking Trail	Nature Trail	Rec Center	Performance Center
Banting Park	1						1	3								1	1	1	1				
Bethesda park					1			1								1	1		1	1			
Brickson Park												1											
Buchner Park					1		1	6	1		1					1	1		1				
Cutler Park					1													1	1				1
David's Park		1			1		1									1	1		1	1			
Dopp Park		1			1		2									1	1		1				
Fox River Parkway North		1			1								1			1	1		1	1			
Fox River Parkway South					1		1					1	2			1	1		1	1			
Fox River Sanctuary											1	3			1	1		1	1	1	1	1	1
Frame Park	1				2			3			1				1	1		4	4	1		2	1
Glacier Cone Park												1											
Grandview Park	1	2			1		1	2								1	1		1				
Grede Park																				1			
Greenway Terrace Park					1																		
Heritage Hills Park					1							1											
Heyer Park			1		2			16				1	2	2	1	1		1	1	1			
Hillcrest Park												1						2					
Horeb Springs Park					1				1	1						1	1	2	1				
Kidon Hill Park												1										1	
Lowell Park			3	1		1	1	10				1				1	1	1	1				
Meadowview Park																							
Merrill Crest Park			2		1		1	1				1				1	1		1				
Mindiola, John Sr. Community Park		2	5															2					
Missile Park												1											
Moorewood Park					1							1				1	1					1	
Niagra Park																							
Oliver, William R. Youth Complex	4		1		1													1	1	1			
Pari Park												1											
Parkview Park												1											
Pebble Brook Park												1											
Pebble Creek Park												1											
Pebble Valley Park		1			1		1					1				1	1		1				
Phoenix Heights Park					1																		
Prairie Park	1						1	4								1	1		1				
Priedeman Park		1			1		1									1	1		1				
River Valley Park		1			1							1				1	1		1			1	
Rivers Crossing Park		2			1							1				1	1	1	1	1		1	
Riverwalk Coordior																				1	1		
Roberta Park					1		2									1	1		1				
Saratoga Park							4											2	1				
Sentinel Park					1											1	1						
Timber Ridge Park												1										1	
Veterans Park																							
Waukesha Springs Park					1		1									1	1	1	1				
Woodfield Park					2							1	3	3	1			1	1				
Youmans Park																							
	8	12	12	1	28	1	19	42	5	1	2	1	21	10	5	24	23	20	29	10	7	3	2

Notes:

1. Source 2012 City of Waukesha Impact Fee Study Update and the 2007 City of Waukesha Park and Open Space Plan.

City of Waukesha Impact Fee Study Update

Table 14 - Parkland and Facilities Deficiency/Growth Analysis

Facility	2020 Existing Acres	Future Additional Acres/Facilities	Total Planned Future Acreage	Future Acres per 1,000 persons design standard	Required 2020 Existing Acres	Surplus (Deficiency) Acres	Deficiency %	Future %
Community Parks								
Cardinal Ridge	0.00	47.69	47.69					
Additional Community Park (Far South)	0.00	130.00	130.00					
Buchner Park	7.52	0.00	7.52					
Cutler Park	5.77	0.00	5.77					
Fox River Sanctuary	95.52	0.00	95.52					
Frame Park	34.60	0.00	34.60					
Heyer Park	49.60	10.00	59.60					
Horeb Springs Park	10.01	2.34	12.35					
Lowell Park	50.88	0.00	50.88					
Meadowview Park	22.02	3.54	25.56					
Mindiola John Sr. Community Park	26.21	1.97	28.18					
Oliver William R. Youth Complex	24.77	0.00	24.77					
Total Community Parks	326.90	195.54	522.44	6.45	464.79	(137.89)	70.52%	29.48%
Neighborhood Parks								
Skyline Neighborhood Park	0	12	12.00					
Additional Neighborhood Park (Meadowbrook/Sunset)	0	10	10.00					
Additional Neighborhood Park (Merril Hills/MacArthur)	0	45	45.00					
Additional Neighborhood Park (MacArthur/Kensington)	0	11.31	11.31					
Additional Neighborhood Park (Sunset/Guthrie)	0	10	10.00					
Additional Neighborhood Park (Lawnsdale/Milky Way)	0	10	10.00					
Additional Neighborhood Park (Meadowbrook/USH 18)	0	10	10.00					
Additional Neighborhood Park (Lawnsdale/Timber Ridge)	0	10	10.00					
Additional Neighborhood Park (Saylesville Road)	0	10	10.00					
Additional Neighborhood Park (Milky Way/Les Paul)	0	10	10.00					
Additional Neighborhood Park (Northview/G)	0	10	10.00					
Additional Neighborhood Park (Guthrie/Lawnsdale)	0	10	10.00					
Banting Park	9.19	0	9.19					
Bethesda Park	21.83	0	21.83					
David's Park	4.9	0	4.90					
Dopp Park	6.74	0	6.74					
Fox River Parkway North	68.06	0	68.06					
Fox River Parkway South	62.9	0	62.90					
Glacier Cone Park	25.09	6.85	31.94					
Grandview Park	7.72	0	7.72					
Grede Park	3.32	0	3.32					
Greenway Terrace	1.21	0	1.21					
Heritage Hills Park	2.79	14.53	17.32					
Hillcrest Park	18.47	0	18.47					
Kisdon Hill	13.02	0.72	13.74					
Merrill Crest Park	25.18	0	25.18					
Missile Park	24.6	34.6	59.20					
Moorewood Park	22.38	0	22.38					
Niagra Park	0.36	0	0.36					
Pari Park	16.35	65.07	81.42					
Pebble Valley Park	38.62	0	38.62					
Pebble Brook	68.12	148	216.12					
Pebble Creek	62.65	22	84.65					
Phoenix Heights	0.47	0	0.47					
Prairie Park	13.62	23.37	36.99					
Preideman Park	4.94	0	4.94					
River Hills Park	0	10	10.00					
River Valley Park	13.69	20.64	34.33					
Rivers Crossing Park	89.18	76.63	165.81					
Roberta Park	3.69	0	3.69					
Saratoga Park	14.5	0	14.50					
Veterans Park	0.45	0	0.45					
Waukesha Springs Park	4.95	0	4.95					
Woodfield Park	59.38	0	59.38					
Youmans	0.24	0	0.24					
Total Neighborhood Parks	708.61	580.72	1,289.33	15.92	1,147.07	(484.80)	83.48%	16.52%

City of Waukesha Impact Fee Study Update

Table 14 - Parkland and Facilities Deficiency/Growth Analysis

Facility	2020 Existing Acres	Future Additional Acres/Facilities	Total Planned Future Acreage	Future Acres per 1,000 persons design standard	Required 2020 Existing Acres	Surplus (Deficiency) Acres	Deficiency %	Future %
Recreation Trails								
Additional Bike Trails	0	6.65	6.65					
Riverwalk	4.5	2.03	6.53					
Fox River Bike Trail	5.8	2.9	8.70					
Glacial Drumlin Bike Trail	4.75	0	4.75					
Lake Country Bike Trail	0	3.8	3.80					
Meadowbrook Bike Trail	2.5	3.61	6.11					
New Berlin Bike Trail	1.19	0.51	1.70					
Total Recreation Trails	18.74	19.5	38.24	0.47	34.02	(15.28)	78.36%	21.64%
Recreational Facilities								
Baseball Diamond	9	4	13.00	0.16	11.57	(2.57)	64.14%	35.86%
Basketball Courts	11	8	19.00	0.23	16.90	(5.90)	73.79%	26.21%
Soccer Field	11	8	19.00	0.23	16.90	(5.90)	73.79%	26.21%
Ice Rink	1	3	4.00	0.05	3.56	(2.56)	85.29%	14.71%
Open Play Area	31	14	45.00	0.56	40.03	(9.03)	64.53%	35.47%
Playground	28	16	44.00	0.54	39.15	(11.15)	69.66%	30.34%
Sledding Hill	1	2	3.00	0.04	2.67	(1.67)	83.45%	16.55%
Softball Diamond	18	2	20.00	0.25	17.79	0.21	0.00%	100.00%
Tennis Court	42	2	44.00	0.54	39.15	2.85	0.00%	100.00%
Pickleball Court	0	32	32.00	0.40	28.47	(28.47)	88.97%	11.03%
Volleyball Court	5	4	9.00	0.11	8.01	(3.01)	75.17%	24.83%
Skatepark	1	2	3.00	0.04	2.67	(1.67)	83.45%	16.55%
Swimming Pool	2	0	2.00	0.02	1.78	0.22	NA	NA
Kayak/Canoe Launch	0	4	4.00	0.05	3.56	(3.56)	88.97%	11.03%
Fishing Pier	6	5	11.00	0.14	9.79	(3.79)	75.73%	24.27%
Nature Area	24	7	31.00	0.38	27.58	(3.58)	51.14%	48.86%
Ponds	8	4	12.00	0.15	10.68	(2.68)	66.90%	33.10%
Picnic Area	24	26	50.00	0.62	44.48	(20.48)	78.78%	21.22%
Shelter	23	19	42.00	0.52	37.37	(14.37)	75.61%	24.39%
Parking Lot	21	6	27.00	0.33	24.02	(3.02)	50.35%	49.65%
Restrooms	29	8	37.00	0.46	32.92	(3.92)	48.97%	51.03%
Splash Pads	0	4	4.00	0.05	3.56	(3.56)	88.97%	11.03%

City of Waukesha Impact Fee Study Update

Table 15 - Parkland and Facilities Allocation of Costs for Park Impact Fee Calculation

Park	Project¹	Total¹	Existing %	Future %	Existing \$	Future \$
Community Parks						
Additional Community Park (Southeast) Cardinal Ridge	Park development	\$10,000,000	70.52%	29.48%	\$7,051,994	\$2,948,006
Meadowview Park	Park development, community center	\$5,000,000	70.52%	29.48%	\$3,525,997	\$1,474,003
Oliver, William R Youth Complex	New picnic area/shelter/restrooms, basketball facilities, trail lighting, ballfield lighting, skatepark	\$2,200,000	70.52%	29.48%	\$1,551,439	\$648,561
Missile Park	Park development	\$6,000,000	70.52%	29.48%	\$4,231,197	\$1,768,803
Riverwalk Plaza	Park acquisition and development	\$2,000,000	70.52%	29.48%	\$1,410,399	\$589,601
Neighborhood Parks						
Additional Neighborhood Park (Oakdale/Les Paul)	River Hills Park development	\$25,000	83.48%	16.52%	\$20,871	\$4,129
Additional Neighborhood Park (Meadowbrook/Summit)	Skyline park development	\$500,000	83.48%	16.52%	\$417,410	\$82,590
Additional Neighborhood Park (Merrill Hills/MacArthur)	Park development Dog run fencing, restrooms, additional land acquisition	\$500,000	83.48%	16.52%	\$417,410	\$82,590
Pari Park	Acquisition of adjacent wetland and forested areas, development of trails/boardwalk	\$750,000	83.48%	16.52%	\$626,116	\$123,884
Heritage Hills Park	Acquire land for trail segment	\$150,000	78.36%	21.64%	\$117,543	\$32,457
	Construct shelter and trails	\$300,000	78.36%	21.64%	\$235,087	\$64,913
Hillcrest Park	Park development	\$5,000,000	83.48%	16.52%	\$4,174,104	\$825,896
Howell Oaks Park	Park development	\$50,000	83.48%	16.52%	\$41,741	\$8,259
Timber Ridge Park	Park development: shelter, trails, boardwalk, creek crossing, picnic area, parking lot, etc.	\$500,000	83.48%	16.52%	\$417,410	\$82,590
Woodfield Park	South - Shelter/restroom facility with warming house, playground	\$1,100,000	75.61%	24.39%	\$831,703	\$268,297
	South - Develop ADA pathway system	\$475,000	75.61%	24.39%	\$359,144	\$115,856
	North - ADA trail and fishing pier at pond	\$275,000	75.61%	24.39%	\$207,926	\$67,074
Recreation Trails						
Additional Bike Trails	Rivers Crossing Park trail development, Phase II	\$475,000	78.36%	21.64%	\$372,221	\$102,779
	City-wide bike trail system development	\$450,000	78.36%	21.64%	\$352,630	\$97,370
Glacial Drumlin Bike Trail	None		78.36%	21.64%	\$0	\$0
New Berlin Bike Trail	Connect City trail system to New Berlin Bike Trail	\$280,000	78.36%	21.64%	\$219,414	\$60,586
Kisdon Hill Trail	Connect WRO to Meadowbrook Trail	\$300,000	78.36%	21.64%	\$235,087	\$64,913
Total		\$36,330,000			\$26,816,844	\$9,513,156

City of Waukesha Impact Fee Study Update
Table 16 - Park Impact Fee Calculation

	Total Cost	Deficiency Cost	Deficiency %	Growth Cost	Growth %
Future Capital Improvement Projects	\$36,330,000	\$26,816,844	74%	\$9,513,156	26%
Total Incremental Population Growth	8,935				
Impact Fee Per Capita	\$1,065				

Library Public Facilities Needs Assessment

The 2012 impact fee study contemplated either an expansion to the existing library facility or a satellite library facility. Since that time the City has altered its plans for additional library space. The City is planning on a substantial renovation to the existing library facility. The renovation will make better use of space and enhance the layout and use of library. This study will update the fee calculation with the planned layout and capital costs for the library renovation.

Table 17 lists the square footage of the existing library facility and after the renovation is completed. The renovation facility will result in approximately 2,800 square feet of additional meeting space by better using the existing collection space.

Table 18 shows the development of the deficiency/growth standards and analysis as well as the calculation of the updated library impact fee. The deficiency/growth analysis includes a calculation of the amount of space in the library that is allocated to meeting the future residential population growth within the City. The total growth-related cost of the library facility is 11%. The total construction cost estimate of the library less the amount of funding that was provided by the Waukesha Library Foundation is shown in the bottom of the table. Of the total \$2.8 million estimated to be financed by the City, 11-percent or approximately \$315,000 is recoverable through impact fees. The updated impact fee per capita is listed at the bottom of the table.

City of Waukesha Impact Fee Study Update
Table 17 - Existing and Proposed Library Space

	<u>Existing Space (sq. ft)¹</u>	<u>Future Space (sq. ft)²</u>	<u>Sq. Footage Change</u>
Collection Space			
Books	19,104	17,104	(2,000)
Periodicals	1,956	1,149	(807)
Audio and video	2,965	2,965	-
Sub-Total	24,025	21,218	(2,807)
Reader Seating Space			
Reader Seating Space	6,128	6,128	-
Work Space			
Staff Work Space	13,072	13,072	-
Meeting Room Space			
Meeting Room Space	896	3,008	2,112
Conference Room	944	289	(655)
Children's Area/Storytime	1,332	1,332	-
Computer Lab	2,208	2,208	-
Markerspace	-	1,350	1,350
Sub-Total	5,380	8,187	2,807
Special Use Space			
Special Use Space	4,240	4,240	-
Non-Assignable Space			
Non-Assignable Space	18,721	18,721	-
Total Space	71,566	71,566	-

Notes:

1. Source: 2014 City of Waukesha Impact Fee Study as provided by City staff.
2. Source: City of Waukesha Library Director, February, 2021.

City of Waukesha Impact Fee Study Update

Table 18 - Library Deficiency/Growth Standards and Impact Fee Calculation

Development of Deficiency/Growth Standards

	<u>2038</u>	<u>2019</u>
Population	80,978	72,043
Percent Deficiency Allocation		89%
Percent Growth Allocation		11%

Impact Fee Calculation

Total Library Facility Estimated Cost ¹	\$4,360,000
Less: Library Foundation Support ¹	(\$1,500,000)
Total City-Funded Project Cost	\$2,860,000
Growth Share of City-Funded Building Cost	\$315,568
Deficiency Share of City-Funded Building Cost	\$2,544,432
2019-2038 Population Growth Est	8,935
Impact Fee Per Capita	\$35.32

Notes:

1. Source: 2021-2025 City of Waukesha Capital Improvement Plan, Library Renovation Program.

Conclusion and Impact on Affordable Housing

The schedule of the proposed impact fees, and a comparison of existing and proposed impact fees are shown on Tables 19 and 20. The impact fees for law enforcement, sanitary sewer, park facilities and library facilities have been updated in accordance with State Statute 66.0617, and this document meets the standards listed in the Statute.

State Statute 66.0617 requires that the City include an estimate of the effect of recovering these capital costs through impact fees on the availability of affordable housing within the municipality. Impact fees are ultimately borne by the homeowner, and impact fees can have a direct effect on the cost of new development. The impacts however can vary based upon market conditions and the housing situations of each municipality or region. Table 21 shows the effect that the current and proposed impact fees have on housing affordability for a \$350,000 home in the City.

City of Waukesha Impact Fee Study Update
Table 19 - Total Impact Fee Listing

Summary of People per Residential Dwelling Unit

Dwelling Unit Type	People/Unit
Efficiency	1.0
1 Bedroom	1.2
2 Bedroom	1.9
3 Bedroom and Up	3.1
Mobile Home	2.7
Duplex Unit	2.2
Single Family	3.1

Recommended Impact Fee Schedule

Impact Fee			Impact Fee Per Square Foot of Development		
			Industrial	Commercial	Institutional
Park Impact Fee	\$3,301	Multi-Family \$2,342 Per Duplex \$1,065 Per Efficiency \$1,278 Per 1 Bedroom Unit \$2,023 Per 2 Bedroom Unit \$3,301 Per 3+ Bedroom Unit \$2,875 Mobile Home	NA	NA	NA
Library Impact Fee	\$109	Multi-Family \$78 Per Duplex \$35 Per Efficiency \$42 Per 1 Bedroom Unit \$67 Per 2 Bedroom Unit \$109 Per 3+ Bedroom Unit \$95 Mobile Home	NA	NA	NA
Law Enforcement	\$484	Multi-Family \$344 Per Duplex \$156 Per Efficiency \$187 Per 1 Bedroom Unit \$297 Per 2 Bedroom Unit \$484 Per 3+ Bedroom Unit \$422 Mobile Home	\$0.22	\$0.40	\$0.40
Sewer	\$1,593	\$1,593	\$1,593	\$1,593	\$1,593
(Impact Fee per REC for all Development Types. City staff will determine number of RECs per non-residential user)					

City of Waukesha Impact Fee Study Update

Table 20 - Comparison of Existing and Proposed Impact Fees per Single-Family Home

Impact Fee	Current Impact Fee	Proposed Impact Fee	Difference
Parks	\$1,774.00	\$3,300.59	\$1,526.59
Library	\$308.00	\$109.49	(\$198.51)
Law Enforcement	\$68.00	\$484.13	\$416.13
Sewer	\$1,609.00	\$1,593.11	(\$15.89)
Total	\$3,759.00	\$5,487.31	\$1,728.31

Notes:

1. Source: City of Waukesha Department of Community Development.

City of Waukesha Impact Fee Study Update

Table 21 - Fee Impact on Affordable Housing

"Affordable House" \$350,000

Amount Financed¹

No Impact Fee \$315,000
 Existing Impact Fees \$318,759
 Proposed Impact Fees \$320,487

Monthly Mortgage Payments²

		<u>Additional Monthly Cost</u>
No Impact Fee	\$2,237	\$0
Existing Impact Fees	\$2,256	\$19
Proposed Impact Fees	\$2,265	\$28

Implementation and Continued Review

To implement the proposed impact fees the City will need to:

1. Amend the existing impact fee ordinance to include the proposed impact fees.
2. Have the impact fee study on file in the office of the Clerk and available 20 days prior to the public hearing to allow the public time to review the document.
3. Prepare a Class 1 hearing notice and publish it in the City newspaper.
4. Conduct a public hearing on the proposed impact fees.
5. After the conclusion of the public hearing the City Council may adopt the proposed updated impact fees.

It is also recommended that the City continue to review its impact fees on a 5-year cycle, or as new information becomes available that would affect the fee calculations.