

# City of Mount Shasta Impact Fee Report

Adopted  
January 26, 2009

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## Executive Summary

This report presents the analysis to support the need for impact fees to ensure that new development projects contribute their fair share to new facilities in the City of Mount Shasta. The primary objective of the fees is to provide for orderly development of infrastructure necessary to accommodate the anticipated growth of the community. The following table summarizes the Calculated Fees based on the analysis provided in this report.

The City will rely on its authority to levy impact fees under the Mitigation Fee Act, contained in Government Code Section 66000 et. seq. This report provides the necessary documentation for the adoption of a capital impact fee.

<b>Summary Table</b>		
<b>Capital Impact Fees</b>		
	Growth Rate	1.00%
	Housing Units	438
	Dwelling Unit Equivalent	147
	Total DUE	585
	New Population	888
<b>Department</b>	<b>Capital Cost</b>	<b>Fee</b>
Public Works	\$837,500	\$1,432
Police	\$635,000	\$1,085
Fire	\$1,135,000	\$1,940
Parks	\$2,098,667	\$4,792
<b>Total New</b>	<b>\$4,706,177</b>	<b>\$9,249</b>
Existing Water Fee		\$9,400
Existing Sewer Fee		\$11,603
<b>Grand Total</b>		<b>\$30,252</b>
<i>Spring Hill Additional Capital Costs</i>	<i>\$6,475,000</i>	<i>\$2,554</i>
<i>Total for Spring Hill Area Development</i>		<i>\$32,806</i>

# 1.0 Background and Introduction

## 1.1 Background

As shown in **Table 1.1-1**, the City of Mt. Shasta has not experienced sustained population growth over the last ten years. The population has changed in many ways, but the overall residency figure of 3,602 is actually *less* than the population in 1998 of 3,653. The population in 2005 of 3,676 represents the highest population during the previous decade. The percent of change during 1998-2008 time period is approximately -0.14 percent.

The change in the number of housing units however, is different than that of the population. Single-family detached housing units numbered 1,144 in 2000 and 1,203 in 2008, an increase of approximately 0.63 percent. Since 2004 the City has averaged approximately 11 new housing units per year with roughly six of the new units being single family detached. Ordinarily, the addition of homes to the local housing stock would represent an increase in population. In this instance the population either stays constant because of the reduction in persons per home and an increase in the percent of homes vacant, or actually drops as existing homes are sold to smaller families. In either event, the traditional method of projecting growth through examination of population projections is not immediately useful for this analysis. Instead, the analysis will focus on the projected increase in housing units and extrapolate population growth based on the anticipated number of housing units.

**Table 1.1-1  
Historic Population and Housing Data, 1998 - 2008**

Year	Population			Housing Units							Persons Per Household	
	Total	Household	Group Quarters	Total	Single Family		Multiple Family		Mobile Homes	Occupied		Percent Vacant
				Detached	Attached	2 to 4	5+					
1998	3,653											
1999	3,618											
2000	3,621	3,573	48	1,798	1,144	89	247	245	73	1,669	7.17	2.141
2001	3,661	3,613	48	1,820	1,153	89	249	256	73	1,689	7.20	2.14
2002	3,658	3,610	48	1,827	1,158	89	251	256	73	1,695	7.22	2.130
2003	3,664	3,616	48	1,839	1,169	89	251	256	74	1,706	7.23	2.120
2004	3,675	3,627	48	1,856	1,177	89	260	256	74	1,722	7.22	2.106
2005	3,676	3,628	48	1,867	1,184	89	264	256	74	1,732	7.23	2.095
2006	3,655	3,607	48	1,872	1,187	89	266	256	74	1,737	7.21	2.077
2007	3,616	3,568	48	1,882	1,197	89	266	256	74	1,746	7.23	2.044
2008	3,602	3,554	48	1,888	1,203	89	266	256	74	1,752	7.20	2.029

Source: California Department of Finance E-5 Reports

## 1.2 Growth Projected in General Plan

The City's General Plan shows that growth from 1995 – 2005 was at an average annual rate of approximately 0.63 percent. This figure was calculated from the California Department of Finance population projections that are published each spring. Depending on which years are reviewed, the annual change in population fluctuated between -0.96% and 3.76. **Table 1.2-1** shows a range of growth rates from the 0.63 percent indicated in the General Plan, to a 2.00 percent growth rate assumed in the previous General Plan. The point of the growth rates is to estimate the possible population change over time, and from the increase in population, determine the extent of public services essential to maintaining appropriate levels of service in the City. The capital cost of meeting future service demand is the focus of the impact fee analysis. **Table 1.2-1** addresses only the population increase in terms of residents and housing units, and does not include non-residential growth. If the population increases are as shown in **Table 1.2-1**, it is reasonable to assume that a similar amount of non-residential growth will occur over the same period. Non-residential growth is expressed in terms of dwelling unit equivalents (DUE) with a single family residential unit equal to 1.0

**Table 1.2-1**  
**Estimated Housing Unit Growth 2008 - 2029**

Growth Rate	0.63%		1.00%		2.00%	
Year	Population <sup>1</sup>	Homes	Population <sup>1</sup>	Homes	Population <sup>1</sup>	Homes
2008	3,831	1,888	3,831	1,888	3,831	1,888
2009	3,855	1,900	3,869	1,907	3,908	1,926
2010	3,879	1,912	3,908	1,926	3,987	1,965
2011	3,904	1,924	3,946	1,945	4,066	2,004
2012	3,928	1,936	3,985	1,964	4,147	2,044
2013	3,952	1,948	4,026	1,984	4,230	2,085
2014	3,977	1,960	4,066	2,004	4,316	2,127
2015	4,001	1,972	4,107	2,024	4,403	2,170
2016	4,026	1,984	4,147	2,044	4,490	2,213
2017	4,052	1,997	4,188	2,064	4,579	2,257
2018	4,078	2,010	4,230	2,085	4,671	2,302
2019	4,105	2,023	4,273	2,106	4,764	2,348
2020	4,131	2,036	4,316	2,127	4,859	2,395
2021	4,157	2,049	4,358	2,148	4,957	2,443
2022	4,184	2,062	4,401	2,169	5,056	2,492
2023	4,210	2,075	4,446	2,191	5,158	2,542
2024	4,237	2,088	4,490	2,213	5,261	2,593
2025	4,263	2,101	4,535	2,235	5,367	2,645
2026	4,289	2,114	4,579	2,257	5,474	2,698
2027	4,316	2,127	4,626	2,280	5,584	2,752
2028	4,342	2,140	4,673	2,303	5,695	2,807
2029	4,368	2,153	4,719	2,326	5,809	2,863
<b>Housing Units</b>		<b>265</b>		<b>438</b>		<b>975</b>
<b>Population<sup>1</sup></b>	<b>537</b>		<b>888</b>		<b>1,978</b>	

DUE. **Table 1.2-2** estimates the amount of non-residential growth that could be expected to occur over the next 20 years. The fundamental assumption in **Table 1.2-2** is that the proportion of residential to non-residential land will remain constant over time. While non-residential development occurs in smaller increments over a longer period of time, the expectation is that the City will remain at 76 percent residential and 24 percent non-residential in terms of developed land use acres.

**Table 1.2-2**  
**Estimated Non-Residential Dwelling Unit Equivalent Growth 2009 – 2029**

Growth Rate	0.63%		1%		2%	
	Acres	DUE	Acres	DUE	Acres	DUE
Year						
2009	0.48	4	0.76	7	1.53	12
2010	0.48	4	0.76	7	1.56	12
2011	0.48	4	0.76	7	1.56	12
2012	0.48	4	0.76	7	1.60	12
2013	0.48	4	0.80	7	1.65	13
2014	0.48	4	0.80	7	1.69	14
2015	0.48	4	0.80	7	1.73	14
2016	0.48	4	0.80	7	1.73	14
2017	0.52	4	0.80	7	1.77	14
2018	0.52	4	0.84	7	1.81	14
2019	0.52	4	0.84	7	1.85	15
2020	0.52	4	0.84	7	1.89	15
2021	0.52	4	0.84	7	1.93	15
2022	0.52	4	0.84	7	1.96	16
2023	0.52	4	0.88	7	2.01	16
2024	0.52	4	0.88	7	2.05	17
2025	0.52	4	0.88	7	2.09	17
2026	0.52	4	0.88	7	2.13	17
2027	0.52	4	0.93	7	2.17	17
2028	0.52	4	0.93	7	2.21	17
2029	0.52	4	0.93	7	2.25	17
<b>Totals</b>	<b>10.61</b>	<b>84</b>	<b>17.57</b>	<b>147</b>	<b>39.13</b>	<b>310</b>

### 1.3 Growth Summary

For purposes of this analysis, a 1.0 percent growth rate is assumed, which results in an additional population of 888 and 438 residential units by 2029, and an additional 17.57 acres of non-residential land, resulting in approximately 147 Dwelling Unit Equivalents (DUE). This brings the total DUE to 585, which represents approximately 25 percent increase in the current DUE of 2,375.

#### Growth Areas

Where growth will occur is as important to some services as the type and amount of growth. Extending major sewer and water lines into previously un-served areas can be expensive to design, construct and maintain. Also, if the growth in the expansion area cannot meet the expectations in terms of dwelling units, financing methods can be put at risk. What follows are observations concerning growth in Mt. Shasta.

#### Infill

The City has traditionally provided for development within its corporate boundaries by gradually infilling on vacant land. The last annexation of land was the Roseburg Property in 1998. Since then, vacant parcels and under-developed parcels have accounted for all of the growth in the City. As seen in **Table 1.3-1**, if Roseburg and Spring Hill areas are removed from the vacant land inventory, the City has 385 acres of vacant land, most of which is less than five acres in size. As the amount of vacant land diminishes, there will be pressure to annex additional land to the City. **Figure 1-1** illustrates that vacant land is distributed throughout the community.

#### Spring Hill

The Spring Hill Area shown in **Figure 1-2**, represents over 47 percent of the City's vacant land. While a portion of the area has access to wastewater services, the property is largely undeveloped and not serviced by municipal utilities.

The General Plan requires that a specific plan be prepared before development can occur in this region of the City. Under State Law §65451 GOVT, a specific plan must include a "program of implementation measures including...financing measures..." This makes sense because an engineer would tailor the infrastructure needs to the land uses proposed in the Specific Plan. It is likely that some development will occur along Spring Hill Road before a specific plan is adopted because of existing zoning and road access. This analysis includes the area as a separate feature because of the specific plan requirement. The calculated fee is in addition to the city-wide fee.

#### Roseburg

The City-owned Roseburg property is approximately 145 acres in size. Approximately 115 acres were annexed as the "Roseburg Commerce Park" to the City in 1998. A 30-acre portion of the Roseburg property is west of the railroad track which is in the process of being annexed. The combined property represents roughly 15 percent of the City's vacant land. The property has a planned development zone district that currently does not provide for residential uses, but the development plan and related zoning could easily be amended to allow mixed use in the future. The site is owned by the City and, while there have been several attempts to engage a developer to help the City develop the site, it remains vacant.

**Table 1.3-1  
Vacant Land by Parcel Size Without Spring Hill and Roseburg Properties**

Existing Zoning <sup>2</sup>	Parcel Size <sup>1</sup>				
	<0.25 of an Acre	0.26 to 1.00 Acre	1.01 to 5.00 Acres	5.01 to 10.00 Acres	10.00+ Acres
Single Family Residential	11.50	27.35	69.74	21.94	37.99
Duplex Residential	3.89	4.09	1.43	-	32.43
Optional Design/R-2	1.06	1.38	-	-	-
Multiple Residential	1.62	1.21	1.42	-	-
Multiple Residential and Professional	2.33	3.72	20.87	12.57	12.87
Public	0.16	0.27	-	-	-
Central Business District	3.60	3.55	18.71	11.18	-
General Commercial	1.42	1.12	2.65	-	-
Controlled Manufacturing	0.34	4.07	1.79	-	32.57
General Industrial	-	0.44	-	-	-
Unclassified					30.38
No Code	0.30	-	3.15	-	-
Total Acreage by Parcel Size	26.22	47.20	119.76	45.69	146.24
<b>Grand Total Vacant Land Acres</b>			<b>385.11</b>		
Percent of Vacant Land by Parcel Size	7%	12%	31%	12%	38%
Number of Vacant Parcels by Size	191	99	55	7	9
<b>Grand Total Vacant Number of Parcels</b>			<b>361</b>		
Percent of Vacant Parcels by Size	53%	27%	15%	2%	2%

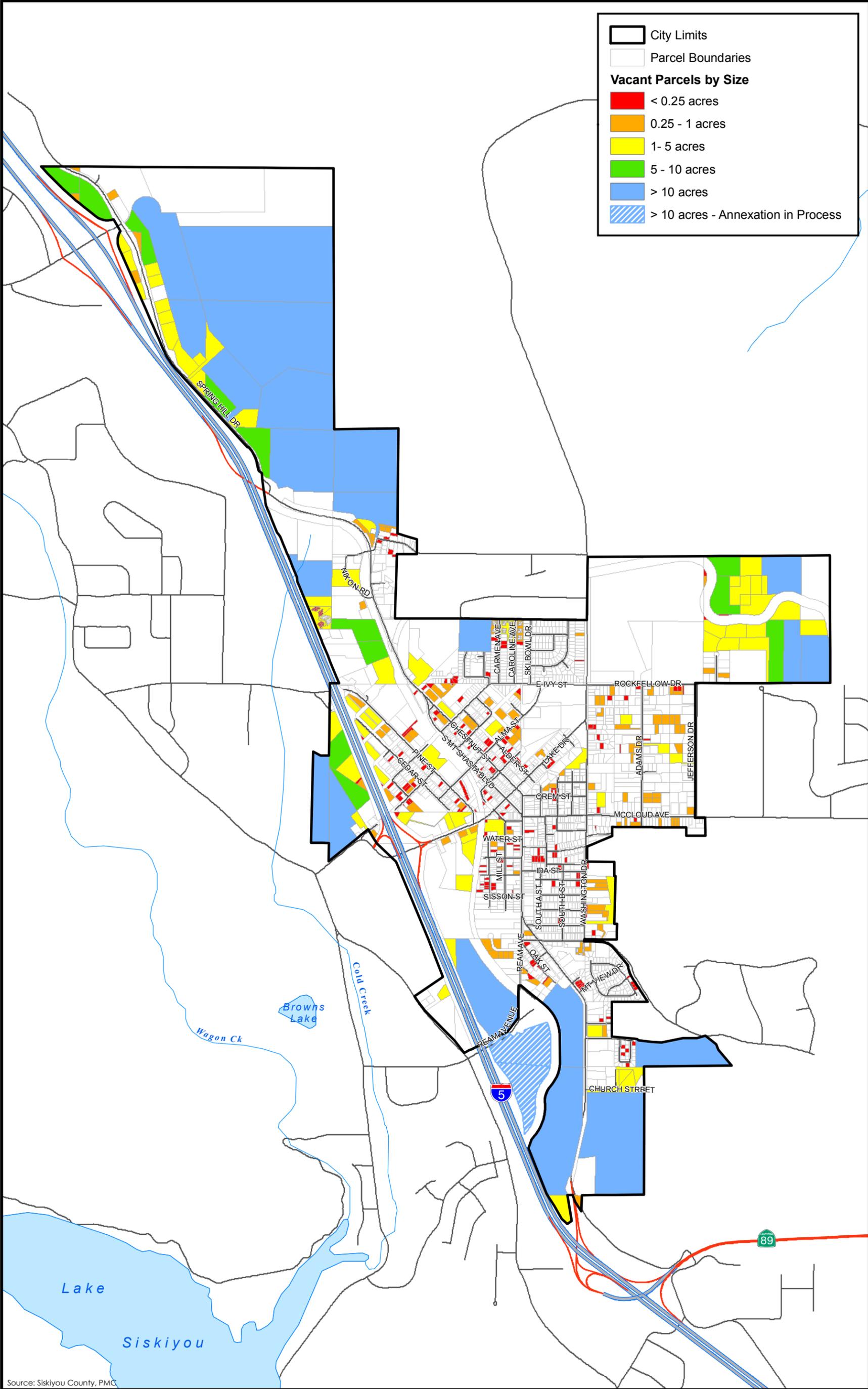
**Source:** City of Mt. Shasta GIS, Siskiyou County Assessor's Office

<sup>1</sup>Lot sizes were taken from GIS and may differ slightly from surveyed and/or assessor's parcel size information.

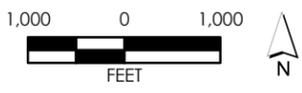
<sup>2</sup>City of Mt. Shasta Zoning Map

### Other areas

While the City has not grown substantially in the last decade, the unincorporated area around the City has developed with numerous homes. The County could not provide an estimate of the number of building permits issued in the last 10 years; however, the US Census would suggest that overall growth in the area outside of the City approached 11.6 percent between 1990 and 2000. It will be difficult for the City to expand west across I-5 or east past Everitt Memorial Highway. Expansion in both areas is limited due to large numbers of single family homes on large parcels. Growth to the south toward SR 89 is possible; however, topography and traffic concerns may limit the type and density of growth. For purposes of this analysis it is assumed that the City will not be seeking annexation to support future growth. (Note that the City is pursuing annexation of a portion of the Roseburg property, i.e., the "Orchard" site, to support attainable housing. However, due to the location and circumstance of this City-owned site, this annexation is considered infill.)

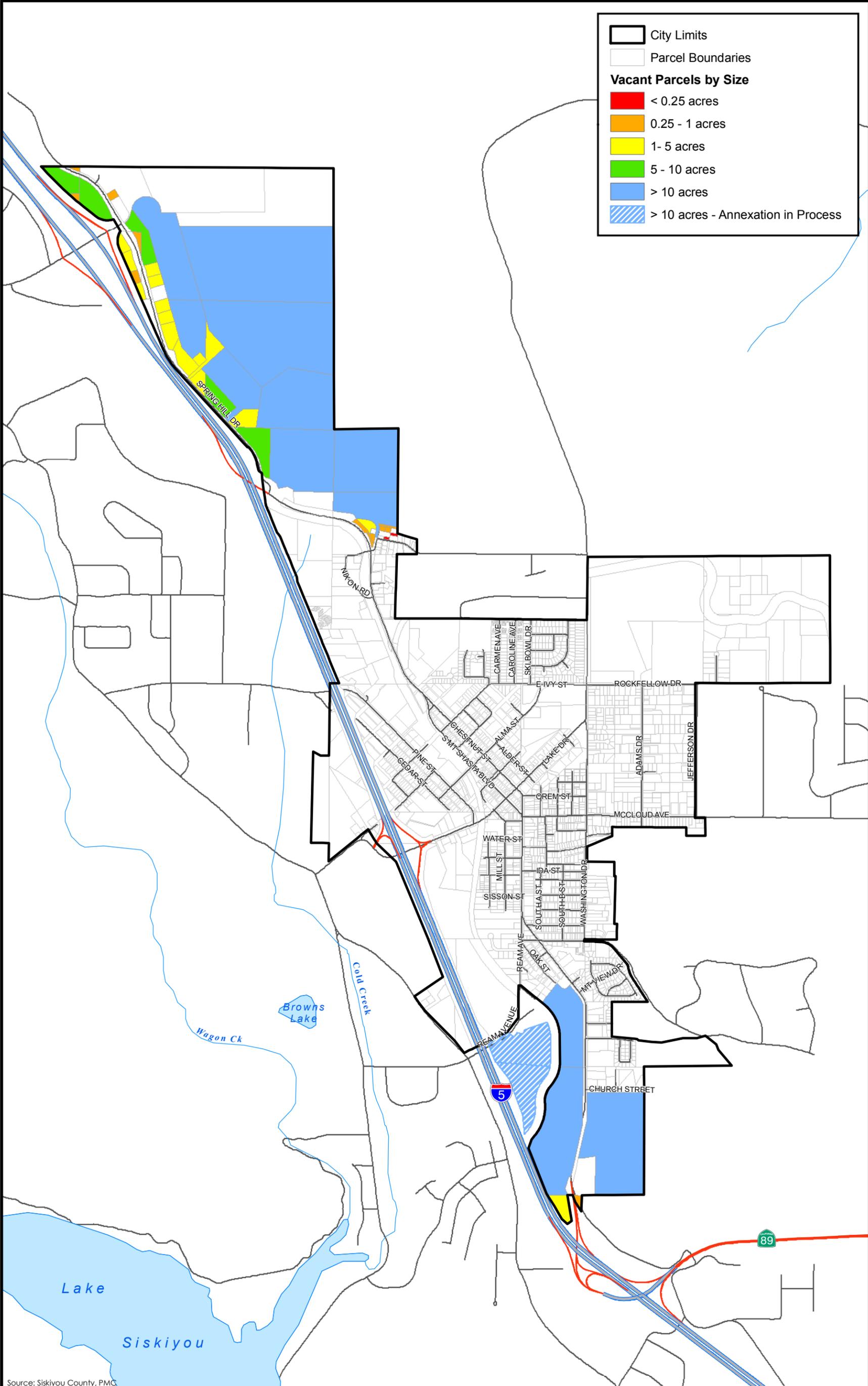


Source: Siskiyou County, PMC



City of Mt. Shasta, CA  
 Vacant Parcels





Source: Siskiyou County, PMC



## 2.0 Impact Fee Calculation Methodology

### 2.1 Overview

There are several methods that may be used to calculate impact fees and assign costs to new development. This report uses different methods of cost assignment depending on the improvement under consideration. For example, some improvements are based solely on population growth, while others may be based on the number of units or anticipated growth in a specific area of the City. Still other improvement costs are based on the population of the City as a whole, factoring in existing residents in the assignment of cost or responsibility. The choice of a particular assignment method depends on the type of improvement. All methods typically follow two steps: First, the cost of the improvement is estimated; and second, the cost is allocated to the various development types.

### 2.2 Assumptions

This analysis makes a number of assumptions regarding the existing fee structure, including water and sewer connection fees. The following assumptions were used in this analysis:

1. **Water and Sewer Fees:** Features associated with these fees are taken from the 1986 Master Water Plan and the 1992 Master Sewer Plan, as well as the associated amendments and updates. Much of the improvement list outlined in the reports is considered maintenance rather than growth related. While new development would undoubtedly benefit from some of the identified improvements, the pro-rata share of the cost of these improvements would likely be too low to warrant a significant change in the existing connection fees. Further, the City amended its fees on October 1, 2007, which addresses the short-term needs of the City concerning these improvements. With the exception of Spring Hill, this report does not address water and sewer fees.
2. **Spring Hill Area:** The City's General Plan calls for a Specific Plan before development can occur. For this analysis a number of features were 'assumed' as basic needs, with the expectation that further infrastructure would be required but would be funded entirely through the Specific Plan financing plan. As such, the analysis only suggests the 'base' fee with the final impact fee for this area likely to be much greater. As the primary growth area for the City, the Spring Hill area should develop with a mix of non-residential and residential uses of varying degrees of intensity and density. The Specific Plan would set the proposed density; however, it is reasonable to assume approximately 2,585 DUEs within the vacant 341 acres. This could result in approximately 4,373 new residents, essentially doubling the population of the City.
3. **Roseburg Site:** The analysis assumes that the water and sewer needs of the site will be adequately addressed through other efforts to support commercial and light industrial development, which are expected to be the predominant future land uses in that area. Coupled with this assumption is the assumption that housing will not be a significant component of the existing Roseburg Site even though the zoning could be changed in the future to allow residential uses.
4. **Parks and Open Space:** The city has one planned park on the Roseburg Site. However timing for the development of the park is unknown. With the exception of the Spring Hill property it is unlikely that any other new public parks will be developed in the City. Open space areas may be provided as individual development or resources warrant, but these isolated cases are not

assumed to be eligible for a city-wide fee program. While the City is in the process of developing a trail master plan, details of the plan are not sufficient to estimate cost and assign responsibility.

5. **Infill:** Infill is the most efficient method of allowing development as all municipal services are usually in place to support the development. Occasionally facilities may need to be upgraded to allow for increased demand; however these upgrades are typically very small. Over time, the amount of property available for reasonable infill decreases. As shown in **Table 1.3-1**, the City has approximately 385 acres of vacant land within the City limits excluding Roseburg and Spring Hill. With Roseburg and Spring Hill, the total increases to approximately 974 acres. As shown in **Table 2.2-1**, the majority of the vacant parcels within the City are one acre or less in size, and most of these parcels are less than one-quarter acre in size. Depending on the zoning and shape of the property it can be difficult to develop properties less than one acre in size to maximum densities. Further, properties less than one-quarter acre in size often remain single family and/or vacant as they are often extended ‘yards’ for adjacent parcels, or considered long term investments by the owners. Mt. Shasta also has a fair number of vacant parcels that have wetland or topographic constraints. As these can potentially develop, they were not removed from the inventory.

**Table 2-2.1**  
**Number of Vacant Land Parcels by Parcel Size**  
**Without Spring Hill and Roseburg Properties**

<b>Buildout Table</b>	<b>Lot Sizes &lt;0.25</b>	<b>0.26 to 1.00 Acre</b>	<b>1.01 to 5.00 Acres</b>	<b>5.01 to 10.00 Acres</b>	<b>10.00+ Acres</b>
Single Family Residential	82	59	30	3	3
Duplex Residential	20	7	1	0	2
Optional Design/R-2	7	3	0	0	0
Multiple Residential	10	3	1	0	0
Multiple Residential and Professional	29	6	11	2	1
<b>Totals</b>	<b>148</b>	<b>78</b>	<b>43</b>	<b>5</b>	<b>6</b>

There is undoubtedly more under-developed land within the city limits (land which is developed to only a fraction of its potential); however, development on these lands is difficult to project. Even the vacant areas can not be expected to fully buildout to maximum density for a variety of reasons.

## 2.3 Methodologies

The following methodologies are used in this report to assign costs of improvements to new development:

**Plan Based.** The plan-based method allocates costs for improvements to a specified set of developments. The improvements are identified by a master plan, which includes a service area for the improvement(s). The area can be citywide, a neighborhood, or a single intersection. Provided the service area is identified, vacant land uses identified through proposal or an adopted land use plan, the improvement costs can be assigned to future development within the service area. Facility costs are allocated to various categories of development in proportion to the amount of development and the relative intensity of demand for each category.

In a plan-based method, the total cost of relevant facilities is divided by total demand (expressed in the form of units) to calculate a cost per dwelling unit equivalent (DUE). This method assumes that the entire service capacity of the specified facilities will be absorbed by the development, or that any excess capacity is unavoidably related to serving that development. For example, it may be necessary to widen a street from two lanes to four lanes to serve development, but that development may not use all of the capacity added by widening the street. Assuming the improvements in question are needed only to serve the new development paying the fees, it is legitimate to recover the full cost of the improvements through impact fees.

The plan-based method is often the most workable approach where actual service usage is difficult to measure (as is the case with administrative and public safety facilities), or does not directly drive the need for added facilities (as is the case with fire stations). It is also useful for facilities, such as streets, where capacity cannot always be matched closely to demand. This method is relatively inflexible in the sense that it is based on the relationship between a particular facility plan and a particular land use plan. If plans change significantly, the fees may have to be recalculated.

**Standard Based.** The standard-based method is related to the capacity-based approach in the sense that it is based on a rate, or cost per unit of service. The difference is that with this method, costs are defined from the outset on a generic unit-cost basis and then applied to development according to a standard that sets the amount of service or capacity to be provided for each unit of development. The standard-based method is useful where facility needs are defined directly by a service standard, and where unit costs can be determined without reference to the total size or capacity of a facility or system. For example, it is common practice to establish a service standard for parks in terms of acres per thousand residents. In addition, the cost per acre for, say, neighborhood parks can usually be estimated without knowing the size of a particular park or the total acreage of parks in the system. This approach can also be used to estimate community facilities such as libraries, community centers, and other improvements where it is possible to estimate a generic cost per square foot before the facility is designed. One advantage of the standard-based method is that a fee can be established without committing to a particular size of facility, and facility size can be adjusted based on the amount of development that actually occurs.

## 2.4 Dwelling Unit Equivalent (DUE)

The impact of non-residential development is more difficult to estimate as the services can range from domestic water and sewer needs for a conventional office, to significant wastewater treatment needs from an industrial use. The actual impact will need to be determined at the time of application and may result in a need to adjust fees. In addition, specialized equipment such as an aerial ladder truck for fire, or pre-treatment for wastewater, may be triggered by an individual project and would be in addition to impact fees. It is possible to relate the impacts of a non-residential development to a residential development. The California Plumbing Code, Traffic Generation Manual, sewer plans, etc., all establish service levels for individual areas that can be placed in the context of a single family home. The determination of a dwelling unit equivalent (DUE) is important as it serves as a multiplier for the fee. **Table 2.4-1** summarizes the assumptions in this report for a Dwelling Unit Equivalent but is only considered a guide. The City may use the assumptions in this table to calculate fees for non-residential projects that result in impacts to the City infrastructure. The City may also determine that, based on studies or information provided for the specific project(s), that measures included in the proposed development off-set impacts to City services. This determination can be made by the City Manager on an individual project basis.

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**Table 2.4-1**  
**Summary of Dwelling Unit Equivalent (DUE) Assumptions For Non-Residential Uses**

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<i>Improvement</i>	<i>DUE Assumption = 1 Single Family Unit</i>
Park	N/A (population based)
Public Works	8 DUE per acre
Streets	10 trips per day

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## 2.5 Fee Principles

As an overarching principle of this impact fee program, the City would prefer that the capital improvement be installed or constructed as part of a development proposal rather than collecting the impact fee. The City could then use subsequent fees to either reimburse a project applicant, or apply the fees to other needed improvements in the City. Payment of fees is considered the last option and is used primarily to ensure that smaller projects are responsible for their fair-share of community-wide improvements. The City reserves the ability to schedule or phase improvements or reimbursements as needed to ensure the financial integrity of the capital improvement program. This may require that most or all of the impact fees be used to fund projects in one area of the community before another area can be funded, or improvements in that area reimbursed, regardless of the amount of development in and around each area. This may also result in a delay between the collection of fees and the construction of improvements designed to address impacts in a given area. The City will also periodically increase the amount of the fees to keep pace with changes with the cost of construction. The City can use different inflation figures, such as the engineering news record or similar construction-based cost indices. The City will determine whether the fee will need an inflationary increase at least once a year, but may change the amount fee at any time to keep pace with construction costs. The City understands that certain types of projects are of benefit to the entire community and further goals of the City and the Region. The Council may reduce or waive fees, or provide for effective value for fees at their discretion to further the goals of the General Plan.

## 3.0 Impact Fee Analysis

### 3.1 City Buildings

For purposes of this analysis no large improvements or additions to City Hall are anticipated for any of the growth scenarios. Once the public safety building is constructed, there may be additional opportunity for remodel of existing buildings to accommodate expansion of City Hall, but at this time there are no plans for expansion. State Law allows the City to collect a General Plan maintenance fee designed to keep the General Plan current and provide for regular updates. While there is no fee included in this analysis, the cost of a typical general plan and environmental impact report is between \$300,000 and \$500,000 depending on the scope of the project.

### 3.2 Park Facilities

The Mt. Shasta Parks and Recreation District manages the parkland within the City. There are two parks: City Park and Shastice Park that meet the current needs of residents. As the City grows, additional parkland will be needed. Parkland is typically divided into two categories, neighborhood and community. The design of both existing parks is intended to serve both community and neighborhood needs. The General Plan establishes a need for five acres of neighborhood and five acres of community park per 1,000 residents. This is less than the current ratio of approximately 17.14 acres per 1,000. Because there is a higher parkland to population ratio, in some cases the collected fees may be used to make improvements to existing parkland rather than construct new parks.

Current Fee. The current park and recreation in-lieu fee is contained in Chapter 17.42 Park Dedications of the Mount Shasta Municipal Code. This section has procedures for establishing a fair market value for parkland, and sets a population estimate by housing type. The current fee is based on the value of land that would be required for donation and varies considerably.

Methodology. This section calculates impact fees using the standard-based method discussed in Section 1. Standard-based are based on a ratio of facility to user and do not depend on assumptions about the ultimate limits of development in the City.

Demand Variable. The City of Mount Shasta, like all other communities, bases the new park demand on population increases. Because the fees are population-driven, they apply only to residential development, or the residential component of mixed-use development.

Level of Service. The Open Space and Conservation Element of the General Plan establishes a requirement of 5 acres of neighborhood park per 1,000 population and 5 acres of community park. The City already has sufficient community park area to address the anticipated 888 new residents, so this analysis concentrates on neighborhood parks. The City may include improvements to existing parks as part of the overall community-wide component of this fee program. The City may also amend this fee program to provide for a comprehensive trail and open space system.

Facility Needs. Facility needs for future parks are identified in terms ratios of park acreage to population rather than as a list of specific projects. The City will consider new neighborhood parks in the 3-5 acre range. **Table 3.2-1** illustrates the estimated cost for a five (5) acre neighborhood park. It is important to note that the per-capita costs for smaller parks can increase and that larger parks are more efficient to both construct and maintain.

**Table 3.2-1**  
**Five Acre Neighborhood Park , High Intensity Improvements**  
**Improvements**

		Quantity		Unit Price	Total
1	Site Work - excavation, grading and drainage	1	LS	\$150,000	\$150,000
2	Utilities (Electric service, sewer, potable and hydrant water)	1	LS	\$100,000	\$100,000
3	Children's and Tot Play Areas	1	LS	\$65,000	\$65,000
4	Damp Sand Play Area	1	LS	\$15,000	\$15,000
5	Benches	6	EA	\$800	\$4,800
6	Small Group Picnic Area	1	LS	\$15,000	\$15,000
7	Picnic Tables	12	EA	\$1,500	\$18,000
8	Concrete Path	15,000	SF	\$6	\$90,000
9	Tennis / 1/2 Court Basketball / Volleyball Courts	1	LS	\$30,000	\$30,000
10	Drinking Fountain	2	EA	\$3,500	\$7,000
11	Storage Structure	1	LS	\$40,000	\$40,000
12	Locking Enclosure for Waste Receptacles	1	EA	\$10,000	\$10,000
13	Waste Receptacle	6	EA	\$400	\$2,400
14	Shade Trees 15 Gal.	60	EA	\$150	\$9,000
15	Landscape Area	30,000	SF	\$2	\$60,000
16	Large Multi-Use Turf (Hydroseed)	100,000	SF	\$0	\$25,000
17	Irrigation	130,000	SF	\$3	\$325,000
18	Sand Volleyball Courts	2	EA	\$10,000	\$20,000
19	Ball Field	1	EA	\$100,000	\$100,000
20	Skate Park Facility (modular ramps)	1	LS	\$500,000	\$500,000
21	Security Features (modular camera)	1	LS	\$5,500	\$5,500
22	Security Lighting as Needed	1	LS	\$100,000	\$100,000
23	Limited Off-street Parking (20 stalls, asphalt, curb and gutter)	1	LS	\$80,000	\$80,000
24	Restroom (prefabricated)	1	EA	\$110,000	\$110,000
25	Chain Link Fence	600	LF	\$15	\$9,000
<b>SUB TOTAL</b>					<b>\$1,890,700</b>
<b>10% DESIGN FEES</b>					<b>\$189,070</b>
<b>5% PERMITS AND INSPECTIONS</b>					<b>\$94,535</b>
<b>10% CONTINGENCY</b>					<b>\$189,070</b>
<b>TOTAL</b>					<b>\$2,363,375</b>
<b>Cost Per Acre</b>					<b>\$472,675</b>

Calculated Fee. With the projected population increase of 888 new residents shown in **Table 1.2-1**, an estimated 4.44 acres of new parkland would be needed to meet the increase in population at a ratio of 5 acres per 1,000 population for neighborhood parks. Based on the cost estimate in **Table 3.2-1**, the total amount of parkland would cost \$2,098,667, resulting in a per unit cost of \$4,792. Because the size and shape of parks factor into the improvement cost, the figures in **Table 3.2-1** are considered estimates and may be revised as the City develops better park development data.

### **3.3 Police Department Facilities**

#### **Public Safety Building**

The most pressing need concerning public safety facilities in the City will be the need for a new public safety building to house police and fire services. While separate stations can be built, many communities are moving toward a joint public safety building. The City of Weed has plans for a joint police-fire structure to be located in South Weed. The 10,728 square foot facility has an estimated cost of \$3,524,000 and would house both the police and fire department. The cost does not include land purchase as the City already owns the land. Presumably the City of Mt. Shasta could either use existing land such as Roseburg, or swap existing land for other land to create a 1.5-2.0 acre site for a similar facility. Therefore, this analysis assumes a \$3,600,000 price for a new public safety building without land cost. The analysis also assumes that 25 percent of the total cost is attributable to growth, with the remainder serving the existing community. The percentage is based on the proportion of growth represented by the increase in DUE as shown in Section 1.3 above. Divided equally between police and fire services, the resulting capital cost is \$450,000 each.

Police staffing in the City is currently two positions below the approved level. Additional growth in the City will require additional police officers to maintain an acceptable response time and coverage for the community. While salary costs are not a subject for development impact fees, each new officer requires a 3-month training period during which they are paired with existing officers. This is an investment in training borne by the department that would not be required unless additional officers were added to the force. The estimate also includes equipment including a patrol car, radios. These items would be in addition to the current fleet and equipment already owned by the City. Based on the projected growth summarized in Section 1.3 above, the City would need 5 full-time sworn police officers by 2029. This would require two new patrol cars at \$30,000 each, with an additional \$20,000 of capital cost per officer. This results in a capital impact need of \$185,000. When added to the public safety building responsibility of \$450,000, the total capital need is \$635,000.

Current Fee. The City does not have a mitigation fee for impacts to Police Services.

Methodology. This section calculates impact fees using the standard-based method discussed in Section 1. Standard-based methods are based on a community-wide benefit based on an overall plan for improvements. In this instance, the background growth associated with the community as a whole, will dictate the need for an expanded or new police station.

Demand Variable. The City of Mount Shasta will base the demand on residential dwelling units or dwelling unit equivalents of non-residential projects.

Level of Service. The City considers an accessible and adequately sized police station and support area important to the efficient operation of the police department at all levels. For purposes of this

analysis, it is assumed that a new structure will be needed to meet the needs projected growth. It is also assumed that the new growth will be responsible for 25 percent of the new facility as the growth is projected to increase the size of the City by approximately 25 percent.

Facility Needs. Based on the level of service, the City will need construct a new police building. The new structure will hold all of the existing services, as well as the projected growth in services needed to support the new population. **Table 3.3-1** shows both the total cast, and the portion of the cost attributable to new development. Only that portion attributable to new development is included in the impact fee program.

**Table 3.3-1  
Police Department Needs**

Item	#	\$ Each	% New Growth	Total
Patrol Car	2	30,000	100%	\$60,000
Orientation Training for New Officers	5	20,000	100%	\$100,000
Equipment	5	5,000	100%	\$ 50,000
Public Safety Building ½ of Assigned Cost		3,600,000	25%	\$450,000
<b>Total</b>				<b>\$635,000</b>

Calculated Fee. Based on the cost estimates in Table 3.3-1, and projected growth in Mount Shasta as summarized in Section 1.3, the cost of providing new growth’s proportionate share of a police services is \$1,085 per dwelling unit equivalent.

### 3.4 Fire Department

Equipment needs in the Fire Department are based partially on growth and partially on the type of growth that occurs. The Department is not currently equipped to handle very large buildings, or buildings higher than four floors. To handle this type of growth the Department would need a ladder truck, which can be a very expensive addition to the fleet. For this analysis, the Fire Chief assumes that development will be similar to the existing structures in the City and that a ladder truck will not be needed. The Department must also deal with a largely volunteer force. Over time, there may be fewer volunteers or the training and work commitment may be so great that the City will need to transition to a full-time Department. For this analysis however, the Chief assumes that the City will be able to find sufficient volunteers to meet the needs for the lowest growth rate, the next two growth rates will need more volunteers and equipment. From an equipment standpoint, the Chief estimates need for a new engine, water tender and rescue vehicle as the City builds out. Also, the addition of 6 – 10 new volunteers will need turnouts, radios and other equipment that is considered in addition to the City’s current equipment inventory. Similar to the Police Department, one-half of the 25 percent new-growth cost the public safety building is assigned to the Fire Department. This results in a need for approximately \$1,135,000.

Current Fee. The City does not have a mitigation fee for impacts to Fire Services.

Methodology. This section calculates impact fees using the standard-based method discussed in Section 1.

Demand Variable. The City of Mount Shasta will base the demand on residential dwelling units or dwelling unit equivalents of non-residential projects.

Level of Service. The City considers an accessible and adequately sized fire station and support areas important to the efficient operation of the department at all levels. Currently, it is a goal of the City to keep the ISO rating at 4-8B (depending on distance from station) and result in no further reductions in rating.

Facility Needs. **Table 3.4-1** shows the equipment needs for the Fire Department based on the growth estimated in this report.

**Table 3.4-1  
Fire Department Needs**

Item	#	\$ Each	% New Growth	Total
Fire Engine	1	425,000	100%	\$425,000
Water Tender	1	150,000	100%	\$150,000
Rescue Vehicle	1	200,000	25%	\$50,000
New-Hire/Volunteer Equipment	10	6,000	100%	\$60,000
Public Safety Building ½ of Assigned Cost		\$3,600,000	25%	\$450,000
<b>Total</b>				<b>\$1,135,000</b>

Calculated Fee. Based on the \$1,135,000 estimates for equipment needed to serve the projected growth, the cost is \$1,940 per dwelling unit equivalent.

### 3.5 Public Works

The public works estimates encompassed roads and maintenance needs. Much of the change would be incremental such as adding a signal or modifying existing signals. Some impacts involve large equipment needs such as snow blowers, street sweepers, backhoes, etc., along with storage building(s) to protect them. The estimates in this section do not include the Spring Hill improvements, please see Section 3.6. As shown in **Table 3.5-1**, the public works needs are largely equipment needed to maintain roadways and other infrastructure in the City. The estimated total increase in equipment is \$837,500.

Current Fee. The City does not have a traffic mitigation fee.

Methodology. This section calculates impact fees using the plan-based method discussed in Section 1. Plan-based methods are based on a community-wide benefit based on an overall plan for improvements.

Demand Variable. The City of Mount Shasta will base the demand on residential dwelling units or dwelling unit equivalents of non-residential projects.

Level of Service. The capital needs identified in **Table 3.5-1** are needed to maintain the current level of service based on the estimated growth.

Facility Needs. **Table 3.5-1** illustrates the three intersections that are nearing the LOS of C and may exceed the threshold unless improvements are installed.

**Table 3.5-1  
Public Works Needs**

	#	\$ Each	% New Growth	Totals
<b>Intersections</b>				
Signal @ Pine/Alma	1	\$150,000	100%	\$150,000
Signal Upgrade Alma/Mt. Shasta Blvd.	1	\$50,000	100%	\$50,000
<b>Equipment</b>				
Snow Plow	1	\$225,000	100%	\$225,000
Snow Blower	1	\$200,000	25%	\$50,000
Vacuum Truck	1	\$200,000	25%	\$50,000
Street Sweeper	1	\$200,000	25%	\$50,000
Dump Truck	1	\$175,000	25%	\$43,750
Backhoe	1	\$75,000	25%	\$18,750
Garage Building(s)	1	\$200,000	100%	\$200,000
<b>Total</b>				<b>\$837,500</b>

Calculated Fee. The City believes that projected growth will require the additional equipment identified in **Table 3.5-1**. New development will construct roadways that must be plowed and maintained, install utility lines that must be monitored and kept functional, and the new equipment must be stored appropriately. With the estimates shown above, the public works fee is \$1,432.

### 3.6 Spring Hill

The City’s General Plan policy LU-20.1 requires that a Specific Plan be prepared before significant development can occur in the Spring Hill area. Because of existing parcels and zoning in the area, it is likely that the City will receive development requests for at least a portion of the area before a Specific Plan can be prepared. The intent of this calculation is to estimate a backbone infrastructure plan, and identify a base-line fee, that could be used toward improvements in the Spring Hill area ahead of a more comprehensive Specific Plan-based improvement program. Because some of the improvements identified in **Table 3.6-2** are specific to the Spring Hill area, the calculation of fees is based on the amount of estimated development for the area. The Spring Hill fees would be in addition to the city-wide fees and ideally would be replaced by a fee structure linked to a Specific Plan for the area. The total estimated capital need is \$6,475,000.

Current Fee. The City does not have a fee for Spring Hill.

Methodology. This section calculates impact fees using the estimated development potential in the Spring Hill Area. (See Attachment 1 for a detailed explanation). **Table 3.6-1** summarizes the development potential used to calculate fees in the Spring Hill Area.

**Table 3.6-1  
Spring Hill Area Development Assumptions**

Total Area			588
Resource Lands (assumed to remain vacant)			247
Remaining to be developed			340
<b>Land Use Designation</b>		<b>Units/ Acre</b>	<b>Persons/ Unit<sup>1</sup></b>
Single Family Residential		5.00	2.029
Medium Density Residential		15.00	2.029
High Density Residential		20.00	2.029
<b>Land Use</b>	<b>Acres</b>	<b>Units<sup>2</sup></b>	<b>Population</b>
Single Family Residential	201	1,005	2,039
Medium Density Residential	50	750	1,522
High Density Residential	20	400	812
Commercial	40	200	
Employment Center	30	180	
<b>Totals</b>	<b>341</b>	<b>2,535</b>	<b>4,373</b>

<sup>1</sup>California Department of Finance, E-5, January 1, 2008.

<sup>2</sup>Non-Residential is Shown in Dwelling Unit Equivalents.

Demand Variable. The City of Mount Shasta will base the demand on residential dwelling units or dwelling unit equivalents of non-residential projects.

Level of Service. This section calculates impact fees using the standard-based method discussed in Section 1. Standard-based methods are based on an area-wide benefit based on an overall plan for improvements. In this instance, the development potential in Spring Hill will generate the demand for new services and the infrastructure necessary to support it.

Facility Needs. **Table 3.6-1** summarizes the assumptions for development in the Spring Hill area. Please see **Appendix A** for a detailed explanation of the assumptions.

**Table 3.6-2  
Summary of Backbone Infrastructure Costs for Spring Hill**

<b>Sewer</b>	
Stage II of WWTP Improvements	*
<b>Water</b>	
1.0 MGD Storage Tank	\$2,000,000
1-2 New Municipal Wells	\$750,000
Hydro-geologic Study	\$100,000
Connecting Water Lines	\$500,000
<i>Water Total</i>	<i>\$3,350,000</i>
<b>Roads</b>	
Signals x 3	\$600,000
North Mt. Shasta Blvd Reconfiguration	\$1,500,000
<i>Road Total</i>	<i>\$2,100,000</i>
<b>Public Works</b>	
Snow Plow x 2	\$450,000
Rotary Snow Blower	\$175,000
Loader x 2	\$250,000
Storage Buildings	\$150,000
<i>Public Works Totals</i>	<i>\$1,025,000</i>
<b>Grand Total</b>	<b>\$6,475,000</b>

Calculated Fee. Based on the assumed backbone infrastructure listing in **Table 3.6-2**, and the assumed development figures in **Table 3.6-1**, the calculated fee is \$2,554. This fee would be *in addition* to the city-wide fees.

## 4.0 Fee Implementation

### 4.1 Legal Framework

Development exactions such as impact fees are subject to the Fifth Amendment prohibition on taking of private property for public use without just compensation. Both state and federal courts have recognized the imposition of impact fees on development as, provided the fees meet standards intended to protect against regulatory takings. To comply with the Fifth Amendment, development regulations must be shown to substantially advance a legitimate governmental interest. In the case of impact fees, that interest is in the protection of public health, safety, and welfare by ensuring that new development is not detrimental to the quality of public services.

In the court case *Nollan v. California Coastal Commission*, the U. S. Supreme Court determined that a government agency imposing exactions on development must demonstrate an "essential nexus" between the exaction and the interest being protected. In a later case, *Dolan v. City of Tigard*, the Court made clear that a government agency also must show that an exaction is "roughly proportional" to the burden created by development. The City Council of the City of Mount Shasta has determined that there are insufficient funds currently, and a shortage of funds projected, to meet the capital impact needs of future development. This determination led to the preparation of this analysis. The balance of this analysis is intended to describe the rough proportionality of fee and impact as required by the *Tigard* decision.

**California Constitution.** The California Constitution grants power to local governments to regulate land use and development. The ability to approve development also allows for the ability to approve with development with conditions. In this instance, the City has determined that a fee designed to address most of the community impact associated with new development, would be appropriate and would assist new development in paying its fair share of future impacts.

**The Mitigation Fee Act.** California's impact fee statute originated in Assembly Bill 1600 during the 1987 session of the Legislature, and took effect in January, 1989. AB 1600 added several sections to the Government Code, beginning with Section 66000. Since that time the impact fee statute has been amended from time to time, and in 1997 was officially titled the "Mitigation Fee Act." Unless otherwise noted, code sections referenced in this report are from the Government Code.

The Mitigation Fee Act does not limit the types of capital improvements for which impact fees may be charged. The Act defines public facilities very broadly to include "public improvements, public services and community amenities." Although the issue is not specifically addressed in the Mitigation Fee Act, other provisions of the Government Code (see Section 65913.8) prohibits the use of impact fees for maintenance or operating costs. When viewed objectively, this makes good fiscal sense as impact fees are linked directly to the construction industry which is known to fluctuate and could result in unpredictable annual revenues—with a resulting difficulty in meeting ongoing consistent and perpetual costs associated with operations and maintenance. The fees in this report are based only on capital costs.

The Mitigation Fee Act contains requirements for establishing, increasing and imposing impact fees, which are summarized below. The Act also contains provisions that govern the collection and

expenditure of fees, and require annual reports and periodic re-evaluation of impact fee programs. Those administrative requirements are discussed in the Implementation Section of this report. Certain fees or charges related to development are exempt from the requirements of the Mitigation Fee Act. Among them are fees in lieu of parkland dedication as authorized by the Quimby Act (Section 66477), fees collected pursuant to a reimbursement agreement or developer agreement, and fees for processing development applications. It is important to note that this fee program cannot predict all of the costs associated with new development and that each project must be evaluated individually to determine if the projected impacts are in line with those of this analysis. It is possible that project specific improvements may be required to comply with the California Environmental Quality Act or other development exaction on the part of the City.

Required Findings. Section 66001 requires that an agency establishing, increasing or imposing impact fees, must make findings to:

1. Identify the purpose of the fee;
2. Identify the use of the fee; and,
3. Determine that there is a reasonable relationship between:
  - a. The use of the fee and the development type on which it is imposed;
  - b. The need for the facility and the type of development on which the fee is imposed; and
  - c. The amount of the fee and the facility cost attributable to the development project.  
(Applies only upon imposition of fees.)

Each of those requirements is discussed in more detail below.

**Identifying the Purpose of the Fees.** The broad purpose of impact fees is to protect the public health, safety and general welfare by ensuring the future provision of adequate public facilities. The specific purpose of the fees calculated in this study is to ensure funding for the construction of capital improvements identified in this report. The improvements are needed to mitigate the impacts of projected development within the City's General Plan area. The fees are needed to prevent the incremental deterioration in public services that would result from new development since the City lacks the funds necessary to construct all of the capital improvements.

**Identifying the Use of the Fees.** According to Section 66001, if a fee is used to finance public facilities, those facilities must be identified. While a capital improvement plan may be used for that purpose, it is not mandatory if the facilities are identified in the General Plan, a Specific Plan, or in other public documents. If a capital improvement plan is used to identify the use of the fees, it must be updated annually by resolution of the governing body at a noticed public hearing. Impact fees calculated in this study are based on specific capital facilities identified elsewhere in this report, which is intended to serve as the public document identifying the use of the fees. The City may adopt a capital improvement program to implement the improvements identified in this analysis at a later date. The City may also group some of the capital improvement categories to improve implementation of the fee program.

**Reasonable Relationship Requirement.** As discussed above, Section 66001 requires that, for fees subject to its provisions, a "reasonable relationship" must be demonstrated between:

1. The use of the fee and the type of development on which it is imposed;
2. The need for a public facility and the type of development on which a fee is imposed; and,
3. The amount of the fee and the facility cost attributable to the development on which the fee is imposed.

All new development in a community creates additional demands on some, or all, public facilities provided by local government. If the facilities are not increased to satisfy additional demand, the quality or availability of public services for the entire community will deteriorate. Impact fees may be used to recover the cost of development-related facilities, but only to the extent that the need for facilities is a consequence of development that is subject to the fees. The Nollan decision by the United States Supreme Court, reinforced the principle that development exactions may be used only to mitigate conditions created by the developments upon which they are imposed.

Once the fees are created, the community must demonstrate that the payment of fees benefits the development (developer) paying the fee. The Mitigation Fee Act requires that the community create separate accounts for the impact fees collected, and encumber the funds within five (5) years of collection. The Act also requires that the fees be spent only on the facilities for which the fees were charged. Neither the U.S. Constitution nor California law requires that facilities funded by the development be specifically for the development paying the fee. Procedures for identifying which improvement is the subject of the fee is mandated by the Mitigation Fees Act, as are procedures to ensure that the fees are expended expeditiously or refunded.

Proportionality of the exaction (fee) is established through the procedures used to identify development-related facility costs, and in the methods used to calculate impact fees for various types of facilities and categories of development contained in this report. For example, the need for parkland is based on population growth as it is the new residents that will use the parks. In calculating impact fees, costs for development-related facilities are allocated in proportion to the service needs created by different types and quantities of development.

#### **4.2 *Timing of Fees***

All fees will typically be paid at the time of building permit issuance. The City may allow other arrangements depending upon the circumstance(s) of the project.

#### **4.3 *Timing of Improvements***

As indicated in this report, the City prefers that the improvements be constructed in conjunction with development rather than the collection of fees. However, as the fee program is 'pay as you go', the City will need to collect a substantial portion of the impact fee before the improvement can be budgeted and constructed. In some instances this may mean that the level of service declines while the City collects fees to pay for the improvement.

# Appendix A

Spring Hill Impact Fee Summary Report



# MEMO

**To:** Keith McKinley, AICP, MTRP  
CITY OF MOUNT SHASTA

**From:** Mark Teague

**Cc:**

**Date:** December 15, 2008

**Re:** Spring Hill Impact Fee

## Purpose

The City's General Plan policy LU-20.1 requires that a Specific Plan be prepared before significant development can occur in the Spring Hill area. Because of existing parcels and zoning in the area, it is likely that the City will receive development requests for at least a portion of the area before a Specific Plan can be prepared. The intent of this memorandum is to estimate a backbone infrastructure plan, and identify a base-line fee, that could be used toward improvements in the Spring Hill area ahead of a more comprehensive Specific Plan-based improvement program. **Table 1** shows the approximate acreage available in the Spring Hill area based on the City's GIS. **Figure 1** shows the Spring Hill area as considered in this memo.

**Table 1**

### Spring Hill Land Use Designations and Acreage

Land Use Designation	Acres
Commercial Center	153
High Density Residential	188
Spring Hill (physical hill)	147
Resource Lands (quarry)	100
Grand Total	588
Developable Land (less Spring Hill and quarry)	341

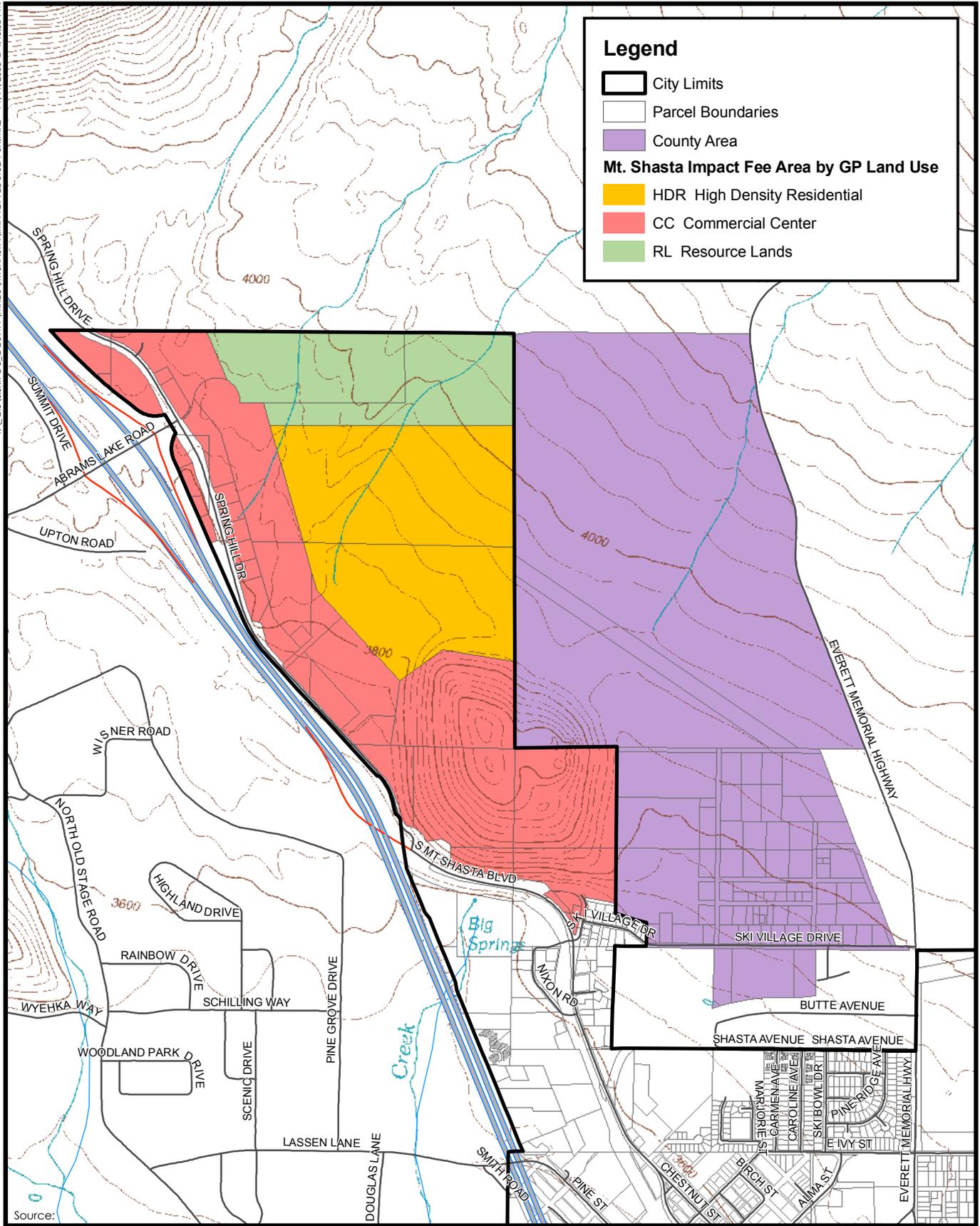


Figure 1

**DRAFT** Spring Hill Area



## Approach

Because the Spring Hill area will be subject to a Specific Plan, the exact land use mix is not available. Instead, an estimate based on probable development was made and is shown in **Table 2**. Table 2 assumes that that a subsequent Specific Plan will designate much of the area to residential uses of varying densities, and reduce the amount of commercial/industrial area. The table also estimates dwelling unit equivalents (DUE) based on the relative demand for water and sewer as shown in the *City of Mt. Shasta 1992 Master Sewer Plan*.<sup>1</sup>

**Table 2**

### Spring Hill Area Development Assumptions

Total Area				588
Resource Lands (assumed to remain vacant)				247
Remaining to be developed				340
<b>Land Use Designation</b>		<b>Units/ Acre</b>		<b>Persons/ Unit<sup>1</sup></b>
Single Family Residential		5.00		2.029
Medium Density Residential		15.00		2.029
High Density Residential		20.00		2.029
<b>Land Use</b>	<b>Acres</b>	<b>Units<sup>2</sup></b>	<b>Population</b>	
Single Family Residential	201	1,005	2,039	
Medium Density Residential	50	750	1,522	
High Density Residential	20	400	812	
Commercial	40	200		
Employment Center	30	180		
<b>Totals</b>	<b>341</b>	<b>2,535</b>	<b>4,373</b>	

<sup>1</sup>California Department of Finance, E-5, January 1, 2008.

<sup>2</sup>Non-Residential is Shown in Dwelling Unit Equivalents.

## Summary

**Table 3** summarizes the assumptions regarding the backbone infrastructure needed for the Spring Hill area. The figures shown in the table are based on estimates provided by the various City Departments, as well as existing water and sewer plans. It is important to remember that a Specific Plan might change the infrastructure plan substantially from the assumptions included in this memo.

**Table 3**

### Summary of Backbone Infrastructure Costs for Spring Hill

<b>Sewer</b>	
Stage II of WWTP Improvements	\$2,500,000
New River Outfall Line	\$435,000
New Sewer Outfall Line to Ream	\$3,200,000
<i>Sewer Total</i>	<i>\$ 6,135,000</i>
<b>Water</b>	
1.0 MGD Storage Tank	\$1,727,360
1-2 New Municipal Wells	\$604,600
Hydro-geologic Study	\$100,000
Connecting Water Lines	\$500,000
<i>Water Total</i>	<i>\$2,931,960</i>
<b>Roads</b>	
Signals x 3	\$600,000
North Mt. Shasta Blvd Reconfiguration	\$1,500,000
<i>Road Total</i>	<i>\$2,100,000</i>
<b>Public Works</b>	
Snow Plow x 2	\$600,000
Rotary Snow Blower	\$500,000
Loader	\$125,000
Storage Buildings	\$150,000
<i>Public Works Totals</i>	<i>\$2,025,000</i>
<b>Grand Total</b>	<b>\$12,541,960</b>
Dwelling Unit Equivalent Fee	\$4,948

Using the figures in **Table 3**, and the estimated number of dwelling units in **Table 2**, the per unit fee for the Spring Hill Area improvements alone would be \$4,948. This fee would be in addition to the city-wide fees for a per unit total of between \$33,203 and \$36,180. It is likely that some of the city-wide fee might be offset by the Specific Development Plan, such as providing parkland rather than paying the fee.

## Land Use

The Spring Hill area is approximately 588 acres in size and is largely vacant. However, approximately 247 acres of the site is considered unavailable for development. Approximately 100 acres is that of the Sousa quarry, and roughly 147 acres is the physical area that is Spring Hill. Once these areas are subtracted from the total, there is approximately 341 acres available for development. Per general plan land use policy, the land use in the vacant area of Spring Hill must be established through preparation of a specific plan. While the previous land use designation, and zoning, focused on commercial and industrial uses, it is likely that future land uses will be predominantly residential. Certainly there will be some highway oriented and neighborhood commercial uses, but a large portion of the area is expected to be planned for housing. Regional commercial is also possible at this location given the large parcel sizes as well as excellent access to, and good visibility from, I-5. For purposes of this analysis, it is assumed that the majority of the area will be developed with residential uses, and that non-residential uses will comprise only a small percentage of the total land. (see **Table 2**)

It is likely that as Spring Hill begins to develop, there will be pressure to annex lands east of the area that front Everitt Memorial Highway. While there are informal foot and bicycle trails that lead from Spring Hill Road to Everitt Memorial Highway, there are no public roadways that make this connection. As these lands are currently owned by a resource agency, and are outside the City's General Plan and zoning, they are not assumed to be developed as part of this analysis. There are also informal connections between Ski Village Drive and the Spring Hill area, but no public roadways. Although much of the land between Ski Village Drive and the Spring Hill area is owned by Dannon International, there are also a number of private lands in this area and all of the land is included in the City's General Plan. Regardless of development potential, public utilities and services may need to be extended through these lands to support development of the Spring Hill area. The extension of utilities might be growth inducing to these areas.

## Roadways

Primary access to Spring Hill is from Spring Hill Road. The City has designated this roadway as an arterial in the Circulation Element of the General Plan. As an arterial, the minimum width is likely to be 80 feet. Additional width may be desirable to allow for bicycle and pedestrian trails needed to gain access to the area. Spring Hill Road extends from a T intersection with North Mount Shasta Boulevard to Abrams Lake Road. Both ends of the roadway provide access to I-5. The intersection with North Mount Shasta Boulevard and Spring Hill Road is not suited to high volumes of traffic and will likely need to be redesigned as the Spring Hill area develops.

Because of the constraint of steeply sloping Spring Hill to the east, and the railroad to the west, the redesign is likely to be costly. One concept is to eliminate access to I-5 in the north bound direction, and reconfigure the intersection to direct all north bound traffic along Spring Hill Road to the Abrams Lake interchange with I-5. The south bound exit from I-5 would remain. As envisioned, the realigned roadway would not result in a

signal light or formal intersection but would essentially curve North Mount Shasta Boulevard into Spring Hill Road. This would increase traffic, especially truck traffic, along Spring Hill Road, which would need to be designed appropriately. This concept has not been engineered nor discussed with Caltrans who would need to provide approval for the reconfiguring of the on ramp. While there may be other design solutions, these solutions are likely to involve significant grading (cutting) into the side of spring hill to gain additional width in support of an intersection, installation of a signal light and construction of a substantial retaining structure which would be significantly more expensive than a redesign. For purposes of this analysis, it is assumed that the roadway would be reconfigured and the northbound on ramp to I-5 would be eliminated at this location.

As the area builds out, an arterial roadway would be needed to extend from Spring Hill Road east toward Everitt Memorial Highway. A collector roadway would extend from the east-west arterial south to connect to Ski Village Drive. Traffic signals would be required at the intersection of the new arterial and Spring Hill Road, and at the new collector roadway and the new east-west arterial. (It is also possible that a round about could work at either or both locations which would eliminate the need for a traffic signal.) Finally, the analysis assumes a traffic signal at the Abrams Lake intersection. Depending on the amount of development it may also be necessary to signalize the on and off-ramps with I-5 at Abrams Lake Road, however this analysis does not include these improvements as it would be reasonable to include these in the environmental discussion needed to support the specific plan..

## **Sewer**

The area has access to sewer through a 12 inch line that was constructed several years ago as part of a property assessment that is fully paid in 2010-2011. The line extends to the Jessie Street crossing of Interstate 5 and the main trunk line that leads to the wastewater treatment facility. This is an important connection as it allows for future development of the area to have City wastewater treatment. The sewer line was originally designed to accommodate 3,297 DUEs. As the area is largely undeveloped, most of this capacity is assumed to remain. The trunk line downstream of the Jessie Street crossing of Interstate 5 is reaching capacity, and the City has long-term plans to increase the size of the trunk lines. This replacement would be needed before much of Spring Hill can be developed. For the purposes of this analysis, the entire cost of the trunk line upgrade is included in the cost to develop Spring Hill.

The *2003 Wastewater Treatment Plant Capacity Evaluation* identifies Stage II improvements as bringing the treatment plant to a 0.9 million gallon per day (MGD) capacity. Currently the treatment plant is operating at approximately 0.6 MGD during dry weather. The increase of 0.3 MGD would allow for an additional 1,304 dwelling units or equivalent<sup>2</sup>. While this is a 79 percent increase in DUEs from the 2002 level of 1,649, it is insufficient to provide for buildout of the Spring Hill area. Typically, planning begins for the next upgrade to a treatment plant when the plant starts operating at about 85 percent of the design capacity. After Stage II, the wastewater treatment plant could treat approximately 2,953 DUEs. Assuming that planning begins at 85 percent of design

capacity, this process would need to begin when the City reached 2,510 DUEs, or in roughly another 860 DUE's.

## **Water**

The City does not currently have water service in the Spring Hill area. The existing uses are on individual wells. The City's long-term plans for the area include a large storage tank (1.0 million gallons) as well as at least two new municipal wells. Each new municipal well would need to have the ability to provide water treatment and emergency backup power. Municipal wells are much more expensive to install than individual wells. Because of the sensitivity of ground and spring water in the region, and the proximity of a water bottling facility, thorough study of the groundwater will be needed before any municipal wells can be installed.

## **Storm Drainage**

There are some storm drainage improvements within the Spring Hill area; however these will not be sufficient to accommodate buildout of the property. It is likely that the area will be designed to have all or most of the storm water runoff collected in planned open space areas to allow the water to percolate into soil and recharging the groundwater. Storm water retention basins designed to serve the entire Spring Hill area will be part of the specific plan and integral to the design. As such, this analysis assumes no storm water improvements.

## **Police**

**Table 2** estimates an additional 4,373 people could reside within the Spring Hill area. Ideally, the mix of uses and integrated design possible with this area of the City, will reduce the vehicle miles traveled to provide police services. Further, provided the design has trails and paths linking the uses, patrol in this area may also involve bicycles or smaller vehicles. The Police Chief also assumes that a sub-station would help provide efficient patrol patterns in the area. As the sub-station would likely be a store-front or included as part of a similar satellite station provided for the fire department, the cost of constructing the substation is not part of this estimate.

## **Fire**

The additional development and population will likely trigger two changes to the fire department. The first will be the need for a satellite station located within the Spring Hill area. The second is likely to be the need for additional fully-paid staff for the department. Buildout of the area may also require an additional engine and support equipment to be stationed in the area, but this is likely to be more related to the Specific Plan development pattern, than to development along Spring Hill Road. As such, the estimates for these facilities are not included in the estimate.

## City Hall

For purposes of this analysis no large improvements or additions to City Hall are anticipated.

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<sup>1</sup> *City of Mt. Shasta, 1992, Master Sewer Plan, PACE Engineering, Table 2, Page 39A.*

<sup>2</sup> Assume 230 gallons per dwelling unit equivalent.

**Appendix B**  
**Mount Shasta Fee Summary**

**Police**

Full Time Detective			
Patrol Car/Equipment	30000	<-- for each patrol	
3-Months Of Training	20000	<-- for each officer	
Equipment	5000	<-- for each officer	
5 officers	2 patrol car	\$	60,000
	5 training	\$	100,000
	5 equipment	\$	25,000
Subtotal Police		\$	185,000
Public Facility Building Cost		\$	3,600,000
Proportionate Share to New Growth	0.25	\$	900,000
Proportionate Share to Police	0.50	\$	450,000
Total with Public Facility Building		\$	635,000

**Fire Department Growth-Needs**

Fire Engine		\$	425,000
Water Tender		\$	150,000
Rescue Vehicle		\$	50,000
New-Hire/Volunteer Equipment		\$	60,000
Subtotal Fire		\$	685,000
Public Facility Building Cost		\$	3,600,000
Proportionate Share to New Growth		\$	900,000
Proportionate Share to Police		\$	450,000
Total with Public Facility Building		\$	1,135,000

**Public Works Growth Needs**

Intersections			
Signal @ Pine/Alma		\$	150,000
Signal Upgrade Alma/Mt. Shasta Blvd.		\$	50,000
Equipment			
Snow Plow		\$	225,000
Snow Blower		\$	50,000
Vacuum Truck		\$	50,000
Street Sweeper		\$	50,000
Dump Truck		\$	43,750
Backhoe		\$	18,750
Garage Building(s)		\$	200,000
Total Public Works		\$	837,500