CITY OF SURPRISE
Regular City Council Work Session
16000 N. Civic Center Plaza
Surprise, AZ 85374
Tuesday, February 20, 2024 @ 5:00 PM
COUNCIL CHAMBERS

A. Call To Order

B. Roll Call

C. Pledge of Allegiance

D. Proclamation and Community Acknowledgements

E. City Manager Report

F. City Clerk Report

G. Call To The Public

INSTRUCTIONS: In order to address the City Council, you will need to fill out a Call to the Public Form available at the front counter, and then turn it in to the City Clerk before the meeting begins. You may also fill out the Call to the Public form online If submitting form electronically, please submit to City Clerk at least one hour before the meeting start time.

Note: A.R.S. 38-431.01(H)- During this time members of the public may address City Council only on issues within the jurisdiction of the City Council which are not an item on the agenda. At the conclusion of the open call, City Council may respond to criticism, may ask staff to review the matter or may ask that the matter be put on a future agenda. No discussion or action shall take place on any item raised.

Approval of items on the Consent Agenda – all items with an asterisk (*) are considered to be routine matters and will be enacted by one motion and one roll call vote to the City Council. There will be no separate discussion on these items unless a Councilmember requests, in which event the item will be removed from the consent agenda and considered in its normal sequence on the agenda.

Please be aware that Council Members may not discuss or respond to matters raised during call to the public that are not specifically identified on the agenda. Council Members may however, in their discretion, discuss or respond to relevant matters raised during a noticed public hearing or agenda item.

H. Regular City Council Work Session Agenda

CONSENT AGENDA:

REGULAR AGENDA ITEM - PUBLIC HEARING:

REGULAR AGENDA ITEM - NON-PUBLIC HEARING:

1.	Citywide	Presentation and discussion pertaining to the status of the commercial and industrial zoned properties within the City.	Jeanine Jerkovic Lloyd Abrams Community Development
2.	Citywide	Presentation and discussion pertaining to the status of multiple capital improvement projects, including the new Fire Station 309, Aquatics Complex, and Park projects.	Holly Osborn Parks and Recreation

I. Other Business and Future Agenda Items

J. City Council Reports

K. Executive Session

For information Purposes; Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, but for only the following purposes:

- discussion or consideration of personnel matters (A.R.S. §38-431.03 (A)(1));
- discussion or consideration of records exempt by law from public inspection (A.R.S. §38-401.03 (A)(2));
- discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03 (A)(3));
- discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S.§38-431.03 (a)(4));
- discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. §38-431.03 (A)(5)); or
- discussion, consultation or consideration for international and interstate negotiations or for negotiations by a city or town, or its designated representatives, with members of a tribal council, or its designated representatives, of an Indian reservation located within or adjacent to the city or town. A.R.S. §38-401.03 (A)(6)).
- discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03 (A)(7)).

Confidentiality Requirements Pursuant to A.R.S. §38-431.03(C)(D): Any person receiving executive session information pursuant to A.R.S. §38-431.02 shall not disclose that information except to the Attorney General or County Attorney by agreement of the City Council, or as otherwise ordered by a court of competent jurisdiction.

The council may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A)(3).

L. Adjournment

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KRISTI PASSARELLI, CITY CLERK

POSTED: Thursday, February 15, 2024 @ 1:30 PM

SPECIAL NOTE: PERSONS WITH SPECIAL ACCESSIBILITY NEEDS, INCLUDING LARGE PRINT MATERIALS OR INTERPRETER, SHOULD CONTACT THE CITY CLERK'S OFFICE @ 623.222.1200 OR TTY 623.222.1002, BY NO LATER THAN 24 HOURS IN ADVANCE OF THE REGULAR SCHEDULED MEETING TIME.

CITY OF SURPRISE
Regular City Council Work Session

SURPRISE
ARIZONA

Council Meeting Date: February 20, 2024

Contact Person: Jeanine Jerkovic, DIRECTOR - ECON DEV, Lloyd Abrams

Submitting Department: Community Development

District: Citywide

Staff Recommendations: None

Consent: No   Regular: Yes   Public Hearing: No   Report/Discussion: No

Agenda Wording:
Presentation and discussion pertaining to the status of the commercial and industrial zoned properties within the City.

Motion:
None; discussion only.

Background:
On September 5, 2023, the City Council requested that staff bring back a presentation for discussion on the status of the commercial properties and how they are zoned within the city. Community Development will present the status of commercial, mixed use and industrial zoned properties and touch on uses that are permitted under each zoning district. Economic Development will present on the key commercial areas, building upon previous real estate work sessions. They will also provide a snapshot of today's commercial properties status and their efforts to assist in marketing and promoting these properties for future development, including exploring the next frontier and the future of economic development.

Objective Analysis:
For presentation and discussion only.

Policy Compliant:
This item is consistent with City and Council Policy.

Financial Impact:
While this item does not have an immediate or direct financial impact, ongoing development activity in the City will inevitably have a future financial impact as additional resources are needed to provide city services.

Budget Impact:
There is no budget impact related to this agenda item.

FTE Impact:

This item does not have an impact on current staff levels.

ATTACHMENTS:

1. Real Estate Presentation
2. LAND USE FISCAL IMPACT MF vs COMM 2024

Real Estate Update

Community Development & Economic Development

City of Surprise Update

REAL ESTATE OVERVIEW

- Present Conditions
- Vacant Land
- Zoning Mix
- Economic Development
- Considerations & Marketing

Commercial

Neighborhood Commercial (C-1)

Community Commercial (C-2)

Regional Commercial (C-3)

Commercial

Neighborhood Commercial (C-1): Smaller shops, dining, recreation, entertainment, offices, and services intended to meet the needs of the immediate residential neighborhoods

- Small scale grocery/retail stores
- Personal Service Establishments
- Restaurants

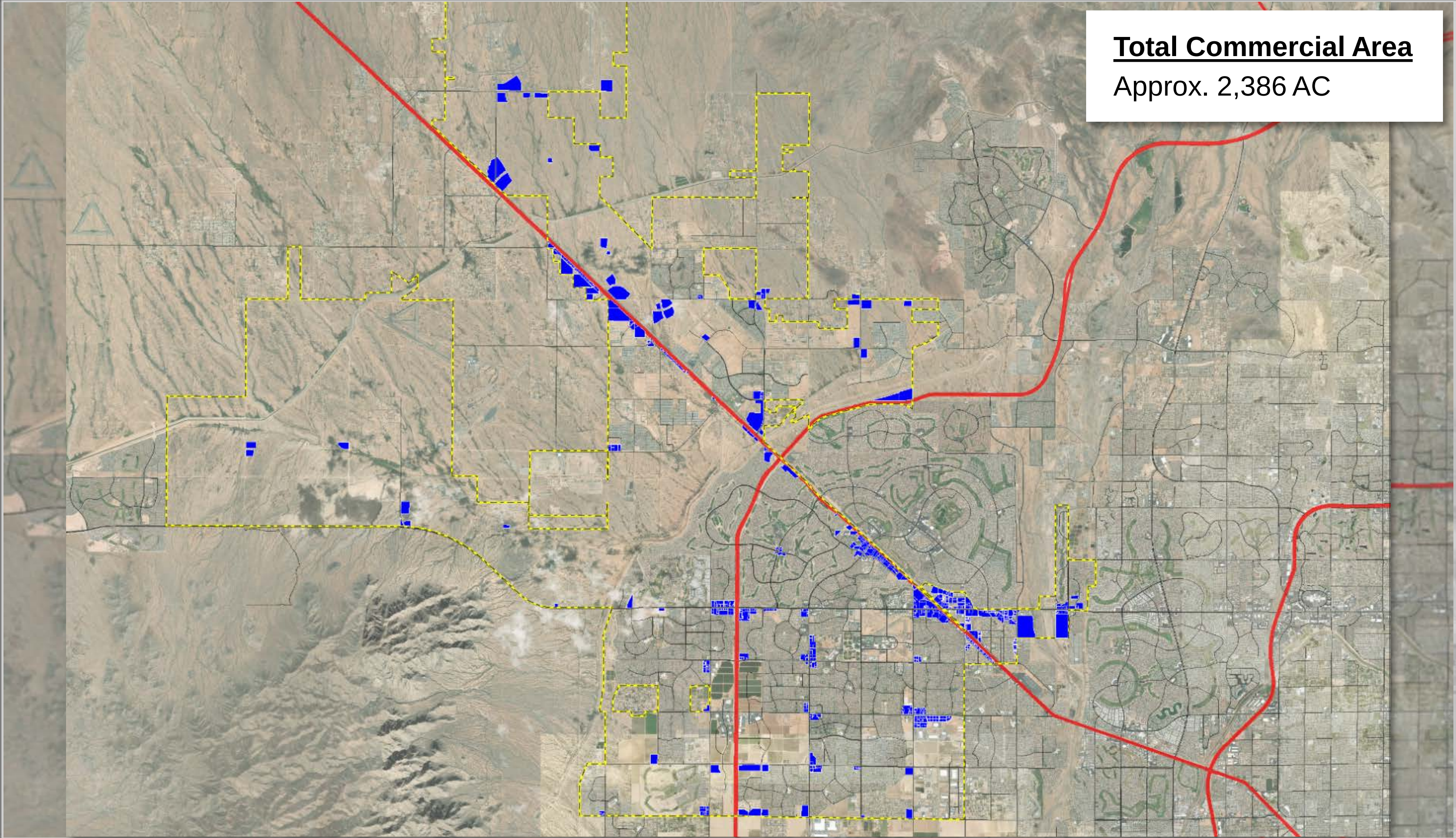
Community Commercial (C-2): Retail, office, and service activities to satisfy the needs of the community with an emphasis on medium sized commercial developments and clustered office

- Big Box Retail Establishments
- Hotels
- Animal Clinics

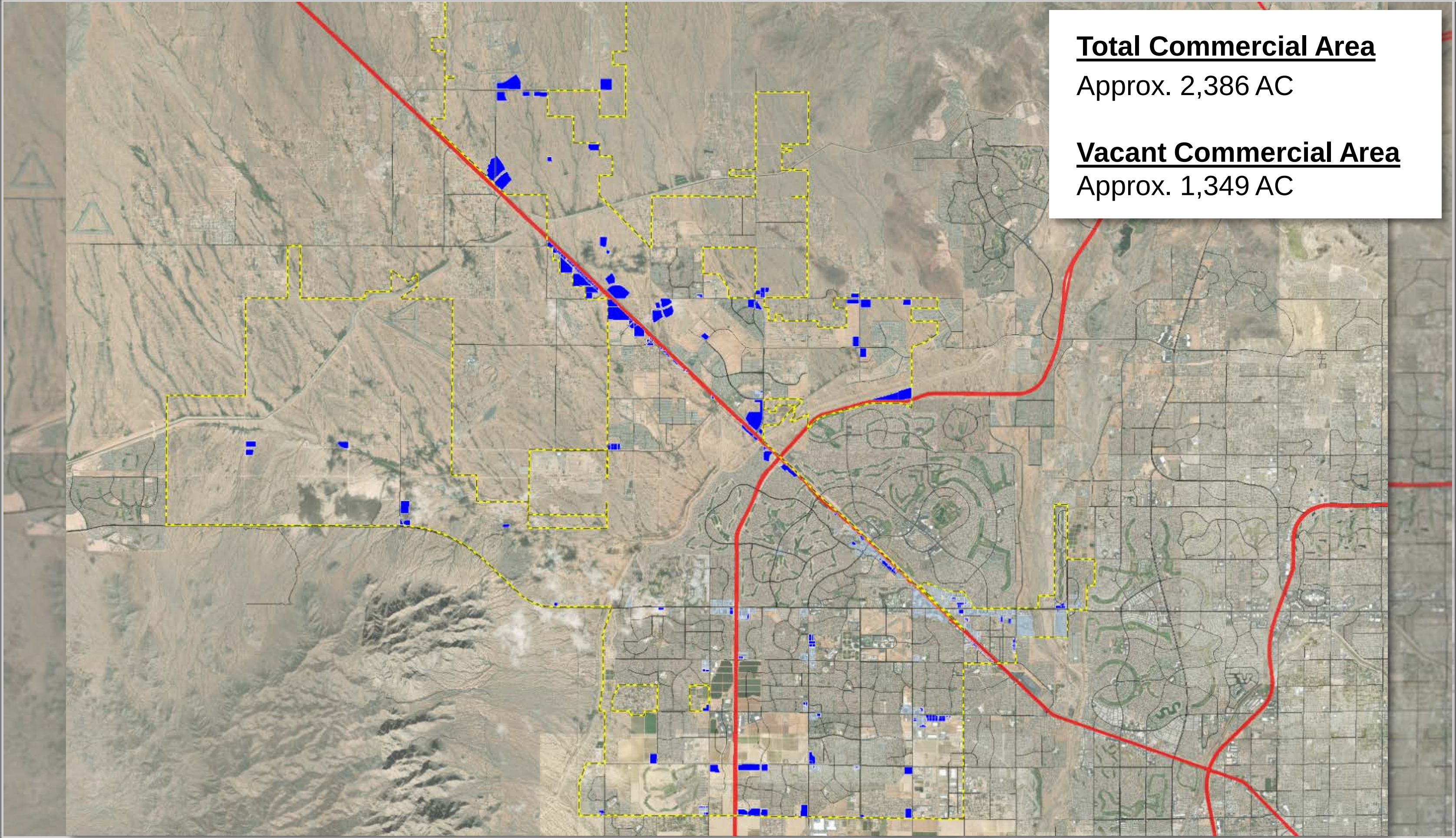
Regional Commercial (C-3): Large scale planned commercial and office complexes that provide goods, recreation, entertainment, food, and services to regional trade areas.

- Wholesale Shopping Establishments
- Automotive Dealerships
- Stadiums / Amusement Parks

COMMERCIAL PARCELS



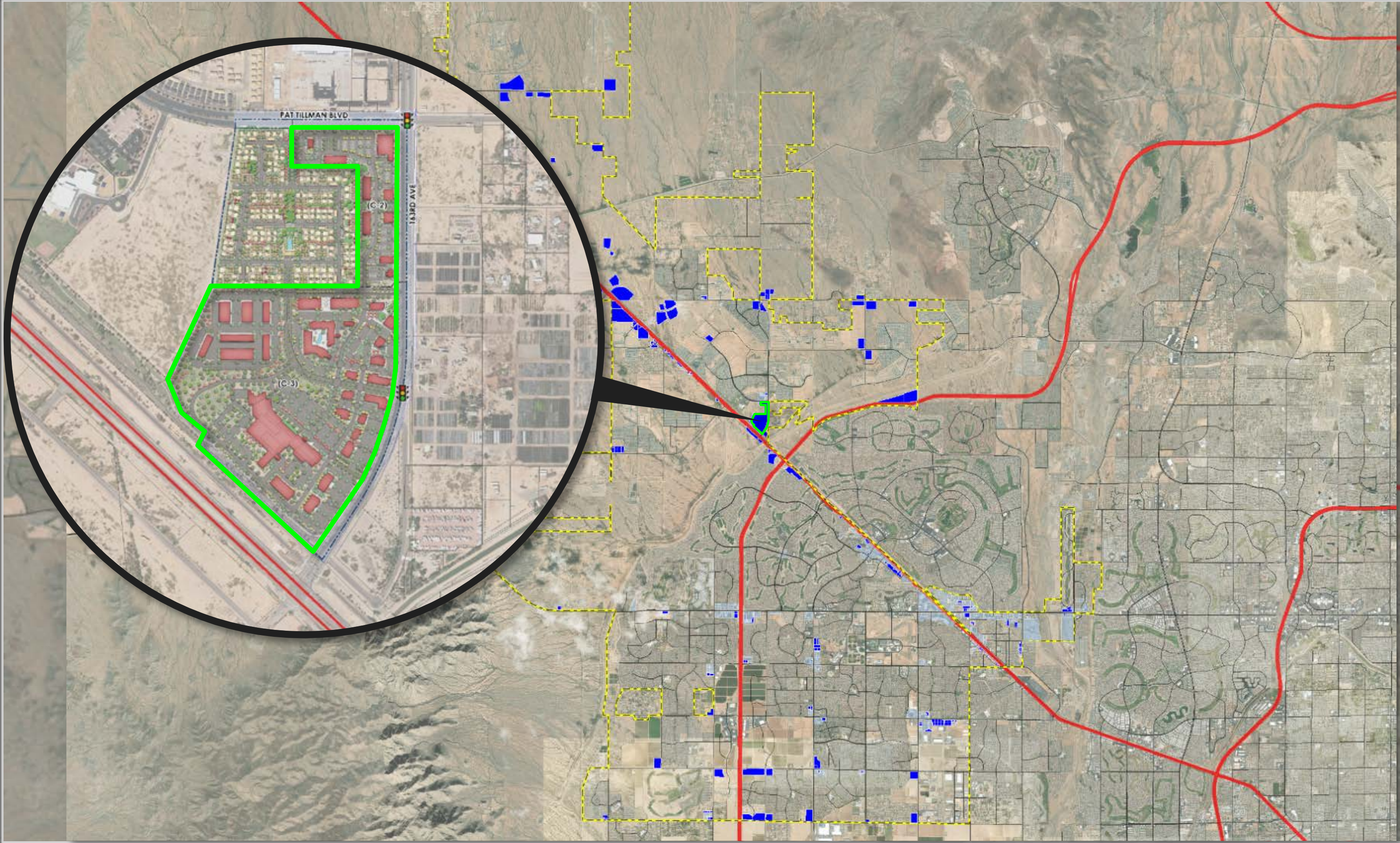
COMMERCIAL PARCELS



Total Commercial Area
Approx. 2,386 AC

Vacant Commercial Area
Approx. 1,349 AC

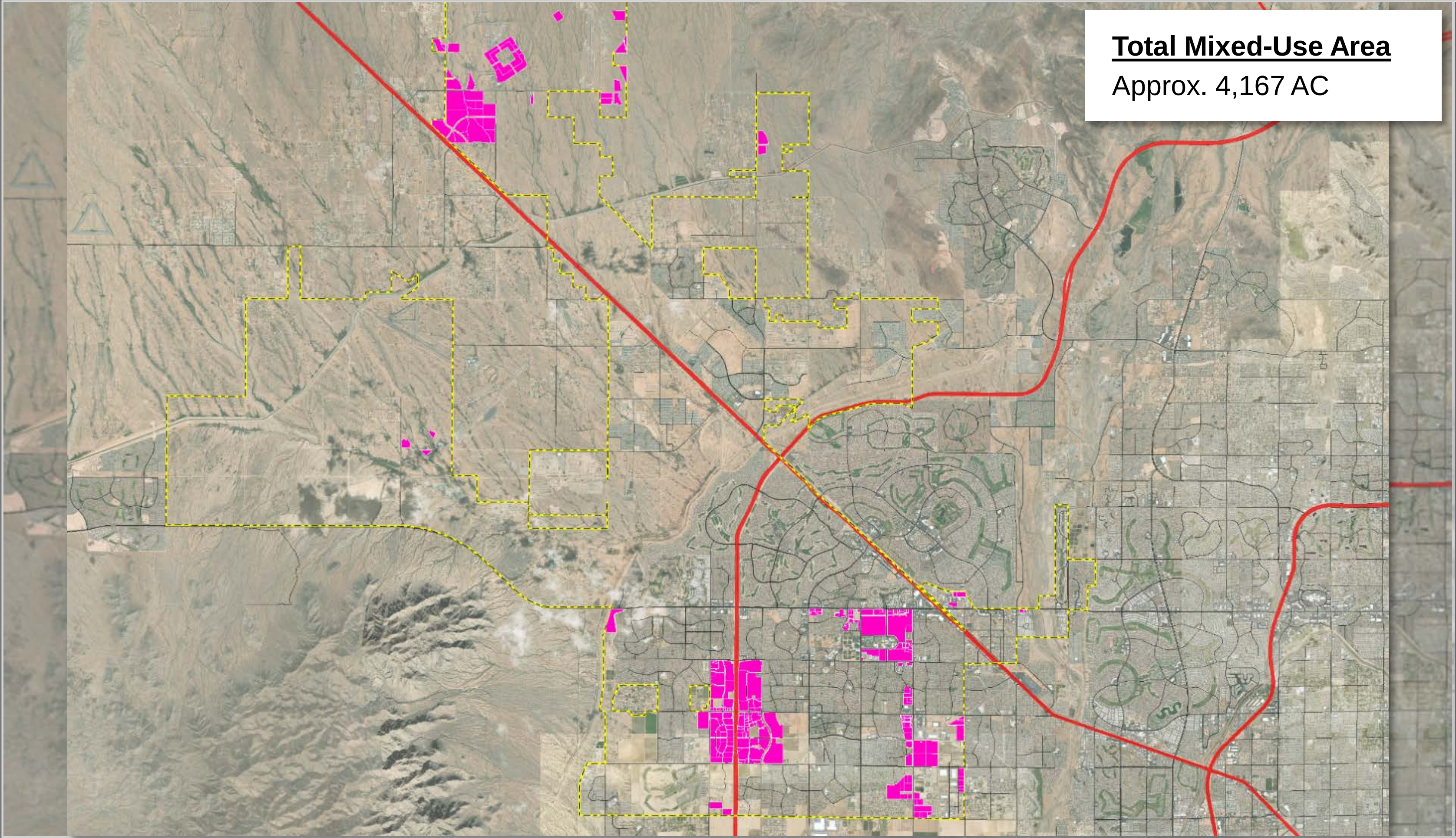
COMMERCIAL PARCELS



Mixed-Use

Mixed-Use: A building or lot that contains more than one (1) type of land use by integrating residential with non-residential uses, planned as a whole functionally share vehicular and pedestrian access and parking areas

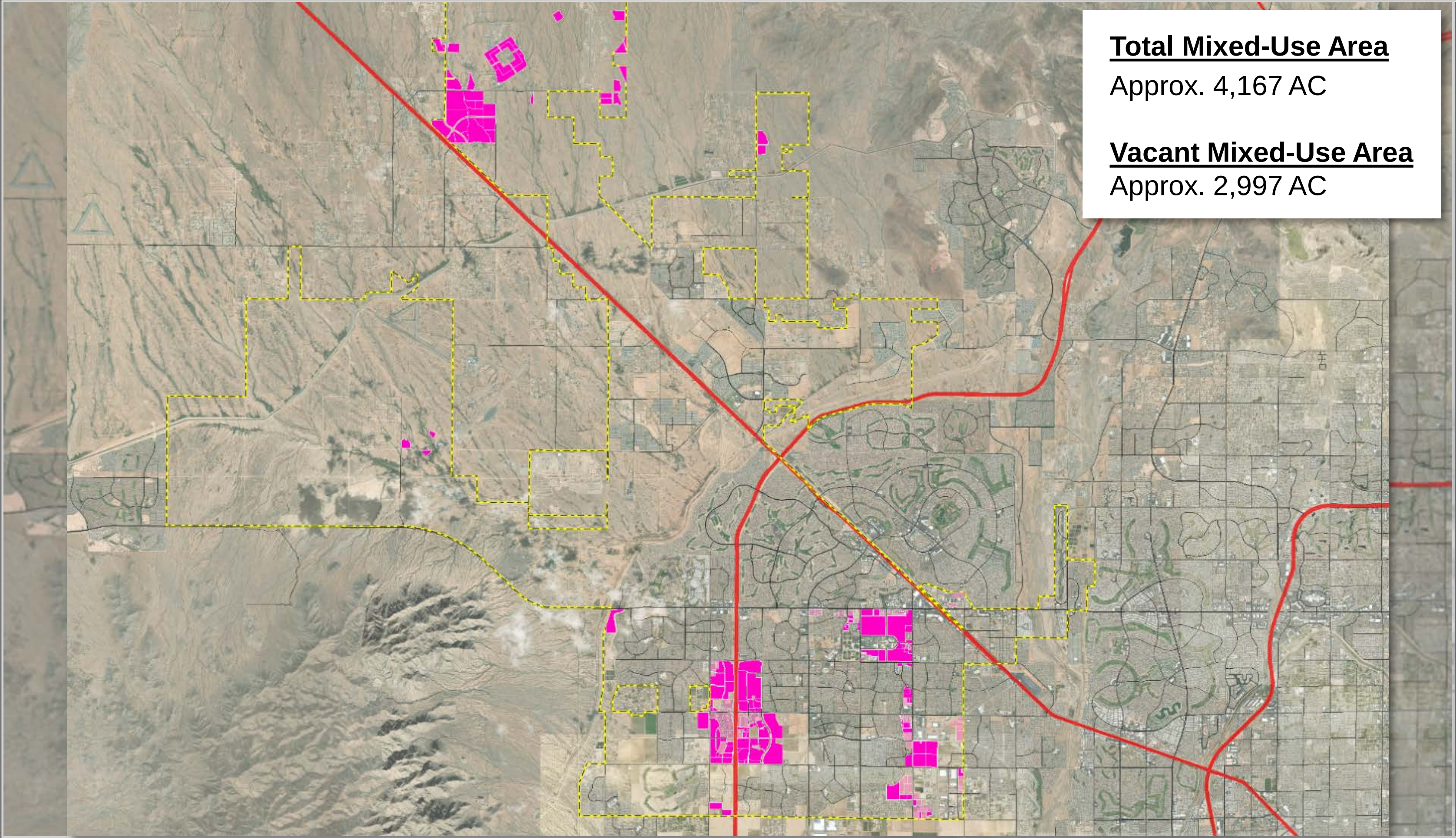
MIXED-USE PARCELS



Total Mixed-Use Area

Approx. 4,167 AC

MIXED-USE PARCELS



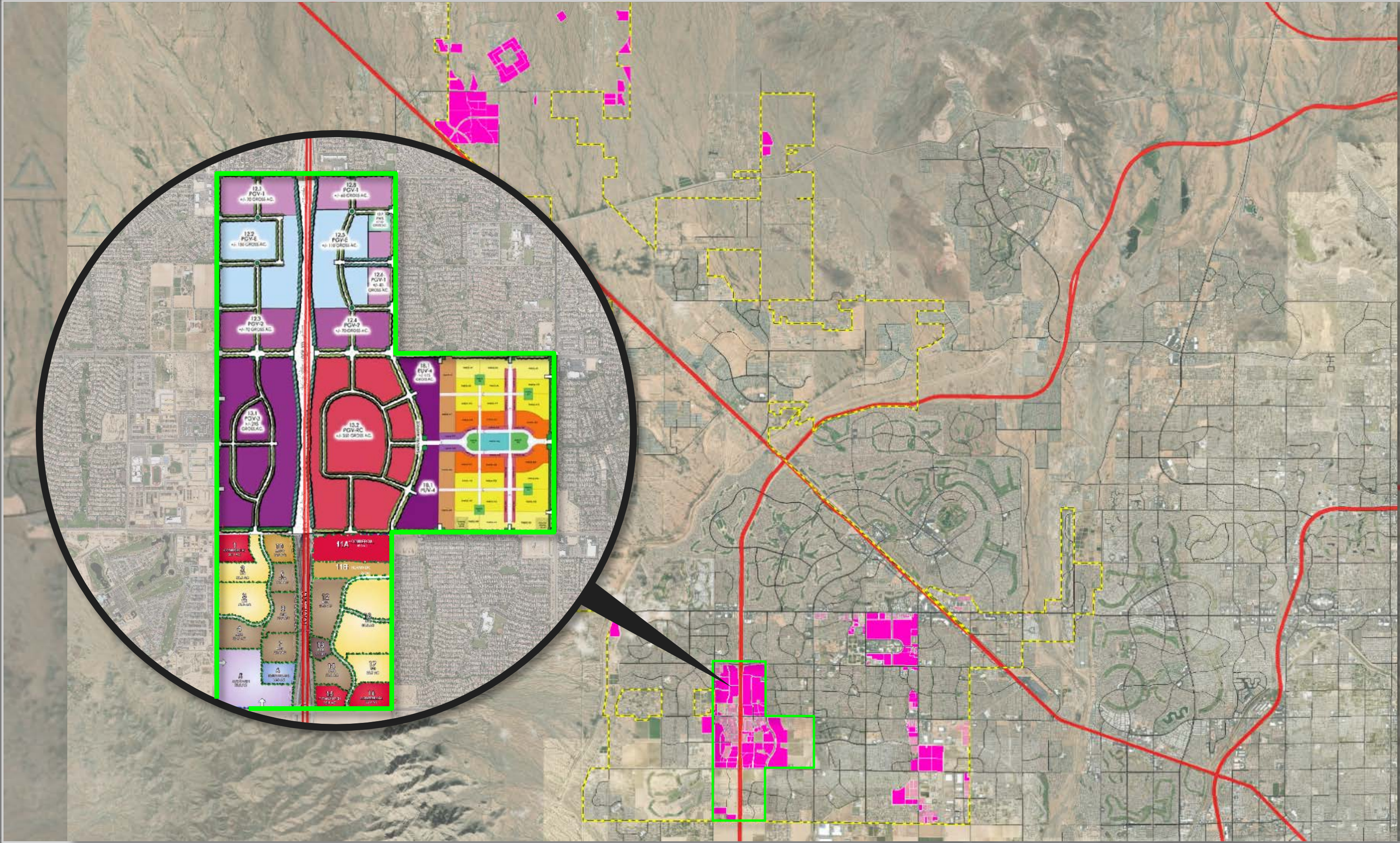
Total Mixed-Use Area

Approx. 4,167 AC

Vacant Mixed-Use Area

Approx. 2,997 AC

MIXED-USE PARCELS



Employment

Business Park (BP)

Light Industrial (I-1)

General Industrial (I-2)

Employment

Business Park (BP): Integrated campus-style employment uses to serve technology, research and development, and product distribution along with limited retail and service uses

- Research Centers
- Medical Offices

Light Industrial (I-1): Industrial uses intended to be indoor uses and restricted outdoor operations and storage

- Warehouse / Distribution
- Manufacturing

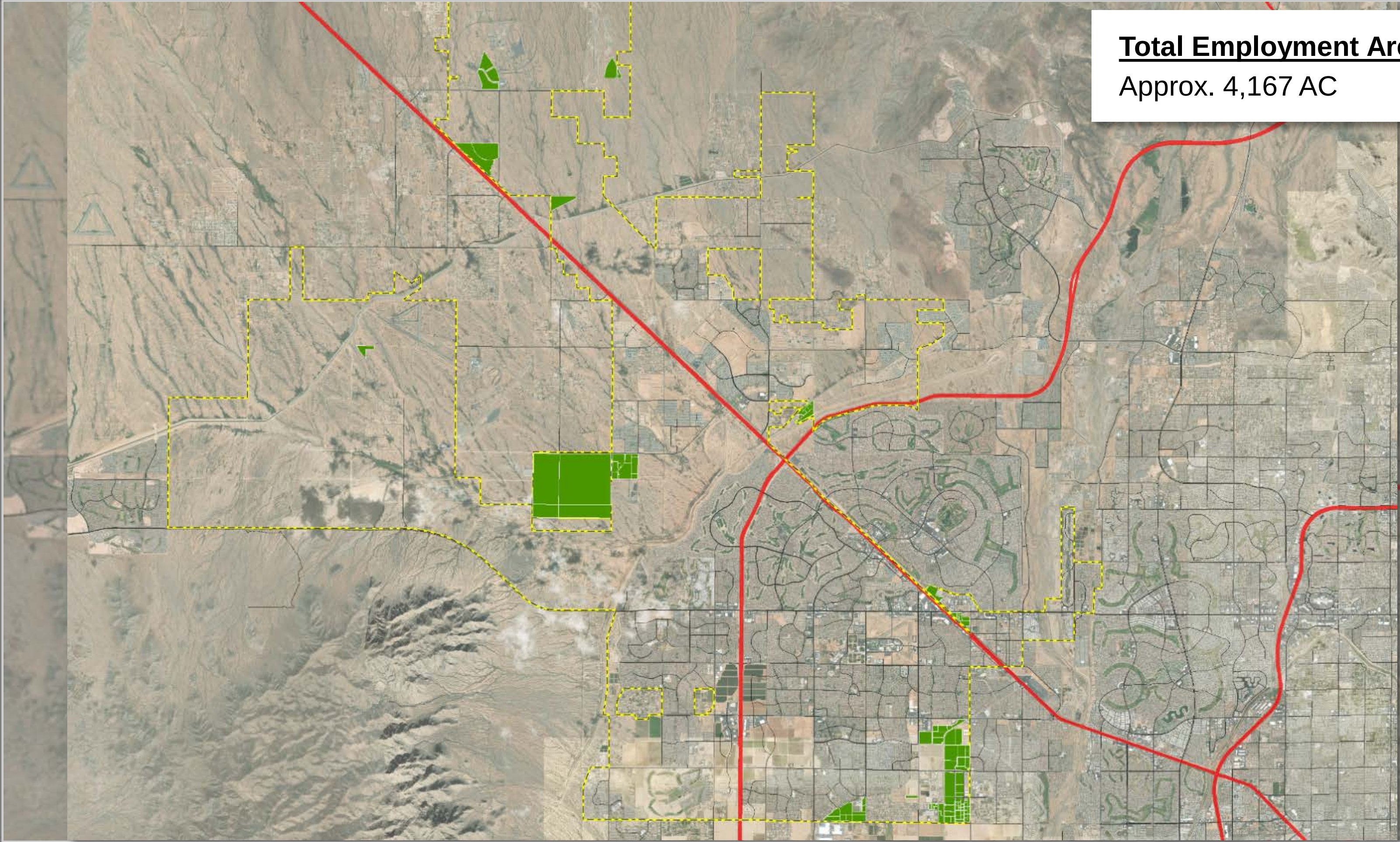
General Industrial (I-2): Mix of industrial uses requiring large land areas and a variety of indoor uses with outdoor operations and storage

- Fabrication and Processing
- Freight Depot / Distribution Centers

Heavy Industrial (I-3): Uses that require major earth moving activities suitable only in certain locations and may require land reclamation upon completion of the operation

- Sand and Gravel Operation

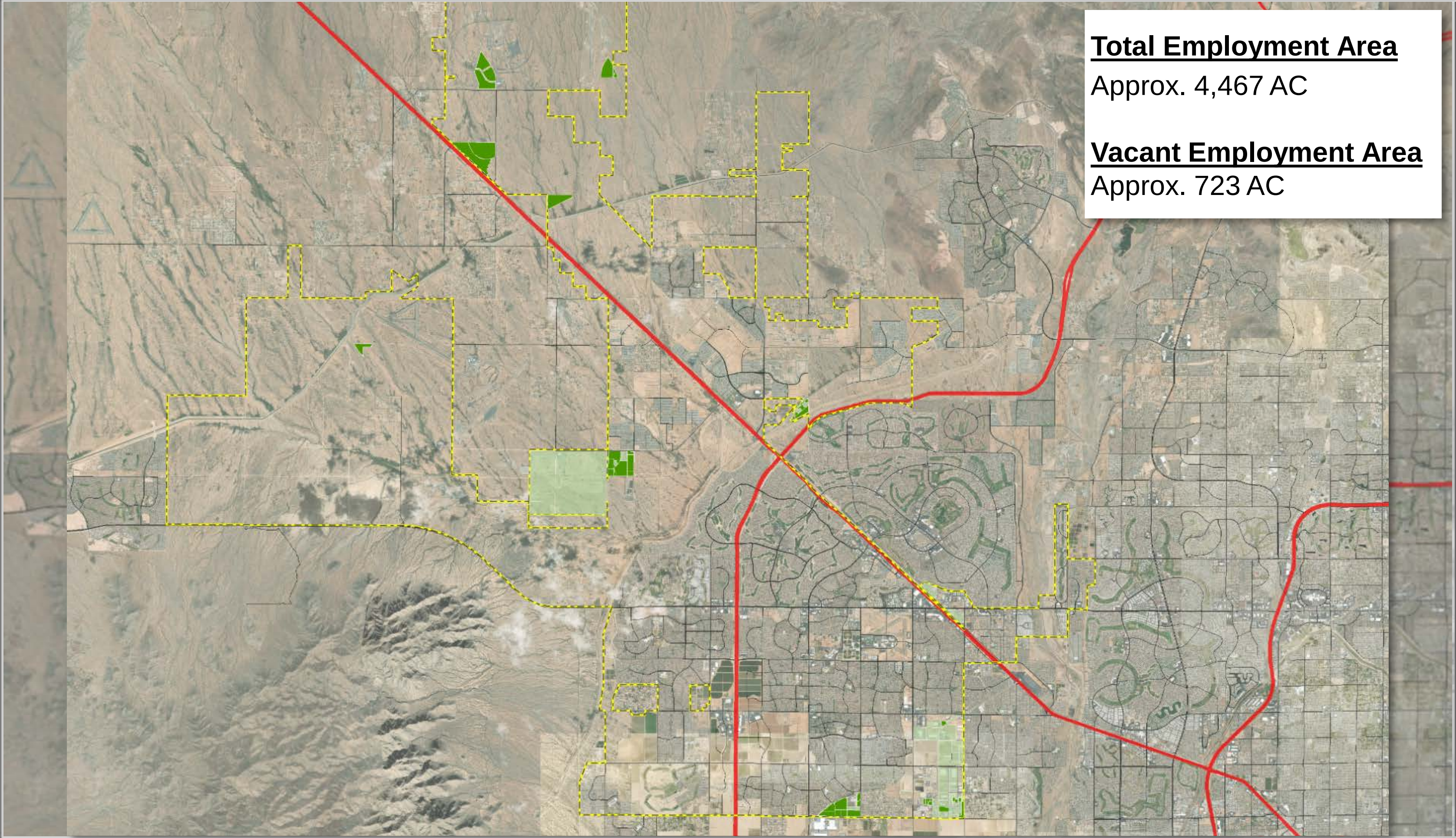
EMPLOYMENT PARCELS



Total Employment Area

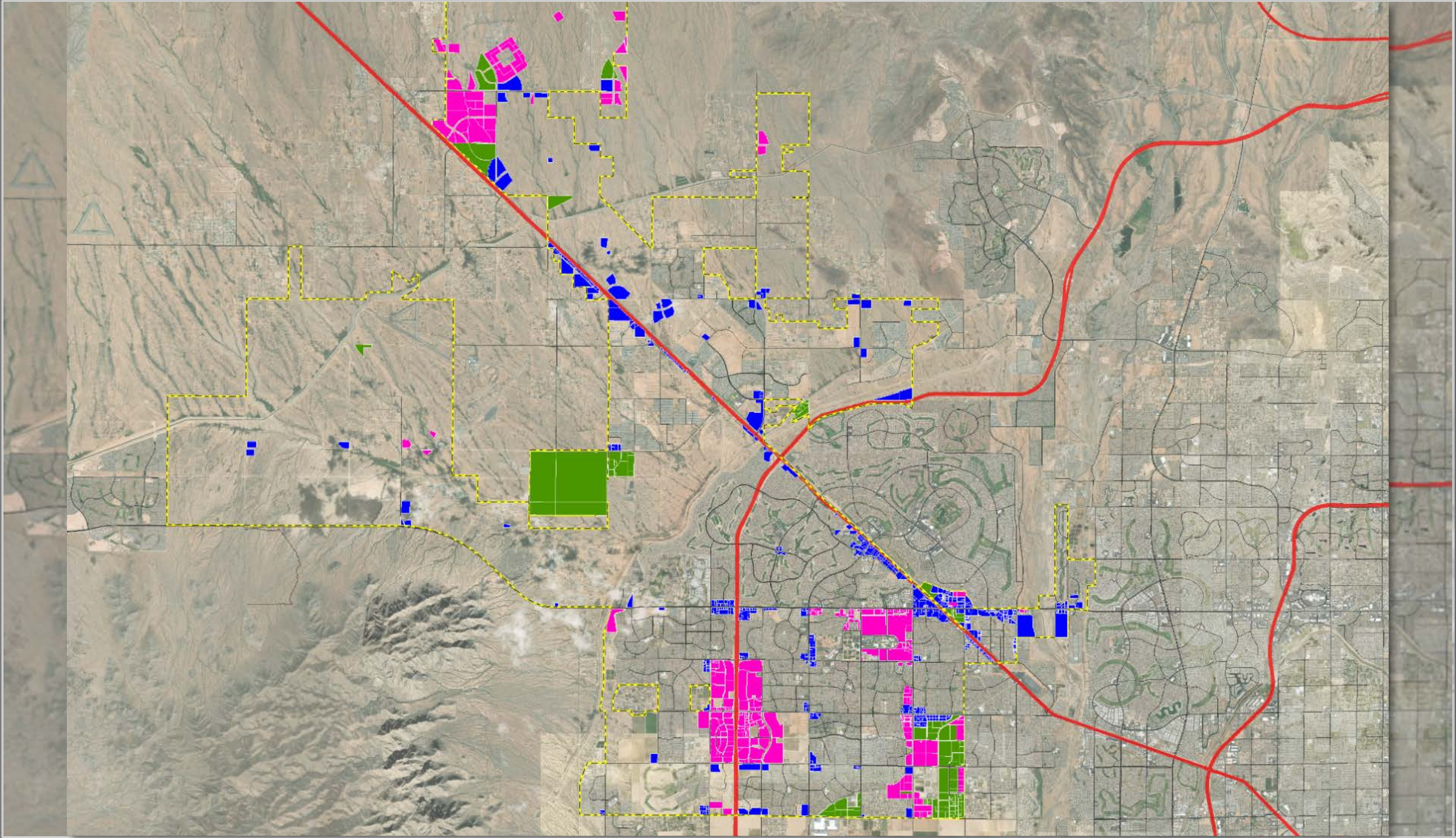
Approx. 4,167 AC

EMPLOYMENT PARCELS



Total Employment Area
Approx. 4,467 AC

Vacant Employment Area
Approx. 723 AC

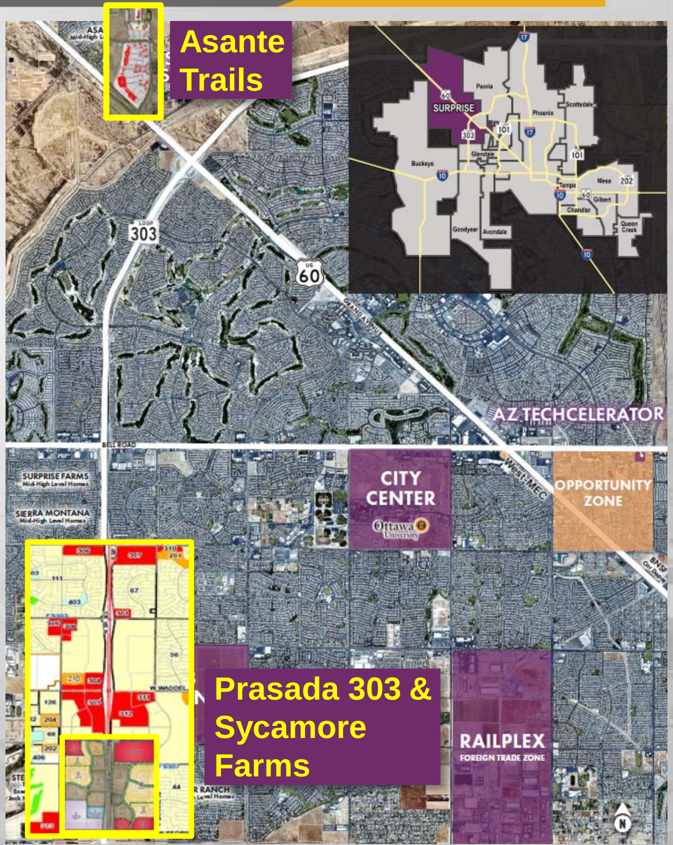


COMPOSITE VIEW

Key Commercial Areas

Recap: Previous Real Estate Work Sessions:

1. **October 2022** (*Applied Economics* study):
   1. Commercial / residential balance = critical
   2. Site selection criteria for commercial is narrower than it is for residential
   3. There are several types of retail commercial
   4. **Commercial benefits = 10-to-1 long term**
2. **April 2023**:
   1. Commercial amenities (retail and healthcare) attract workforce...which drive corporate decisions
   2. An additional 350-400 acres of land (**3.8 – 4.5 million SF of built space**) for retail uses needed by 2030-2040
   3. Surprise has a $1 Billion +/- citywide retail gap & a high demand for medical services



Today's Snapshot

1. Multifamily for-lease proposition different post 2025 after 1st year of constr. sales tax.

2. Surprise retail vacancy rates are getting lower, despite development growth.

3. Small-scale industrial/flex and office (healthcare and other) are most in-demand.

Type of Commercial	SF Built	SF Under Construction	Vacancy
Retail	7.4M SF	424K SF	1.2%
Industrial/Flex	3.9M SF	2.4M SF	10.1%
Office	1.8M SF	10K SF	5.9%

In Summary: Yes, Surprise has "enough" commercial property for its future, just not a lot to spare!

Source: Costar 12-28-23

Post-2025 / Loss of Rental Tax

Figure 8

Annual City Operating Revenues and Expenditures from a 10-Acre Site

Revenues/Expenditures	Multifamily	Commercial
REVENUES	$148,762	$920,624
EXPENDITURES	$170,631	$129,175
OVERALL NET OPERATING IMPACT	-$21,869	$791,449

Source: Applied Economics, 2024.

The Land Use Fiscal Impact has changed since Oct 2022:

- **Multifamily Overall Net Operating Impact**: **-$21,869** (was $73,068)
- **Commercial Overall Net Operating Impact**: **$791,449** (was $715,503)

Source: Applied Economics, "Land Use Fiscal Impacts of Multifamily and Commercial Development in Surprise," 2024

Post-2025 / One Time Revenues

Figure 9

One-Time Taxes and Fees from a 10-Acre Site

Development Type	Construction Sales Tax	Development Impact Fees	Total One-Time
Multifamily	$703,027	$587,202	$1,290,229
Commercial	$375,075	$729,864	$1,104,939

Since Oct 2022:

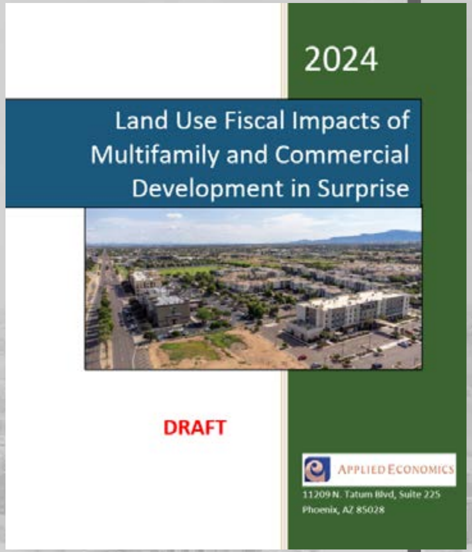
- **Note - assumes North of 303, impact fees anticipated to take effect in August 2024**
- **Multifamily one-time impact is $1,290,229** (was $893,178)
- **Commercial one-time impact is $1,104,939** (was $468,631)

Source: Applied Economics, "Land Use Fiscal Impacts of Multifamily and Commercial Development in Surprise," 2024

Post-2025 / Applied Economics Report

Conclusions of Revised 2024 Applied Economics Report:

- Comparisons detail economic/fiscal impacts – there are several other qualitative and quantitative considerations; i.e., residential doesn’t ‘create’ jobs like commercial, but it generates demands for goods & services.
- Both one-time revenues are more proportional today.
- Projected sales taxes generated by the increased demand could off-set Police, Fire, street maintenance, etc. costs;
- While the loss of rental tax creates a minor negative fiscal impact, there may be an increase in taxable sales potential that could help mitigate this.



Source: Applied Economics, “Land Use Fiscal Impacts of Multifamily and Commercial Development in Surprise,” 2024

Retail Demand Analysis

Surprise: **November 2023** versus **March 2023***

Date of Data Capture	Potential Retail Sales (Total)	Estimated Sales (Total)	Surplus / Leakage
November 2023	**$2,307,406,286**	**$1,379,762,438**	0.6 (**40%**)
March 2023	$2,283,923,324	$1,355,113,241	0.6 (40%)

$25 M Est. Sales Increase / Biggest Retail Jumps: Motor Vehicle Parts & Dealers; Building Material, Garden Equip & Supplies; Food & Beverage Stores; Foodservice, Drinking Places; **Note** – the potential sales increase!

**Buxton Analytics, Nov. 2023*

Key Commercial Areas

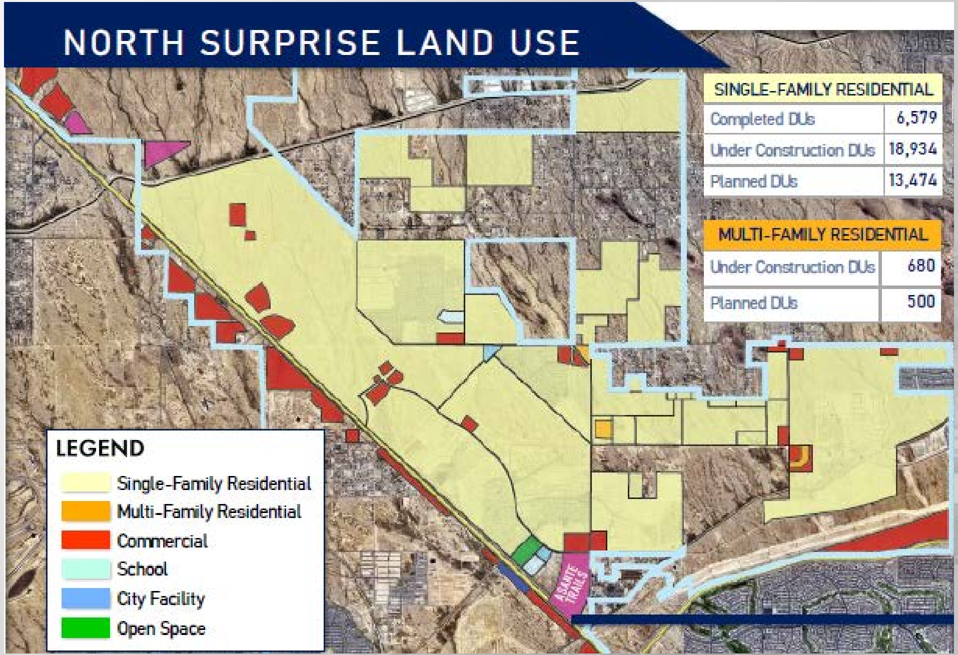
Primary Commercial Development Locations	Retail (Destination, Neighborhood, etc.)	Industrial / Advanced Manufacturing	Medical/ Healthcare or Future Corporate Office
City Center	**Yes** – Elm Street, Luke Parkway, Bullard corridors	**Yes –** but it depends if they are tech businesses	**Yes** – both uses are desired, esp. corp. office
Prasada / Loop 303 Corridor	**Yes** – although there are only 5-6 parcels remaining / depending on opportunity	**Maybe** (depends) – NEC Cactus 303 in process; looking at other sites.	**Yes** – Will be opportunities near Dignity/Commonspirit campus and in area
Rail Plex area	**Yes** – some availability along Waddell / Litchfield corridors, etc.	**Yes** – 3 Mil SF constructed, 4 SF million in development review or construction	**Maybe** (depends) – smaller C3 uses make this possible
Asante Trails	**Yes** – 45 acre property south of Pat Tillman	**Maybe** – staff encouraging flex ‘storefront’ C3 lacking here	**Yes –** HonorHealth intends to develop + medical office
North Surprise / The Next Frontier	**Yes** – 163rd, Grand Avenue, Jomax, Happy Valley corridors	**Yes** – BNSF/Cielo Crossing; future 74 corridor aligns with Amkor+ TSMC & I-11 corridors	**Yes** – Opportunity for all types of medical and small, specialty care

The Next Frontier: North Surprise

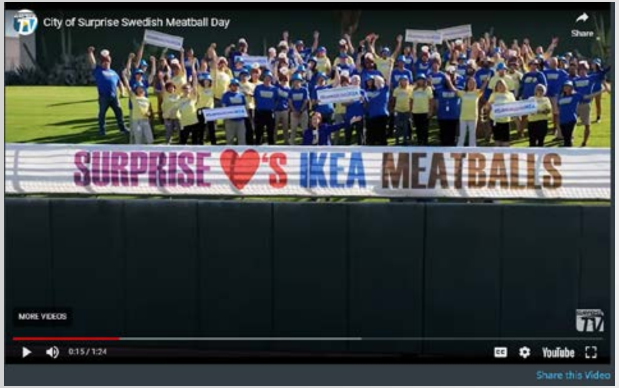
- **North Surprise**: 50% Retail Leakage – Missed Potential Sales Today Est **$1.35 Billion** /Year

- **High-Income Households**:
  - $75K-$100K = 23%
  - $100K-$150K = 20%
  - $50K-$75K = 13%
  - $150K-$250K = 12%

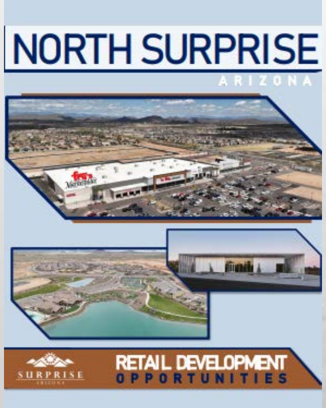
- **Most Desired Dining**: Unique Foodie Eats, Fine Dining, ‘Eat-ertainment’



How Do We Market Surprise Sites?



International Council of Shopping Centers



- Website
- Social Media
- Paid Advertising (print, digital)
- Economic Development Marketing
- Personal selling / relationship marketing
- Public Relations
- Promotion (events, sponsorships)

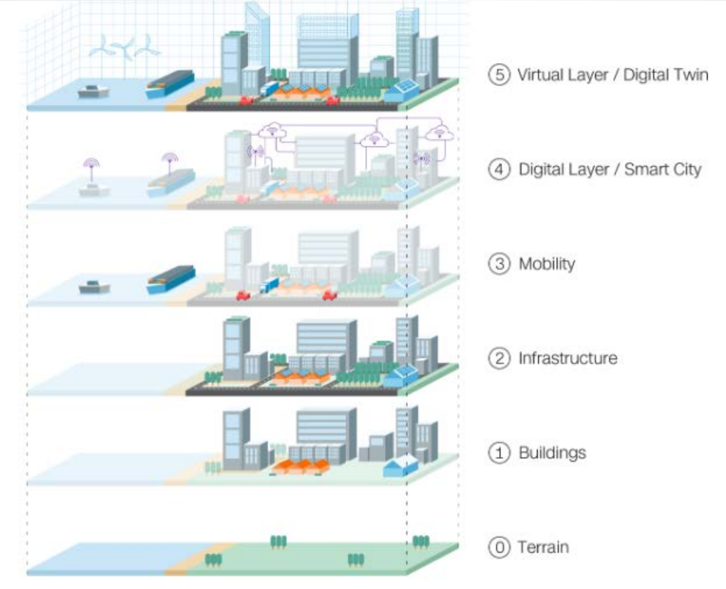
The Future of Econ Dev

Target Industry / Focus	Real Estate & Other Conditions Today	Real Estate over 5-10 Years (possible future)
Retail (destination, neighborhood, seasonal, core)	Priorities: Pursuing high-impact / most-wanted retailers & aligning with the right development / parcel location. Sites with the right conditions becoming more limited.	Prediction: Humans will still like to gather & consume services outside of their homes! Retail land still critical; may look at redevelopment opps & even 'metaverse' marketplaces?
Industrial / Advanced Manufacturing	Priorities: (1) Infill of Rail Plex & (2) More small/flex industrial. Key parcel on 303, more in N. Surprise (BNSF); need to build workforce development programs regionally for West Valley growth.	Prediction: Future industrial = hybrid workforce & automation. North Surprise growth, RailPlex redevelopment opps. & explore AI workforce upskilling solutions?
Medical / Healthcare	Priorities: Success of healthcare campuses announcing in Surprise, demand increasing for more care providers, physicians, nurses.	Prediction: People are expected to live longer & demands are growing! Workforce solutions in telemedicine, CTE, & need for overlapping virtual skills.
Office	Priorities: Need for small, office 'condo' products; groundwork for future / large office businesses still seek non-remote locations for security, culture reasons.	Prediction: Industry growth in the W. Valley will drive corporate office campus development. Also, remote workforce co-working is also increasing in popularity.

The Future of Econ Dev

Marketing Real Estate Via Digital Twin?

- Digital twins help cities with urban planning
- Surprise City Center = scalable test opportunity!
- Exploring via WESTMARC-led project! More soon!



Images: 1-31-23 CNN story - https://www.cnn.com/2023/01/31/world/digital-twin-cities-tnf-spc-intl/index.html

Surprise Real Estate Overview

CONCLUSIONS

- Commercial property, zoning comes in many varieties
- Commercial supply is limited, sometimes with limiting factors (water, power, infrastructure)
- Overall real estate demands changing, however commercial demand is growing!
- The future is digital (a City Center test case in process)!

SURPRISE
ARIZONA

QUESTIONS OR COMMENTS?

Thank You

2024

Land Use Fiscal Impacts of Multifamily and Commercial Development in Surprise

DRAFT

APPLIED ECONOMICS

11209 N. Tatum Blvd, Suite 225
Phoenix, AZ 85028

1.0 Introduction

Creating and maintaining a balance of residential and non-residential land uses is vital to the economic health and fiscal sustainability of a community. The City of Surprise has experienced a high level of new home construction of the past three years, and there has been an increase in requests to re-zone vacant commercial parcels for multifamily or single family rental projects. This analysis compares a hypothetical 10-acre multifamily development to a commercial center on the same sized site to illustrate the differences in the economic and fiscal impacts. While economic and fiscal impacts are but two of the many considerations with regard to land use planning, it is important to understand the long term impacts of zoning changes on the city's fiscal sustainability.

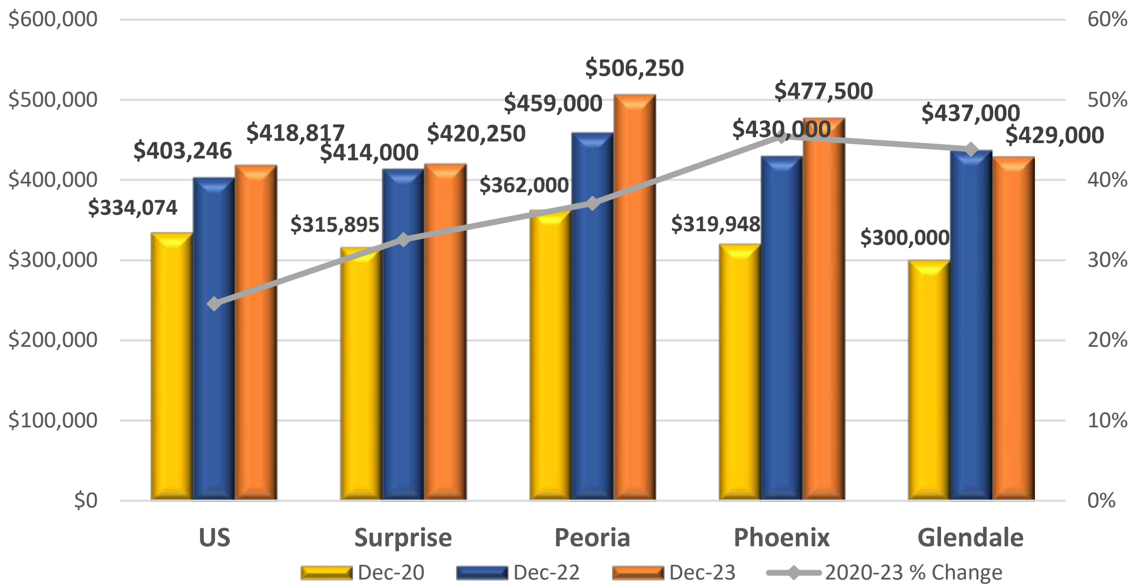
This analysis is not intended as a feasibility study and is not specific to a particular site. However, it is important note that not all sites have suitable visibility or accessibility for commercial development. To the extent that potential commercial sites exist in key transportation corridors, careful consideration is required to allow those sites to develop with the uses that are most beneficial to the city.

Multifamily housing is an important component of the overall housing inventory in any community. There has been a significant amount of multifamily construction in Surprise, and throughout the metro area, to meet the demand for additional housing in recent years. As Surprise continues to grow, and new employers grow the resident workforce, the need for a broader range of housing options becomes increasingly important. Increasing housing density is part of the normal evolutionary cycle for suburban communities as their employer base grows, and suitable housing is needed to support a diversified labor force.

1.1 Housing Affordability

The Phoenix metro area, and many other urban areas around the United States, are facing a housing affordability crisis that was brought on by a convergence of events that occurred over the past several years. Both home prices and rents rose dramatically in 2021 and 2022, and this increase in prices was compounded by interest rate increases in 2022 and 2023. According to Redfin.com, median single family home prices in Surprise increased by 31% between December 2020 and December 2022, and an additional 2% between December 2022 and December 2023. The current median price a single family home in Surprise is $420,250 as of December 2023, according to Redfin (**Figure 1**). The rate of increase since 2020 is similar to Peoria, but below the rate of increase for Phoenix where prices continued to increase by 11% in just the past year, on top of a 34% increase between 2020 and 2022. However, single family home prices in Surprise are still lower than surrounding cities in the Northwest Valley, and approximately equal to the national average.

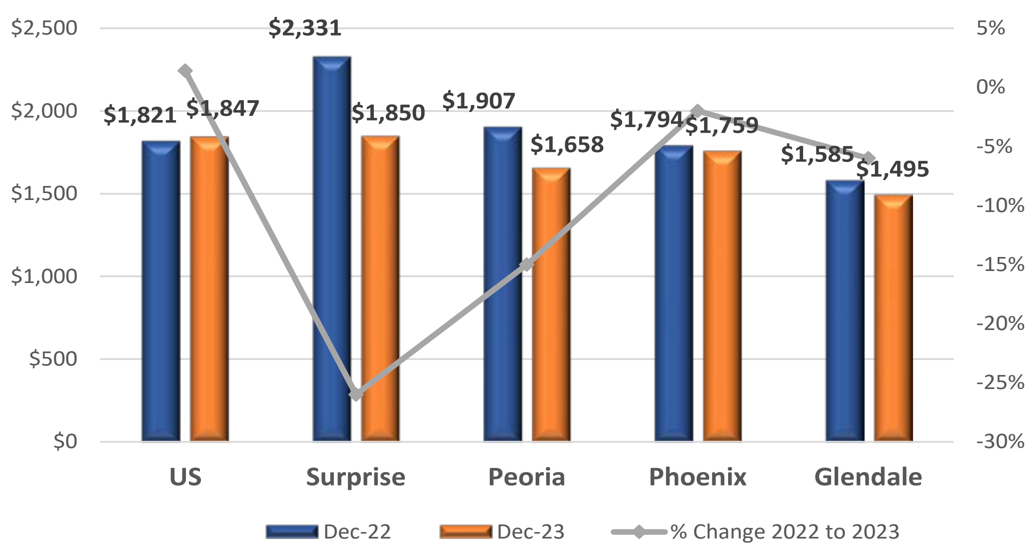
Figure 1
Increase in Median Single Family Home Prices -December 2020 to December 2023



Source: RedFin.com, January 2024.

Rents also increased significantly from 2020 to 2022, but with the boom in apartment construction, average rents declined in 2023. The average monthly rental rate for a two-bedroom apartment increased 1% between December 2022 and December 2023 in the U.S. overall according to Zumper.com. In contrast, rents fell by 26% in Surprise and 15% in Peoria over the past year, but only declined by 2% in Phoenix (**Figure 2**). Apartments make up only 8 percent of the housing inventory in Surprise, versus 24 percent countywide, according to the American Community Survey.

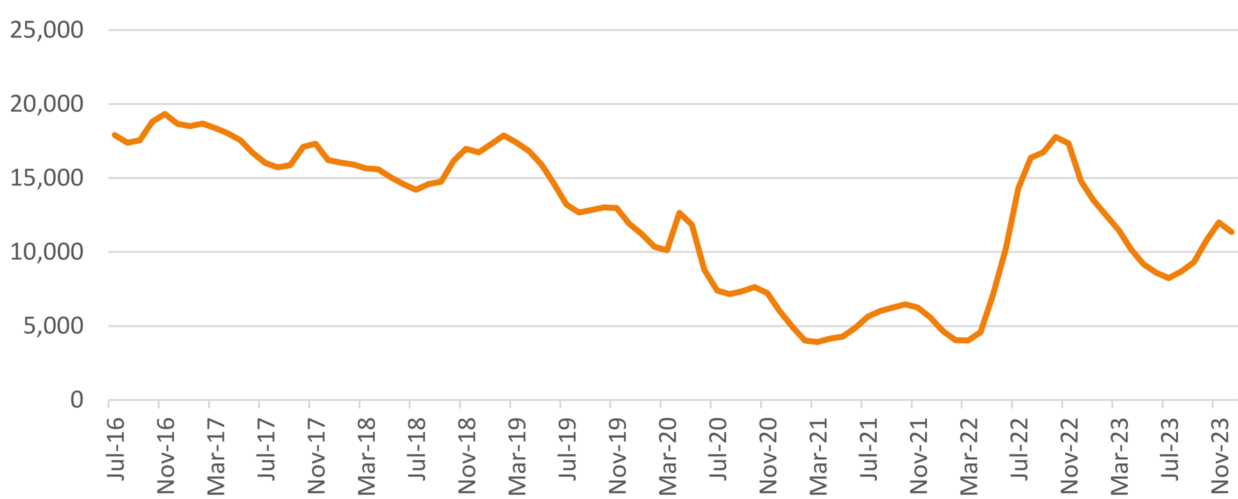
Figure 2
Increase in Rental Rates for Two-Bedroom Apartments – December 2022 to December 2023



Source: Zumper.com, January 2024.

In Q2 2022, record-low interest rates began to increase in response to the Federal Reserve Bank's attempts to slow to inflation and stabilize prices. This reduced housing demand because potential homebuyers were being priced out of the market, and move-up buyers were more inclined to hang on to their existing low-interest-rate mortgage. The decrease in housing affordability has been particularly impactful for entry-level and first-time homebuyers. The inventory of for-sale homes in the Phoenix metro area had been gradually declining from 2016 through mid-year 2022, and while inventory rose briefly during the summer of 2022, that increase was short lived (**Figure 3**). Listings have been on the rise again since August 2023, dropping slightly in December 2023 due to normal seasonal fluctuations.

Figure 3
Active Residential Listings in the Phoenix Metro Area 2016-2023



It is likely that interest rates will start to go down in the second half of 2024, which will fuel demand and may result in additional increases in home prices, offsetting the affordability gains from reduced interest rates. There still is a need for a pro-active response by policy makers and planners to encourage a wider spectrum of housing, including rental units. Addressing the housing affordability crisis at a local level is important not only to meet the current demand, but also to create affordable workforce housing that will help attract and retain talent at all levels to support future economic development.

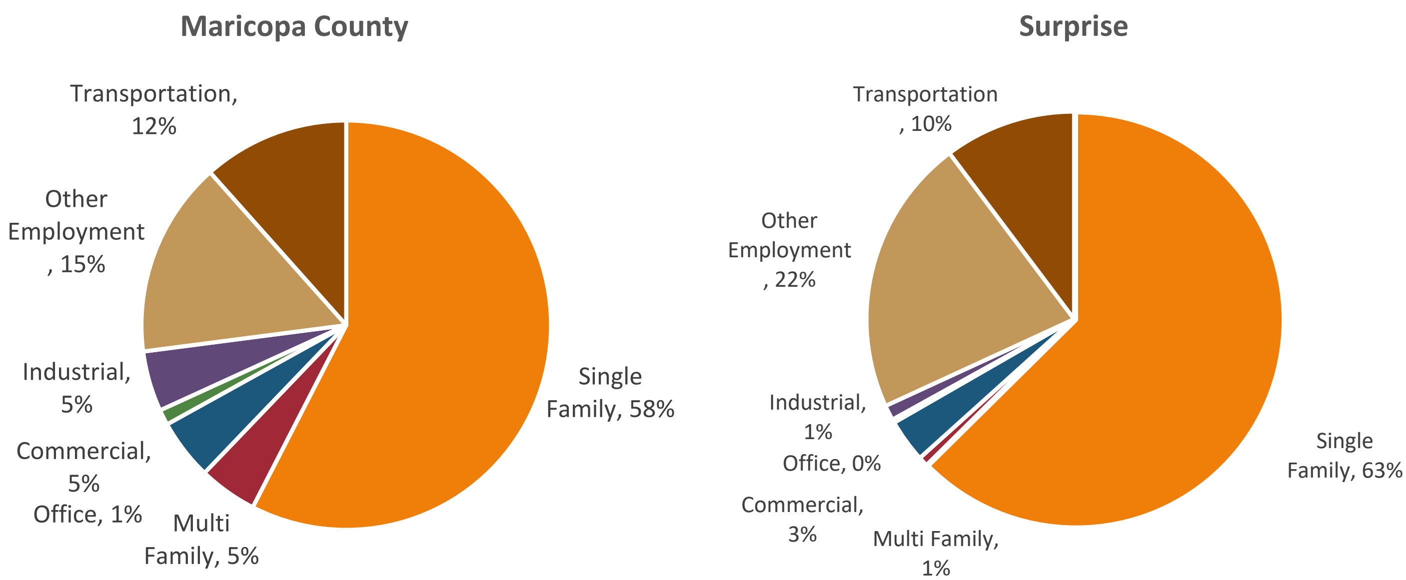
1.2 Land Use Mix

As the amount of land available for residential development within a community decreases, it is normal that density increases. Eventually, as existing buildings age and land becomes increasingly valuable, more mature cities focus increasingly on redevelopment. While Surprise is not yet land constrained, it is likely that requests to increase density of residential development will continue.

In order to illustrate the mix of developed land, both residential and nonresidential, the pie charts below show the percentage of acres by type of use, including single family, multifamily, commercial, office, industrial, other employment and transportation in Maricopa County and Surprise based on information from Maricopa Association of Governments. Note that this distribution excludes vacant, agricultural and recreational acreage. In both the city and the county, single family is the predominant development type, accounting for 63% of developed acres in Surprise and 58% of developed acreage countywide (**Figure 3)**.

However, multifamily residential acreage accounts for only 1% of developed land in Surprise, versus 5% for the county. Employment uses, including industrial, office, commercial and other/public, account for 26% of developed land in both Surprise and the county, although Surprise has more land in other employment and less in office and industrial categories than the county. The overall percentage of employment uses reflects the fact that Surprise is evolving from a bedroom community to a more mature community with a diverse mix of residential and non-residential uses.

Figure 3
Existing Urban Land Use as a Percentage of Developed Acreage



Source: Maricopa Association of Governments, Land Use Explorer.

2.0 Development Pro-Formas

When considering the optimal future mix of land uses in the community, it is important to balance issues related to planning against the fiscal impacts of different types of development. Both the revenues generated, and the demand for municipal services, are different for residential development than for commercial development. To illustrate these differences, this portion of the analysis considers a hypothetical 10-acre development site for multifamily residential versus commercial uses. The assumptions are based on data provided by the Economic Development Department on similar existing developments within the city, as well as information from the county assessor's records, local real estate market reports from Marcus & Millichap and Cushman & Wakefield, and construction costs per square foot from Gordian. The two 10-acre development pro-formas can be described as follows:

- A multifamily complex with 154 units, or a density of 18 units per gross acre, and average rents from $1,916 (**Figure 4**). The construction cost for this development is estimated at $29.2 million based on per square foot costs from Gordian, *Square Foot Costs*, 2024. The average household income for tenants in this development would be $92,000, assuming rents are equal to 25% of annual income. Occupancy rates are estimated at 93% based on current multifamily market conditions in the Northwest valley. A household size of 2.1 persons per unit is used in this analysis. Total limited property value (LPV) for this development, which is the basis for property taxes, is estimated at $14.6 million.

- A 93,000 square foot neighborhood commercial center, with a grocery anchor and additional in-line stores and PAD sites including restaurants, retailers and service businesses. The construction cost for this development is estimated at $15.6 million based on per square foot costs from Gordian, *Square Foot Costs*, 2024. Retail sales per square foot are estimated at $414, based on estimated total collections at comparable retail centers in Surprise and total square feet at those centers. This average sales per square foot rate reflects a mix of retail, restaurant and non-tax generating services. Occupancy rates are estimated at 96% and lease rates are estimated at $18.24 per square foot based on current market conditions in the Northwest Valley. Total limited property value (LPV), which is the basis for property taxes, is estimated at $15.1 million.

Figure 4
Assumptions for Development Pro-Formas

	FAR/ Units per Acre	Square Feet	Monthly Lease	Occupancy	Population per Unit	LPV per Sq Ft	Const Cost per Sq Ft	Retail Sales per Sq Ft
Multifamily (154 units)	17.98	140,273	$1,916	93%	2.10	$104	$208	na
Commercial	0.21	93,000	$18.24	96%	na	$162	$168	$414

Source: Gordian Square Foot Costs with RS Means Data, 2024; Maricopa County Assessor data on comparable properties, 2024; Cushman & Wakefield MarketBeat Phoenix Retail and Phoenix Multifamily Q4 2023.

3.0 Economic Impacts

The economic impacts resulting from the development pro-formas include the one-time construction impacts, on-going operations impacts of the commercial tenants, and household spending by the multifamily residents. The economic impacts are quantified in terms of direct and indirect jobs, labor income and output that could be generated by the project. Indirect impacts are the result of the multiplier effect and capture supported supplier and consumer businesses in Surprise that could benefit from this new development.

3.1 Economic Impacts of Construction

Construction costs are estimated at $29.2 million for the multifamily pro-forma and $15.6 million for the commercial pro-forma. The difference is due to the fact that the multifamily development would like be two stories, whereas the commercial development would be single story with less square footage. The multiplier effects of this local construction spending could result in a total increase in economic output of about $29.3 million for multifamily and $15.6 million for commercial development (**Figure 5**). The estimated 122 to 228 total jobs created by this construction activity could result in $8.9 million to $17.0 million in additional labor income generated in Surprise during construction.

Figure 5
Construction Impacts

	Direct Impacts			Total Impacts		
Pro-Forma	Construction Cost	Jobs	Labor Income	Output	Jobs	Labor Income
Multifamily	$29,231,893	226	$16,964,437	$29,325,639	228	$16,993,610
Commercial	$15,595,616	121	$8,932,748	$15,641,779	122	$8,945,380

3.2 Annual Economic Impacts of Business Operations

In addition to construction, the commercial development pro-forma would generate jobs. Based on an estimated employment density of 500 square feet per employee, the commercial tenants in this 93,000 square foot neighborhood center could generate an estimated 180 jobs at 96% occupancy. The multiplier effect of this increase in economic activity could result in a total annual output impact of $18.6 million. The estimated 181 total (direct, indirect and induced) jobs could result in about $8.7 million in new labor income in Surprise each year (**Figure 6**). There would be additional indirect and induced impacts captured elsewhere in the metro area.

Figure 6
Annual Operations Impacts of Commercial Pro-Forma

	Direct Impacts			Total Impacts		
Pro-Forma	Output	Jobs	Labor Income	Output	Jobs	Labor Income
Commercial	$18,561,172	180	$8,669,051	$18,614,175	181	$8,717,395

The differences between direct and total impacts are called multiplier effects. Multiplier effects are a way of representing the larger economic effects on the local economy. The multiplier effects translate an increase in output (loosely defined as cost of labor plus cost of inputs plus profits) into a corresponding increase in jobs and labor income. In essence, the multiplier effect represents the recycling of local spending which creates new business opportunities.

The multipliers used in this analysis are from IMPLAN, a national vendor of economic impact software, and are specific to the economic base of Surprise. The impacts incorporate industry-specific multipliers for residential and commercial construction, retail, services and restaurants. The average output multiplier for the commercial pro-forma is 1.002. This means that for every $1 million of output created by the commercial tenants, an additional $2,900 in output could be generated in the city of Surprise.

3.3 Multifamily Resident Household Spending

Residential development does not create economic impacts in terms of jobs and output, but it is possible to quantify the impacts of multifamily development by looking at household spending. New households create demand for local stores and services.

Estimated household income is based on average rents and can be used to estimate the typical household spending. Using data from the annual Census Consumer Expenditure Survey on household spending by type by income level and tenure, we can estimate the types of purchases made by residents. *Given the contiguous nature of development in the Phoenix metropolitan area, it is difficult to determine exactly where residents would shop, and some purchases will take place outside of Surprise.* The household spending estimates rely on data from the Consumer Expenditure Survey on the percentage of household income spent on various types of goods and services for persons living in rental housing, multiplied by the aggregate resident income for the multifamily pro-forma. *Note that these figures represent total annual household spending in Surprise and elsewhere.*

Residential development creates demand for local stores and services, supporting those businesses and also generating tax revenues for the city. The level of new aggregate demand created by the multifamily pro-forma, estimated at $12.7 million, is proportional to the number of new units. In addition, the level of demand is affected by household income levels.

Household purchases can be divided into the following categories:

- ***Local retail and services*** – purchases such as groceries and household supplies typically made within a five-to-seven-mile radius from the consumer's home
- ***Regional retail and services*** –specialty and higher priced items such as vehicles, appliances, clothing and entertainment that are typically purchased from a regional or specialized provider within the metro area
- ***Non-local expenditures*** – items such as mortgages, insurance, income taxes and savings that do not impact local business establishments

The detailed information in **Figure 7** shows household spending, *regardless of where items are purchased*. It is assumed that most of the local retail and service purchases estimated at $3.4 million per year could occur in Surprise. Additionally, some portion of regional expenditures (which total $2.5 million per year) for appliances, furnishings, household equipment, apparel, entertainment, hobbies and vehicles could also be captured in Surprise. The non-local expenditures totaling $6.8 million per year includes utilities, which are taxable, as well as other expenditures such as rent, finance charges and insurance that do not create local sales taxes or consumer demand.

Figure 7
Aggregate Household Spending by Multifamily Residents

Local Retail & Services	**$3,405,002**
Groceries	$1,066,472
Restaurants & Bars	$758,095
Personal care products and svcs	$231,283
Housekeeping supplies	$128,491
Small appliances, misc housewares	$25,698
Household textiles	$25,698
Drugs	$77,094
Medical supplies	$25,698
Gasoline and motor oil	$565,359
Vehicle maintenance and repairs	$192,736
Other household expenses	$192,736
Tobacco products	$89,943
Reading	$25,698
Regional Retail & Services	**$2,492,718**
Home maintenance services	$12,849
Furniture and floor coverings	$102,793
Major appliances	$38,547
Misc household equipment	$154,189
Apparel and shoes	$385,472
Cars and trucks, new	$295,528
Cars and trucks, used	$475,415
Other vehicles	$12,849
Medical services	$154,189
Entertainment fees and admissions	$102,793
Audio and visual equipment	$167,038
Pets, toys, hobbies	$115,642
Other entertainment	$77,094
Education	$244,132
Public and other transportation	$154,189
Non-Local Expenditures	**$6,758,608**
Mortgage expenses and taxes	$0
Housing rent	$3,327,908
Other lodging	$154,189
Utilities	$719,548
Vehicle finance charges	$51,396
Vehicle insurance	$308,378
Vehicle rental, leases, licenses	$128,491
Health insurance	$526,812
Cash contributions	$269,830
Personal insurance and pensions	$1,272,057
Annual Household Spending	**$12,656,328**
Total Household Income	**$14,120,471**

Source: Bureau of Labor Statistics, Consumer Expendiure Survey, 2022; Applied Economics, 2024.

4.0 Fiscal Impacts

Both residential and commercial development generate tax and fee revenues for the city that is used to offset the cost of municipal services. This report compares the total annual revenues and expenditures generated by the residential and commercial pro-formas in the General Fund, HURF and Transportation Improvement funds combined, which are the primary operating funds for the city. In addition to operating revenues, new construction generates one-time fees and taxes that are quantified in section 4.2.

4.1 Annual Fiscal Impacts on City Operating Funds

The net fiscal impacts represent changes in revenues and expenditures for the major line items in the city's operating funds, to the extent that these line items are impacted by new development. The fiscal impacts are based on a land use fiscal impact model customized for the City of Surprise by Applied Economics. This is a complex model and the complete methodology used in the fiscal impact is available in the documentation that accompanied the model. The results shown here are based on the 10-acre development pro-formas described in Chapter 2, and represent a post-construction annual level of impacts.

Annual net impacts (revenues minus expenditures) are significantly positive for the commercial pro-forma at $791,000, versus a modest negative impact for the multifamily pro-forma at -$22,000 (**Figure 8**). This is largely due to the level of taxable sales associated with the commercial pro-forma. Residential rents will no longer be taxable by cities and towns in Arizona beginning in 2025, which significantly changes the fiscal impacts for multifamily development. The multifamily pro-forma still generates state shared revenues that are distributed on the basis of population, but overall revenues are less than estimated expenditures.

The fiscal impact model used for this analysis allocates taxable sales exclusively to commercial land uses, which is the point of sale. Although new residents generate demand for retail goods, a portion of which may be captured at existing stores in Surprise, there are no taxable retail sales associated with the residential pro-forma, other than taxable utilities. Although it is beyond the scope of this study to estimate the capture rate of taxable spending by new residents, there could be additional city sales tax revenues that would partially offset the negative fiscal impacts of multifamily development.

The most significant revenues categories for the commercial pro-forma include sales tax and property tax, versus property tax and state shared revenues for the multifamily pro-forma. Sales taxes make up 96% of revenues for the commercial pro-forma. In terms of expenditures, police and fire are the largest categories for both pro-formas, which is typical for most cities. Police and fire expenditures in the land use model are adjusted to reflect the number of calls per acre generated by different land uses. Public works and transportation, which includes street maintenance, is also one of the larger expenditure line items for both pro-formas.

Figure 8
Annual City Operating Revenues and Expenditures from a 10-Acre Site

Revenues/Expenditures	Multifamily	Commercial
REVENUES	**$148,762**	**$920,624**
Local Taxes and Licenses		
Property Tax	$11,668	$17,298
Sales Tax	$350	$883,539
Franchise Licenses	$8,832	$5,245
Business License	$0	$2,087
Intergovernmental Revenues		
State Income Tax	$39,653	$0
State Sales Tax	$42,211	$0
Auto Lieu Tax	$14,094	$0
Highway Users Revenue	$22,604	$0
LTAF (Lottery)	$756	$0
Charges for Services		
Parks & Recreation Fees	$4,860	$0
Court Revenue	$1,803	$0
Community Development Fees	$0	$0
Police and Fire Fees	$488	$145
Interest	$0	$11,454
Misc. Revenue	$1,444	$858
EXPENDITURES	**$170,631**	**$129,175**
City Council	$0	$0
City Manager	$1,018	$302
City Court	$5,330	$0
City Attorney	$0	$0
City Clerk	$1,447	$430
Finance	$1,022	$539
Fire	$24,234	$23,726
Police	$71,844	$78,029
Human Resources	$2,489	$739
Economic Development	$0	$0
Community Development	$2,565	$762
Public Works (GF)	$19,532	$5,800
Community and Recreation Services	$16,497	$0
Arts, Culture & Library	$2,728	$0
Park Maintenance	$0	$0
Human Service & Comm Vitality	$4,819	$0
Information Technology	$12,547	$3,726
General Operations	$0	$0
Public Works and Transportation (HURF)	$4,559	$15,124
OVERALL NET OPERATING IMPACT	**-$21,869**	**$791,449**

Source: Applied Economics, 2024.

4.2 One-Time Revenues

New housing and commercial construction generate one-time revenues to the city. This analysis captures estimated construction sales taxes and development impact fees, although there would also be permit fee revenues that are not included here. Construction sales taxes are estimated at 65% of construction cost, multiplied by the city construction sales tax rate of 3.7%. Estimated construction sales taxes range from about $703,000 for the multifamily pro-forma to $375,000 for the commercial pro-forma (**Figure 9**).

Figure 9
One-Time Taxes and Fees from a 10-Acre Site

Development Type	Construction Sales Tax	Development Impact Fees	Total One-Time
Multifamily	$703,027	$587,202	$1,290,229
Commercial	$375,075	$729,864	$1,104,939

The development impact fees reflect the proposed fee levels for the North Area, that are expected to take effect in August 2024. Development impact fees in Surprise will be $3,813 per unit for multifamily and $7,848 per thousand square feet for retail/commercial. Fees include parks, police, fire, general government and streets. This results in $587,000 in impact fees for the multifamily pro-forma and $730,000 for the commercial pro-forma. All total, estimated one-time taxes and fees range from $1.1 million to $1.3 million, or $8,400 per unit for multifamily to $11,900 per thousand square feet for commercial development.

5.0 Conclusions

There are a variety of considerations when determining the optimal land use for a particular site. This comparison detail the economic and fiscal impacts, although there are certainly other qualitative and quantitative considerations. Commercial development has specific requirements in terms of visibility, accessibility and trade area potential, and is therefore only feasible on a limited number of sites. While there are also considerations regarding accessibility and surrounding development for multifamily, the conditions are less restrictive, increasing the number of potential sites.

The commercial development pro-forma would create jobs and generate economic impacts through the operations of tenant businesses. Residential development does not generate economic impacts, other than during construction, but the resident households would create impacts indirectly by generating new demand for goods and services at businesses in Surprise and the surrounding area. Both types of development would also generate one-time revenues proportional to construction costs.

The commercial development could generate a significantly positive net fiscal impact, due to the predominance of sales tax as a source of operating revenues for the city. The projected amount of sales tax based on the pro-forma assumptions would more than off-set the increase in police and fire costs, the impact of increased trips on street maintenance, and other city operating expenditures. Public safety and street maintenance costs are typically higher for commercial development than for other uses. The fiscal impacts of multifamily development are slightly negative, due to the loss of taxable residential rents, although there may be an increase in taxable sales at local retailers that could partially offset these negative impacts.

Given the increases in housing prices, coupled with the increase in interest rates, there will continue to be pressure on local governments to enable the construction of housing that is aligned with the income profile of workers in the region. This may include requests to increase density, and may also entail zoning and land use changes. Given that the universe of vacant parcels is finite, it is important to carefully consider the optimal use for each site, given accessibility, visibility, surrounding uses and other development conditions, as well as the potential economic and fiscal impacts. While sales tax changes with regard to residential leases reduces the fiscal impacts of rental housing, it is still a necessary component of a balanced housing market to meet the needs of a variety of different types of residents and workers.

Addendum on Single Family Housing Impacts

This addendum addresses the socioeconomic and fiscal impacts of single family housing a residential scenario. The results are presented in the context of the impacts of multifamily and commercial development pro-formas presented in the accompanying report.

Development Pro-Forma

The single family pro-forma includes 24 units, or a density of 2.2 units per gross acre (**Figure A-1**). The construction cost for this development is estimated at $8.0 million based on per square foot costs from Gordian, *Square Foot Costs*, 2024. The average home cost for these 2,200 square foot homes would be $510,000, resulting in an average household income for residents of $141,000, based on current mortgage interest rates. Occupancy rates are estimated at 98%, based on data from the Census American Community Survey, and household sizes are estimated at 2.4 persons per unit. Total limited property value (LPV) for this pro-forma, which is the basis for property taxes, is estimated at $5.7 million.

Figure A-1
Development Pro-Forma Assumptions

	FAR/ Units per Acre	Unit Size	Home Price	Occupancy	Population per Unit	LPV per Sq Ft	Const Cost per Sq Ft
Single Family (24 units)	2.40	2,200	$510,000	98%	2.66	$108	$152

Source: Gordian Square Foot Costs with RS Means Data, 2024; Maricopa County Assessor data on comparable properties, 2024; Census American Community Survey, 2022 data.

Economic Impacts of Construction

Construction costs are estimated at $8.01 million for the single family pro-forma, which is significant less than the multifamily or commercial pro-formas due to the smaller number of units and lower development intensity. The multiplier effects of this local construction spending could result in a total increase in economic output of about $8.04 million, supporting an estimated 41 jobs and $3.1 million in labor income in Surprise during construction (**Figure A-2**).

Figure A-2
Construction Impacts

	Direct Impacts			Total Impacts		
Pro-Forma	Construction Cost	Jobs	Labor Income	Output	Jobs	Labor Income
Single Family	$8,010,600	41	$3,082,583	$8,048,402	41	$3,094,927

Resident Household Spending

Residential development does not create economic impacts in terms of creating jobs and output, but it is possible to quantify the impacts of residential development by looking at potential household spending. New households create increased demand at local stores and service establishments.

Household income is estimated based on housing prices, and the level of income currently required to afford a $510,000 home in the pro-forma. Using data from the annual Census Consumer Expenditure Survey on household spending by type by income level and tenure, we can estimate the types of purchases made by residents in owner-occupied housing. *Given the contiguous nature of development in the Phoenix metropolitan area, it is difficult to determine exactly where residents would shop, and some purchases will take place outside of Surprise.* **Figure A-3** reflects information from the Consumer Expenditure Survey on the percentage of household income spent on various types of goods and services for persons living in owner-occupied housing, multiplied by the aggregate household income for the single family pro-forma. *Note that these figures represent <u>total</u> annual household spending in Surprise and elsewhere.*

Residential development creates demand for local stores and services, supporting those businesses and also generating tax revenues for the city. The level of new aggregate demand created by single family development, estimated at $3.0 million, is proportional to the number of new units. In addition, the level of demand is affected by household income levels. This is significantly lower than the new demand created by the multifamily pro-forma that includes 154 units, versus only 24 single family units.

It is assumed that most of the local retail and service purchases estimated at $670,000 per year could occur in Surprise. Additionally, some portion of regional expenditures totaling $616,000 per year for appliances, furnishings, household equipment, apparel, entertainment, hobbies and vehicles could be captured in Surprise. The non-local expenditures totaling $1.7 million per year includes utilities, which are taxable, as well as other expenditures such as mortgage expenses and insurance that do not create local sales taxes or consumer demand.

Figure A-3
Aggregate Household Spending by Single Family Residents

	Owners
Local Retail & Services	**$670,156**
Groceries	$193,601
Restaurants & Bars	$156,370
Personal care products and svcs	$47,159
Housekeeping supplies	$24,821
Small appliances, misc housewares	$4,964
Household textiles	$4,964
Drugs	$17,374
Medical supplies	$7,446
Gasoline and motor oil	$114,175
Vehicle maintenance and repairs	$42,195
Other household expenses	$42,195
Tobacco products	$12,410
Reading	$2,482
Regional Retail & Services	**$615,551**
Home maintenance services	$81,908
Furniture and floor coverings	$22,339
Major appliances	$14,892
Misc household equipment	$39,713
Apparel and shoes	$67,016
Cars and trucks, new	$91,836
Cars and trucks, used	$76,944
Other vehicles	$2,482
Medical services	$42,195
Entertainment fees and admissions	$27,303
Audio and visual equipment	$34,749
Pets, toys, hobbies	$29,785
Other entertainment	$17,374
Education	$39,713
Public and other transportation	$27,303
Non-Local Expenditures	**$1,669,921**
Mortgage expenses and taxes	$845,877
Housing rent	$0
Other lodging	$39,713
Utilities	$151,406
Vehicle finance charges	$12,410
Vehicle insurance	$57,087
Vehicle rental, leases, licenses	$29,785
Health insurance	$131,549
Cash contributions	$62,052
Personal insurance and pensions	$340,042
Annual Household Spending	**$2,955,628**
Total Household Income	**$3,383,507**

Source: Bureau of Labor Statistics, Consumer Expendiure Survey, 2022; Applied Economics, 2024.

Annual Fiscal Impacts on City Operating Funds

The net fiscal impacts shown here represent revenues and expenditures for the major line items in the city's operating funds, to the extent that these line items are impacted by new development. The fiscal impacts are based on a land use fiscal impact model customized for the City of Surprise by Applied Economics. This is a complex model and the complete methodology used in the fiscal impact is available in the documentation that accompanied the model.

Annual net impacts for the single family pro-forma are estimated at -$5,800, versus a negative impact for the multifamily pro-forma of -$22,000. However, the net impact per unit is actually lower for multifamily at $142 versus $241 for single family (**Figure A-4**). The fiscal impact model used for this analysis allocates taxable sales exclusively to commercial land uses, which is the point of sale. Therefore, even though new residents generate demand for retail goods, a portion of which may be captured at stores in Surprise, there are no taxable retail sales associated with the residential pro-formas, other than taxable utilities.

The most significant revenues categories in the single family pro-forma include property tax and state shared revenues. In terms of expenditures, police are the largest category, followed by fire and public works. Police and fire expenditures are typically the largest general fund expenditure categories for most cities.

One-Time Revenues

New housing construction results in one-time revenues to the city. This analysis captures estimated construction sales taxes and development impact fees, although there would also be permit fee revenues that are not included here. Construction sales taxes are estimated based on 65% of construction cost, multiplied by the city construction sales tax rate of 3.7%. Construction sales taxes for the 24 new single family units are estimated at $193,000. Development impact fees, which are based on proposed fees for 2024 in the North Area, are estimated at $147,000. This results in total one-time revenues of about $339,000 for the single family pro-forma (**Figure A-5**). This is significantly less than the one-time revenues generated by the multi-family or commercial pro-formas due to the lower construction cost and reduced number of units.

Figure A-4
Annual City Operating Revenues and Expenditures for Single Family Development

Revenues/Expenditures	Single Family
REVENUES	**$33,128**
Local Taxes and Licenses	
Property Tax	$4,545
Sales Tax	$138
Franchise Licenses	$1,837
Business License	$0
Intergovernmental Revenues	
State Income Tax	$8,248
State Sales Tax	$8,781
Auto Lieu Tax	$2,932
Highway Users Revenue	$4,702
LTAF (Lottery)	$157
Charges for Services	
Parks & Recreation Fees	$1,011
Court Revenue	$375
Community Development Fees	$0
Police and Fire Fees	$101
Interest	$0
Misc. Revenue	$300
EXPENDITURES	**$38,906**
City Council	$0
City Manager	$212
City Court	$1,109
City Attorney	$0
City Clerk	$301
Finance	$213
Fire	$6,779
Police	$16,573
Human Resources	$518
Economic Development	$0
Community Development	$534
Public Works (GF)	$4,063
Community and Recreation Services	$3,432
Arts, Culture & Library	$567
Park Maintenance	$0
Human Service & Comm Vitality	$1,003
Information Technology	$2,610
General Operations	$0
Public Works and Transportation (HURF)	$994
OVERALL NET OPERATING IMPACT	**-$5,778**

Source: Applied Economics, 2024.

Figure A-4
One-Time Taxes and Fees for Single Family Development

Development Type	Construction Sales Tax	Development Impact Fees	Total One-Time
Single Family	$192,655	$146,832	$339,487

CITY OF SURPRISE
Regular City Council Work Session

Council Meeting Date: February 20, 2024

Contact Person: Holly Osborn, DIRECTOR-PARKS & REC

Submitting Department: Parks and Recreation

District: Citywide

Staff Recommendations:

Consent: No	Regular: Yes	Public Hearing: No	Report/Discussion: No

Agenda Wording:
Presentation and discussion pertaining to the status of multiple capital improvement projects, including the new Fire Station 309, Aquatics Complex, and Park projects.

Motion:
Discussion Only.

Background:
This presentation will provide an update on the design of Fire Station 309, the Aquatics Complex, Cactus Road and the Park project, as well as a few completed park projects.

Objective Analysis:
This presentation is for informational purposes only and should not impact the status of capital improvement projects.

Policy Compliant:
This presentation furthers the City Council's policy pertaining to transparency and community engagement relating to capital improvement projects.

Financial Impact:
There is no direct financial impact related to this item as this is a presentation and discussion item only.

Budget Impact:
There is no direct financial impact related to this item as this is a presentation and discussion item only.

FTE Impact:
This item does not have an impact on current staff levels.

ATTACHMENTS:
1. 90% Project Update

SURPRISE
ARIZONA

Rescue Oasis
90% Update
Fire Station 309, Pool and Park

60% VS 90% DESIGN EVOLUTION

MASTER SITE

60% Plans

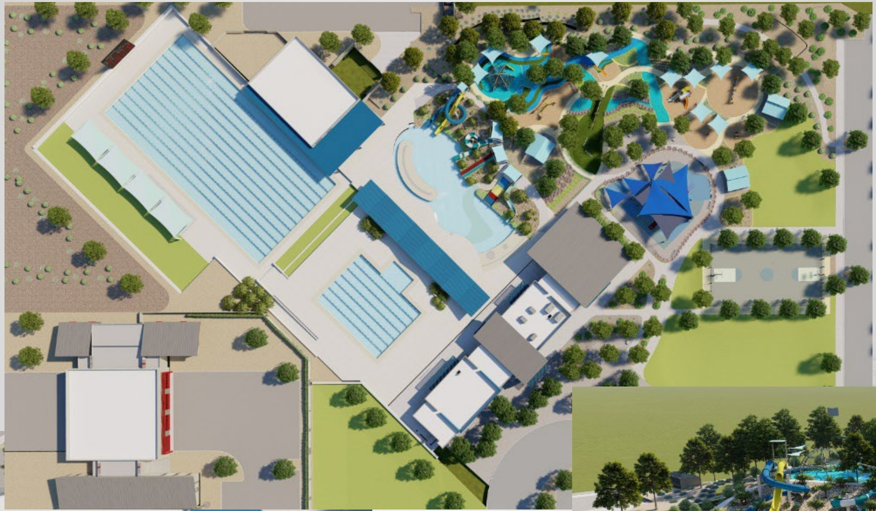
90% Plans

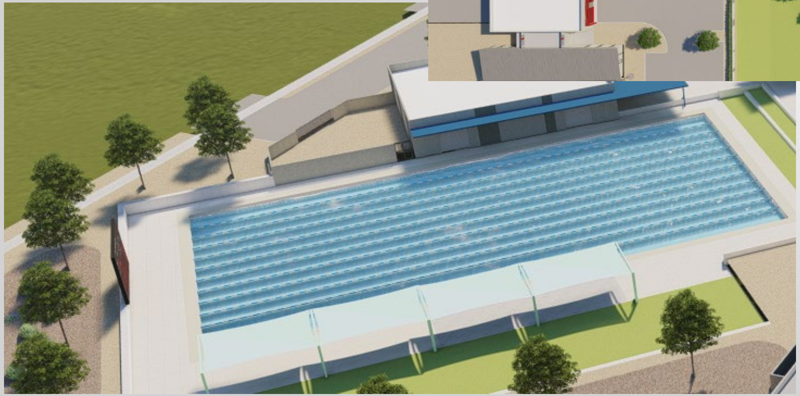
FIRE STATION 309 UPDATES

OASIS SWIM CENTER UPDATES

- Shade
  - Added large metal shade structure
  - Doubled competitive shade
- Concessions
- Slide colors updated
- Beach Entry toys selected
- Landscaping
- Scoreboard moved locations

OASIS SWIM CENTER UPDATES





RESCUE SPRINGS PARK

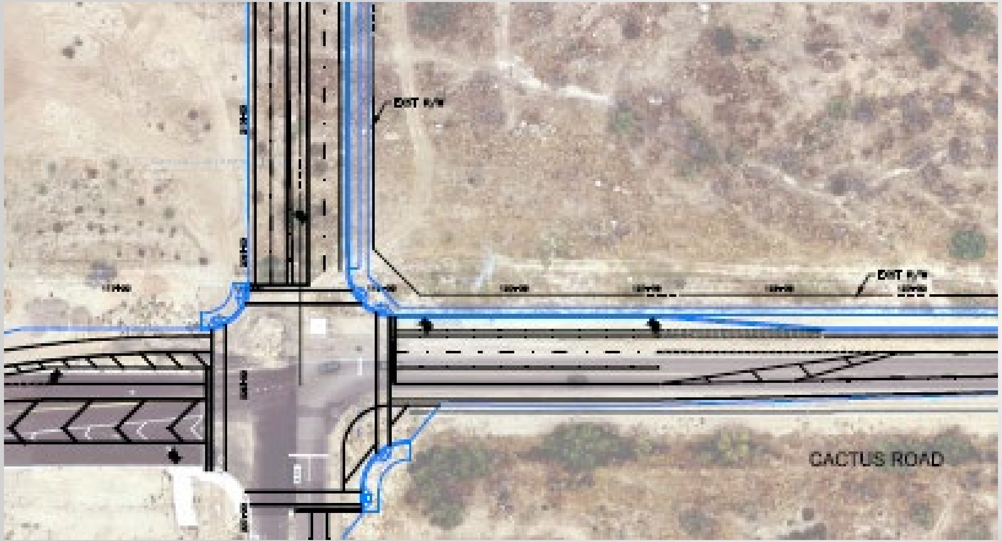
Updates

- Added additional shade
- Selected Playground equipment

SOAK STATION 309

- Added Shade
- Landscaping
- Adding Fire Logo at 100%

CACTUS ROAD INTERSECTION



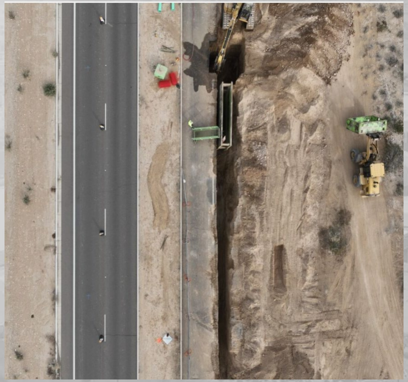
Updates

- Sewer main extension work along Perryville and Cactus is complete
- Roadway work along the north side of Cactus Road will begin this Spring
- Majority of roadway work and intersection work will occur in the Summer to minimize school traffic impacts

90% VS 100% EXPECTED CHANGES

- Signage
- Landscaping
- Adding Fire Logo Splash Pad
- Fans added on Large Ramada and Classroom exterior
- Sound System at Facility
- Park Benches

SITE UPDATE



SURPRISE
ARIZONA

Other park updates

Asset Replacement Improvements

- Aquatic Center: Entrance and Interior Turf, landscaping
- Hollyhock Pool: Turf interior
- Section 10: Basketball Court
- Dreamcatcher Park-LED light conversion
- Tennis and Pickleball courts resurfacing
- Splashpad Marley Park
- Playground replacements
  - Sierra Montana Recreation Center Tot Playground
  - Community Park

SURPRISE COMMUNITY PARK

PLAYGROUND REPLACEMENT

SURPRISE COMMUNITY PARK

PLAYGROUND REPLACEMENT

- May 2024
- New Equipment
- Separate Areas for play
- Keeping existing shade

SURPRISE
ARIZONA

Questions or Comments

CITY OF SURPRISE
Regular City Council Work Session

Council Meeting Date: February 20, 2024
Submitting Department: Agenda Creation
Staff Recommendations:

Contact Person:
District: Citywide

Consent: No   Regular: No   Public Hearing: No   Report/Discussion: No

Agenda Wording:
Executive Session Items

Motion:

Background:

Objective Analysis:

Policy Compliant:

Financial Impact:

Budget Impact:
FTE Impact:

ATTACHMENTS:

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Agenda Wording:
Executive Disclaimer - Part 1

Motion:

Background:

Objective Analysis:

Policy Compliant:

Financial Impact:

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ATTACHMENTS:

CITY OF SURPRISE
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District: Citywide

Consent: No | Regular: No | Public Hearing: No | Report/Discussion: No

Agenda Wording:
Executive Disclaimer - Part 2

Motion:

Background:

Objective Analysis:

Policy Compliant:

Financial Impact:

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ATTACHMENTS:

CITY OF SURPRISE
Regular City Council Work Session

SURPRISE
ARIZONA

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Agenda Wording:
Executive Disclaimer - Part 3

Motion:

Background:

Objective Analysis:

Policy Compliant:

Financial Impact:

Budget Impact:
FTE Impact:

ATTACHMENTS:
