

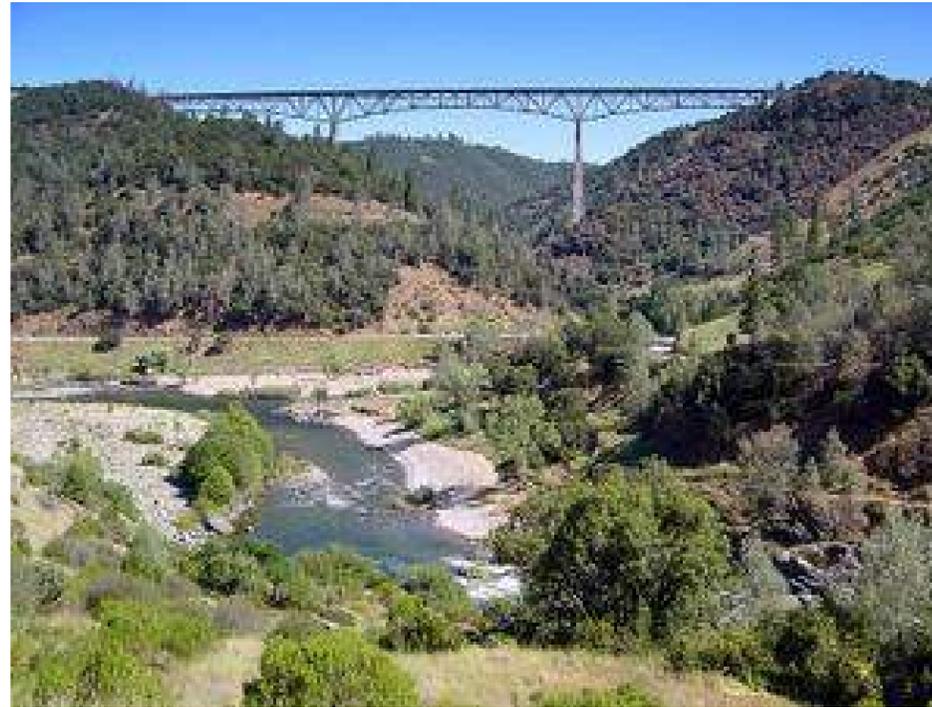
Placer County



Multigenerational Community Center Feasibility Study



Social



Environmental



Economical

November 2016

November 14, 2016

Multigenerational Community Center | Feasibility Study

It is with great pleasure that we share the efforts that have occurred over the past 18 months to understand the needs, opportunities and identify the feasibility & costs associated to a Multigenerational Community Center in Auburn.

The team of JK Architecture Engineering (JKAE) was engaged by Placer County to facilitate a process that brought together educational, governance, recreation and senior representatives from within our community. Through the summer and fall of 2015 the team facilitated five Advisory Committee meetings and three Community Workshops to engage stakeholders in understanding the need, viability and interest of a Multigenerational Community Center.

Concurrent with this effort we toured many existing facility assets that exist in the Auburn Community. These included:

- | | |
|------------------------------|-----------------------|
| Ackerman School District | Boy's & Girls Club |
| Auburn Union School District | City of Auburn |
| Placer High School Districts | Auburn Transit |
| Auburn Recreation District | Placer County |
| Auburn Senior Center | Placer County Transit |

We also researched and toured other community centers to understand how other communities were handling similar types of needs. We studied each of their operational and funding models to document what makes each viable within their communities and what lessons learned could be garnered in a new center for the Auburn Community.

The outcome of these activities led to confirmation of the need for a Multigenerational Community Center as well as two options for consideration moving forward.

Concept 1 is an opportunity for a ground-up new construction Center as part of the Dewitt Center. This concept provides an opportunity of a custom design and project phasing based upon available funding.

Concept 2 is an opportunity for a long-term lease arrangement with Parkside Church. Originally designed as the Parkside Community Center this facility has never attained its full buildout and currently is only utilized for activities a few nights a week and on Sunday mornings.

The following feasibility study illustrates the needs, opportunities and the associated capital and ongoing operational costs to be taken into consideration as this project moves forward. No single recommendation has been provided as the team see pros and cons behind both concepts that make each viable for continued consideration.

We are excited that the conversation for a Multigenerational Community brought together our community and we look forward to seeing how this feasibility study can move forward this vision to reality.

Sincerely,



Derek Labrecque, Partner
JK Architecture Engineering

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Overview

The reduction of public assets from the County's Dewitt Government Center has attracted concerns from the greater Auburn community. With the relocation of the Auburn Senior Center and the closure of Courthouse Athletic Club and the Dewitt Theater, Placer County Supervisor Jim Holmes, was approached to help find a solution to enhance public recreational and social facilities in North Auburn.

Placer County put forth a public request in March of 2015 for a feasibility study to determine if there is a need for an Auburn Multigenerational Community Center. The study is intended to determine if there is a need through a deliberate process of investigation, analysis, and concept development.

A collaborative outreach lays the foundation for improving the community experience because the most sustainable facility is the one that we do not have to build alone but we build through partnerships and community. A successful feasibility effort takes bringing the appropriate stakeholders together, identifying their program needs, reviewing existing community assets & resources and identifying potential joint-use partners. This will provide a sustainable road map to identify the needs and opportunities for a Multigenerational Community Center for the Auburn Community.

Study Objectives

- **Visioning** - Establish a shared vision of a Multigenerational Community Center
- **Identify Goals and Needs** - Investigate and identify Auburn area community center goals, needs, opportunities and constraints
- **Assessments** - Identify existing community center assets, programs and potential partnerships
- **Develop Economic Analysis** – Develop funding strategies and revenue modeling for the community center scenarios
- **Study Documentation** – Prepare findings and provide conceptual construction costs
- **Review and Approval** – Present study to the Board of Supervisions for review, comment and approval.

Approach

A guiding principal to the study was to identify services that exist currently in the community, build on the successes and not create conflict or duplication of programs. Careful research of the potential partnerships is essential. This started with interviews of the Advisory Committee team members and branched out to other support services. The multigenerational program meant engaging with local school district as well as senior adult organizations.

IMAGINE

Step 1 | Capture the Big Picture VISION

- Action 1 | Kick-Off Meeting
- Action 2 | Advisory Committee Workshop #1

Step 2 | Identify Community Goals & Needs

- Action 1 | Advisory Committee Workshop #2
- Action 2 | Placer County Executive Meeting
- Action 3 | Community & Partnership Workshop #1 | Vision + Goals

DESIGN

Step 3 | Assess Existing Assets & Partnership Opportunities

- Action 1 | Community Site Assessments
- Action 2 | Perform Demographic Analysis
- Action 3 | Advisory Committee Workshop #3
- Action 4 | Community & Partnership Workshop #2 | Needs

Step 4 | Develop Economic Analysis

- Action 1 | Develop Funding Strategy(s)
- Action 2 | Advisory Committee Workshop #4
- Action 3 | Placer County Executive Meeting
- Action 4 | Analyze Ten Year Operations Budget

CREATE

Step 5 | Document the Feasibility Study

- Action 1 | Capital Cost Analysis
- Action 2 | Advisory Committee Workshop #5
- Action 3 | Community & Partnership Workshop #3

Step 6 | Approve the Feasibility Study

- Action 1 | Placer County Executive Meeting
- Action 2 | Board of Supervisors Presentation

Collaborative Outreach

The following is a listing of the Advisory Committee members that were engaged as part of the Feasibility Process.

PUBLIC PARTNERS

Placer County Board of Supervisors
Placer County, Supervisor Holms Office
Placer County Capital Improvements Div.
Placer County Capital Improvements Div.
Placer County Executive Office
Placer County Communications
Placer County Facility Services Dept.
Placer County
Placer County
City of Auburn
City of Auburn, City Council
Auburn Recreation District
Auburn Recreation District
Auburn Recreation District
Auburn Recreation District
City of Roseville, Parks and Recreation

Jim Holmes, District 3
Leah Rosasco
Rob Unholz
Paul Breckenridge
Bekki Riggan
DeDe Cordell
Scott Battles
Laura Featherstone
Laura Livingston
Bernie Schroeder
Bridget Powers
Kahl Muscott
Pamela Van
Joe Fecko
Manouch Shirvanioun
Jeff Nereson

EDUCATION PARTNERS

Placer Union High School District
Placer School for Adults
Ackerman Elementary School District
Auburn Union Elementary School District
Placer High School Student

George Sziraki, Superintendent
Bill Bettencourt
Gary Yee
Scott Bentley
Kaitlyn Ziarkowski

COMMUNITY PARTNERS

Boys and Girls Club of Placer County
Auburn Seniors Center
Seniors First

Randy Tooker
Nancy Callaway
Jamee Horning

DESIGN PARTNERS

JK Architecture Engineering
JK Architecture Engineering
JK Architecture Engineering
New Economics and Advisory
New Economics and Advisory

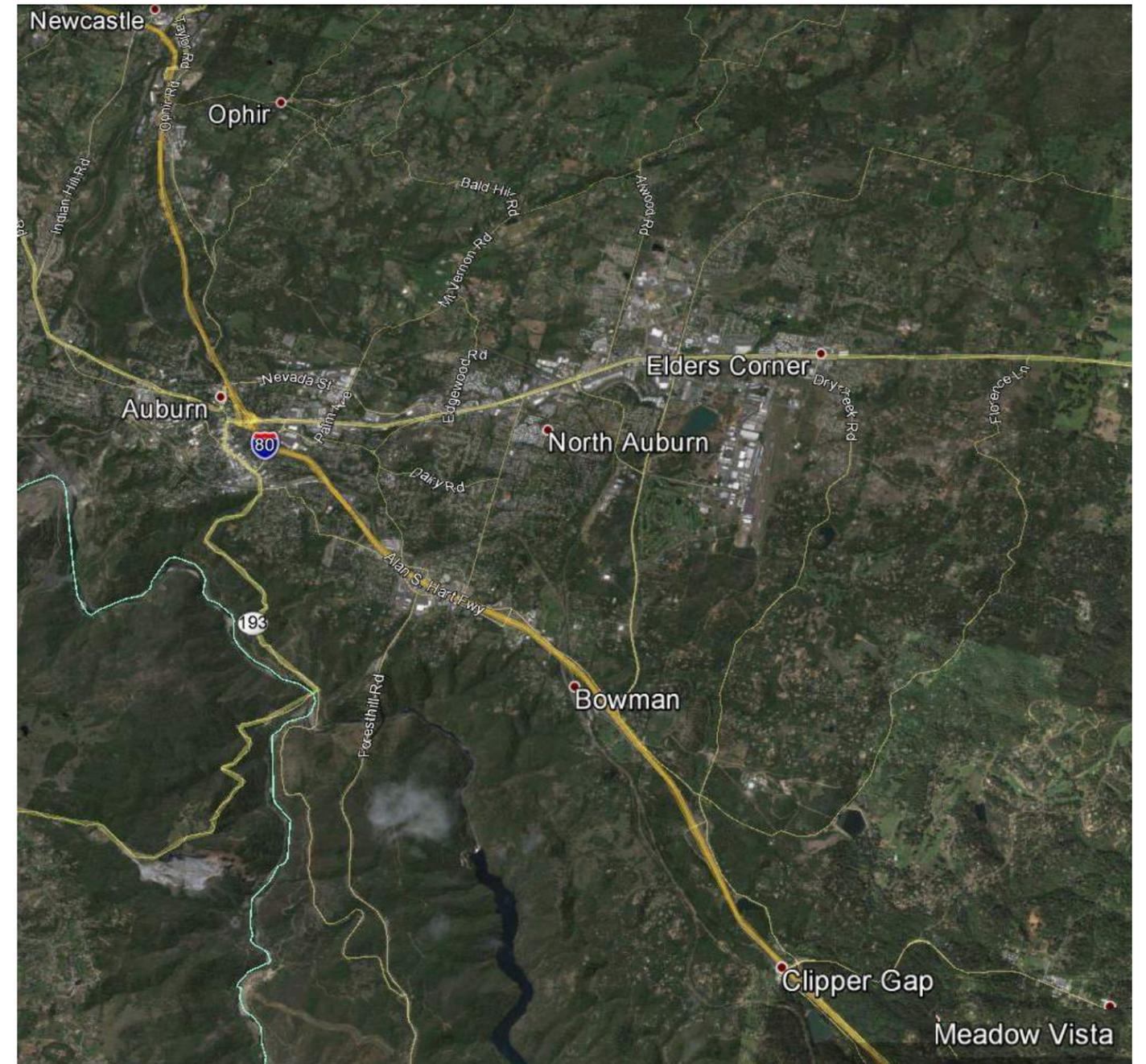
Jordan Knighton
Derek Labrecque
Trish Dawson
Isabel Domeyko
Sally Phonthchack



Placer County Government

Why a Feasibility Study?

- Community center opportunities discussed for many years
- Recent Board of Supervisor Actions at the Government Center
- Placer County Government Center Master Plan
- Community Partners and Local Agencies
- Community Engagement and Feedback
- Potential wide-ranging community benefits



Placer County Government

Mission of the Feasibility Study

Through a community-inclusive process, determine the viability of a potential community center that provides programs for a wide range of ages in the greater Auburn area.

Purpose of the Feasibility Study

The feasibility study will identify the need for a community center and, if found to be needed, creates a vision, describes opportunities, constraints, costs and potential funding sources for identified project options.



COMMUNITY CENTER | PATTERNS



The Feasibility Study commenced with identifying contemporary PATTERNS for Community Centers. The outcome of this review created a foundation for the IMAGINE process that followed.

IMAGINE

Contemporary Community Center | Visions



Multigenerational

Contemporary Community Center | Visions



Flexible

Contemporary Community Center | Visions



Joint-Use

Contemporary Community Center | Visions



Whole Person

Contemporary Community Center | Visions



Recreational

Contemporary Community Center | Visions



Social Services

Contemporary Community Center | Visions



Community Celebration

COMMUNITY & ACTIVITY TRENDS



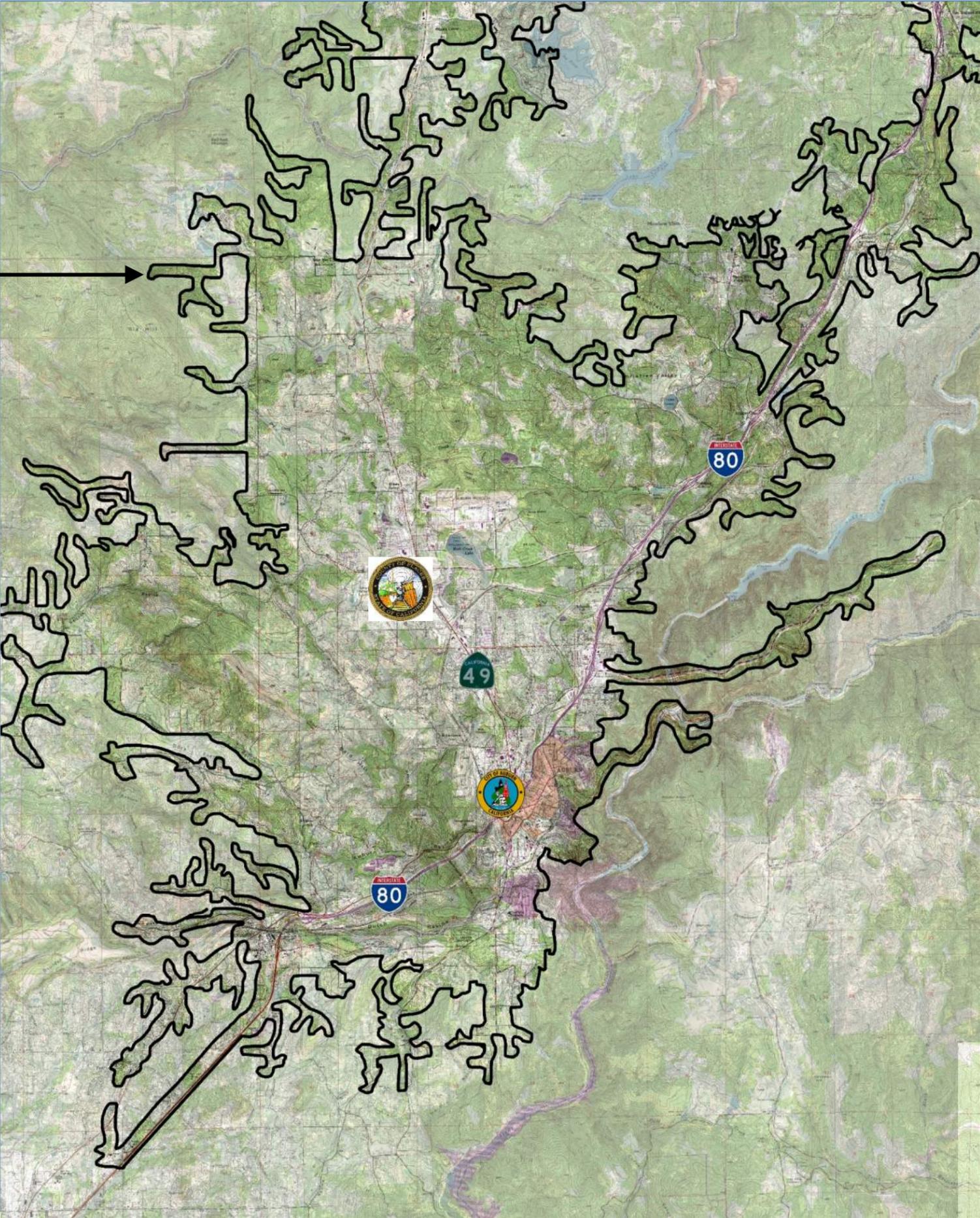
The IMAGINE Phase began with an understanding of the Auburn demographics and trends associated to a variety of activities by gender and age.

IMAGINE

Auburn Community Trends

The proposed service area for a Multigenerational Community Center is based upon an average of a 15 minute drive time centered around North Auburn and the Dewitt Center. This location has been used as a geographical location within the community as the location(s) of a potential Center has not been determined.

Service Area →



Demographic Category	North Auburn (PMA)	California
Population	45,677	38,371,836
Race & Ethnicity		
White	88.3%	56.0%
Black or African American	0.8%	6.0%
Asian	2.0%	13.8%
Other Race/Two+ Races	8.9%	24.2%
Hispanic/Latino Population	11.6%	39.1%
Median Household Income	\$56,583	\$60,382
Average Home Value	\$387,472	\$484,682
Total Households	18,656	12,932,388
Family Households	65.8%	68.8%
Non-Family Households	34.2%	31.2%
Average Household Size	2.4	2.9
Median Age	48.6	35.7
Age Distribution:		
Under 18 (Gen Z)	18.1%	23.7%
18 to 34 (Gen Y)	17.9%	25.4%
35 to 49 (Gen X)	15.8%	19.5%
50-69 (Boomer)	32.8%	23.0%
70 + (Greatest Generation)	15.4%	8.5%

Source: Esri

Auburn Demographic Proj. (5 years)

	Demographic Category	North Auburn (PMA)	California
<ul style="list-style-type: none"> Higher population growth rate. 		<u>Estimated % Change (2015-2020)</u>	
	Population	4.1%	3.7%
<ul style="list-style-type: none"> Increase in Hispanic population. 	Hispanic/Latino Population	14.8%	7.9%
	Median Household Income	20.4%	18.0%
	Average Home Value	14.4%	14.2%
<ul style="list-style-type: none"> Increasing share of non-family households. 	Total Households	4.8%	3.8%
	Family Households	4.7%	3.9%
	Non-Family Households	5.0%	3.5%
	Average Household Size	-0.4%	0.3%
<ul style="list-style-type: none"> Relatively small number of Gen Y & Gen Z. 	Median Age	2.9%	2.5%
		<u>% of 2020 Population</u>	
<ul style="list-style-type: none"> Relatively large share of Boomer & Greatest Generation. 	Age Distribution:		
	Under 24 (Gen Z)	24.0%	32.2%
	25 to 39 (Gen Y)	15.5%	22.7%
	40 to 54 (Gen X)	17.0%	18.6%
	55 to 74 (Boomer)	32.3%	20.6%
	75 + (Greatest Generation)	11.2%	6.0%

Source: Esri

Auburn Activity Trends (2015)

Category [1]	North Auburn PMA	California	% Difference
Individual Sports	39.7%	35.2%	4.4%
Racquet Sports	3.7%	3.6%	0.1%
Team Sports	23.8%	25.2%	-1.4%
Outdoor Sports	62.0%	42.4%	19.6%
Water Sports	11.9%	6.5%	5.4%
Fitness Sports	69.9%	56.7%	13.2%
Other Activities:			
Games/Cards [2]	33.6%	26.6%	7.0%
Dancing/Musical Instr.	13.1%	12.2%	0.9%
Hobby Activities [3]	19.7%	14.6%	5.1%

[1] Individual activities grouped by New Economics into categories identified in the 2015 Physical Activity Council Participation Report; however, data shown here is from a different source. As such, a comparison to statewide trends should be considered illustrative.

[2] Includes board games, chess, cards, and bingo.

[3] Includes photography, painting, drawing, and woodworking.

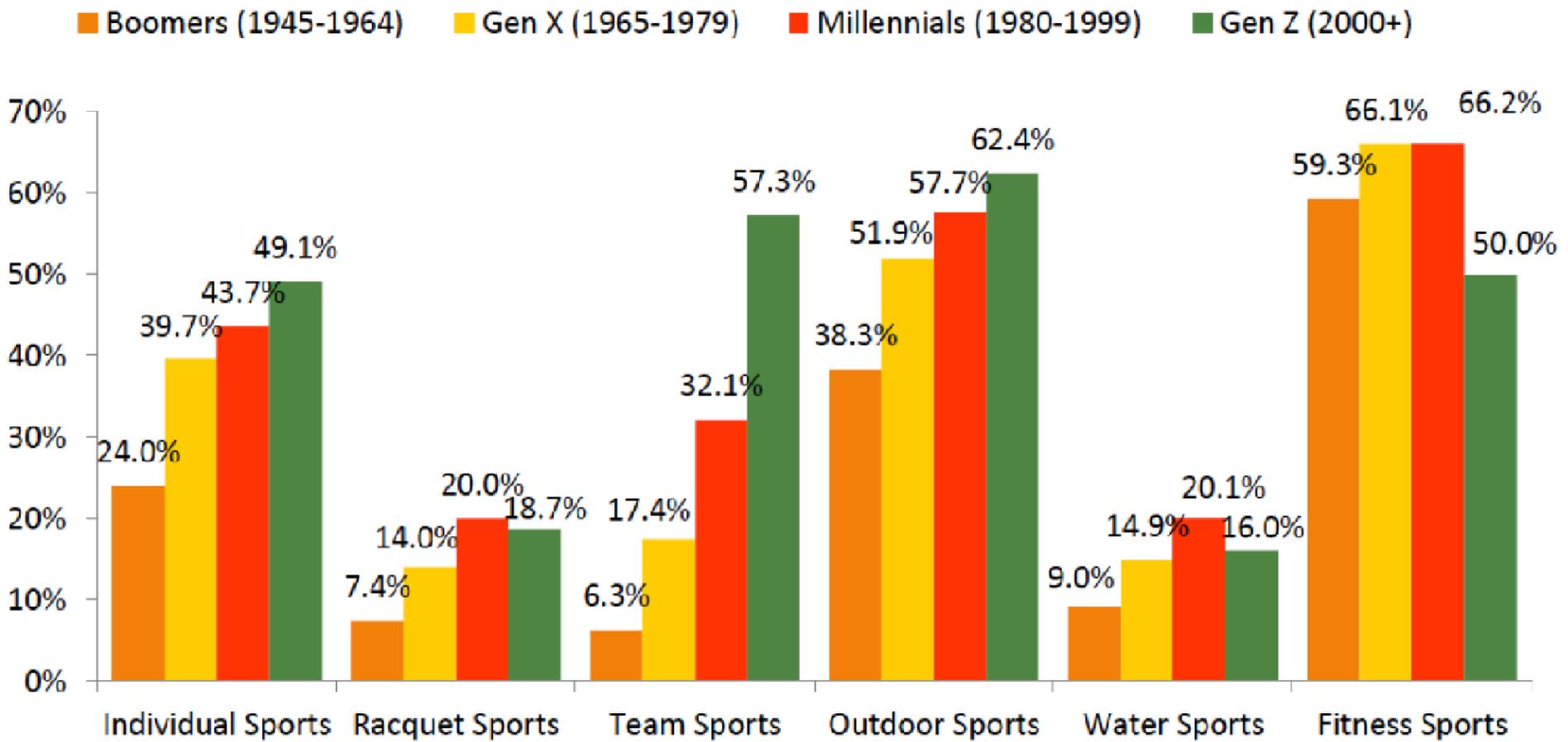
Sources: Esri, GfK Mediamark Research & Intelligence

Programming Trends

- Fitness and outdoor sports remain flat
- Racquet, team, water sports increasing
- Individual sports declining
- Projected Trends:
 - Intergenerational programming focused on health & fitness, mommy fitness, and life sports
 - Life-Long activities
 - Social & Networking.



Category	Activities
Individual Sports	Archery, Billiards/Pool, Bowling, Boxing, Darts, Horseback Riding, Skateboarding, Trail Running, Martial Arts
Racquet Sports	Badminton, Tennis, Racquetball, Squash, Table Tennis
Team Sports	Baseball, Basketball, Cheerleading, Hockey, Football, Lacrosse, Rugby, Soccer, Softball, Track & Field, Volleyball, Wrestling
Outdoor Sports	Backpacking, Bicycling (Road & Mountain), Birdwatching, Fishing, Hiking, Hunting, Shooting, Skiing/Snowboarding, Snowshoeing
Water Sports	Sailing, Canoeing, Jet Skiing/Motor Boating, Kayaking, Rafting, Scuba Diving, Paddling, Surfing, Wakeboarding, Water Skiing
Fitness Sports	Running/Jogging, Aerobics, Swimming, Walking for Fitness, Pilates, Yoga, Weight Lifting, Gym Machine Exercises



Source: The Sports and Fitness Industry Association, 2013.

Trends & Takeaways

- Intergenerational programming focused on health & fitness, mommy fitness, and life sports.
- North Auburn residents are older and less diverse than California as a whole but are also more outdoorsy, fitness-oriented, and participate in other activities at higher rates.
- 5 years from now, North Auburn is expected to become more Hispanic but remain a relatively mature community in terms of age.
- Anticipate increasing Socio-Economic diversity & Community Service Needs
- Traits:
 - Boomers: Relaxed & Structured
 - Generation X: Spontaneous & Interactive
 - Generation Y: Multi-Sensory & Visual
 - Generation Z: Student-Centric & Kinesthetic

COMMUNITY ASSETS + RESOURCES



The Community of Auburn has an extensive collection of assets and resources. The Feasibility of a Community Center should not compete with but needs to build upon these existing assets to make the community stronger. The following is a collection of this research and potential opportunities each organization has in a potential Multigenerational Community Center.

Community Resources | Partial List

Governance



County of Placer



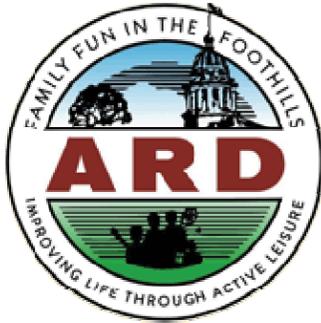
Placer County Transit



City of Auburn



Physical



Auburn Recreation District



Senior Center



Educational



Ackerman Charter School District
Bowman Charter School



Auburn Senior Center

Mission

Our mission is to honor the dignity of seniors by enriching their quality of life while supporting their independence and vitality. We promote their participation in all aspects of community life by providing opportunities for socialization, recreation, education, information, health and fitness.

Locations

- 550 High Street

Community Partnerships | Partial List

- Seniors First
- Caregiver Groups (Sutter)
- Grief Counseling
- Alzheimer's & Diabetes Organizations
- AARP (Free Tax Preparation- 1600 returns/years)

Trends

- Successful facilities supported by Public Transportation
- Senior Centers historically supported 65+; retirees are younger
- Growing Senior Population

Constraints

- Funding
- Original Facility 10,000sf – New Facility 5,000sf
- Reduction in space will likely impact the services they have provided
- Public transportation access

Opportunities

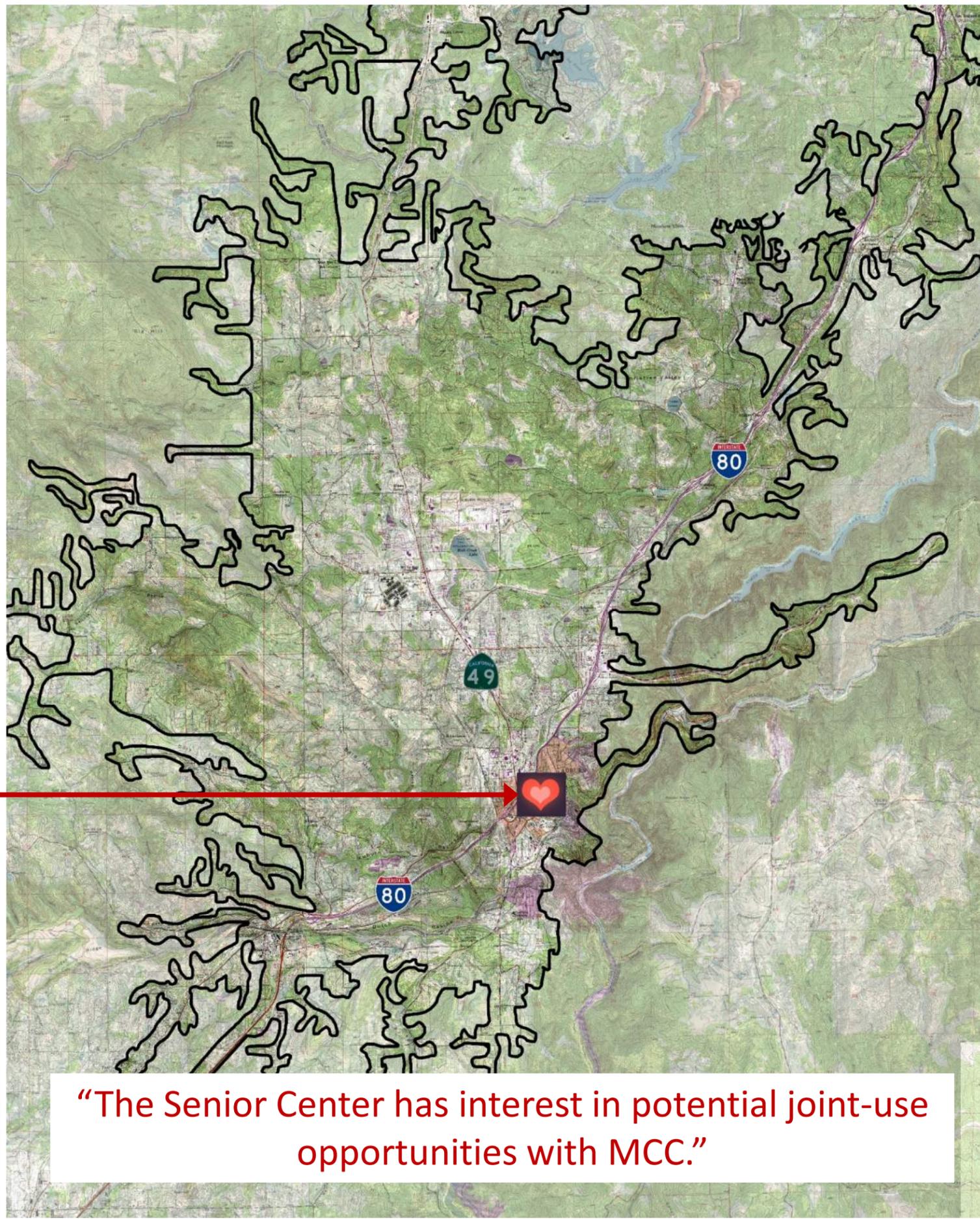
- Volunteer Center- Senior want to volunteer however do not know where/how
- Spaces for Socialization
- Intergenerational Engagement

Needs / Desires

- Big Room for; Dances, gatherings
- Library, Computer / Technology Center
- Swimming Pool; Therapy & Recreation



Auburn Senior Center



“The Senior Center has interest in potential joint-use opportunities with MCC.”

Boys & Girls Club of Placer County

Mission

To inspire and empower all young people who pass through our doors to realize their full potential as productive, responsible, and caring citizens.

The Boys & Girls Clubs of Placer County provides:

- A safe place to learn and grow
- Ongoing relationships with caring, adult professionals
- Life-enhancing programs and character development experiences
- Hope and opportunity

Locations

- Mullin & McAdams Clubhouse; Lincoln Way
- E.V. Cain Extension
- Rock Creek Extension

Community Partnerships | Partial List

- Service Clubs; Rotary & Lions Club
- Kids First
- Placer HS, Auburn Elementary, Alta Vista ES, Skyridge ES, Bowman Charter
- Local Businesses & Families
- Acres of Hope
- United Way

Trends

- Support the Child & Family
- ELL Students
- Program activities support; mind, body, spirit
- Single Family Households
- Need for access to Mental Health Services

Constraints

- Funding
- Lack of space; Gym, Computer Labs
- Support spaces at Rock Creek ES during school year & Clubhouse for summer time

Opportunities

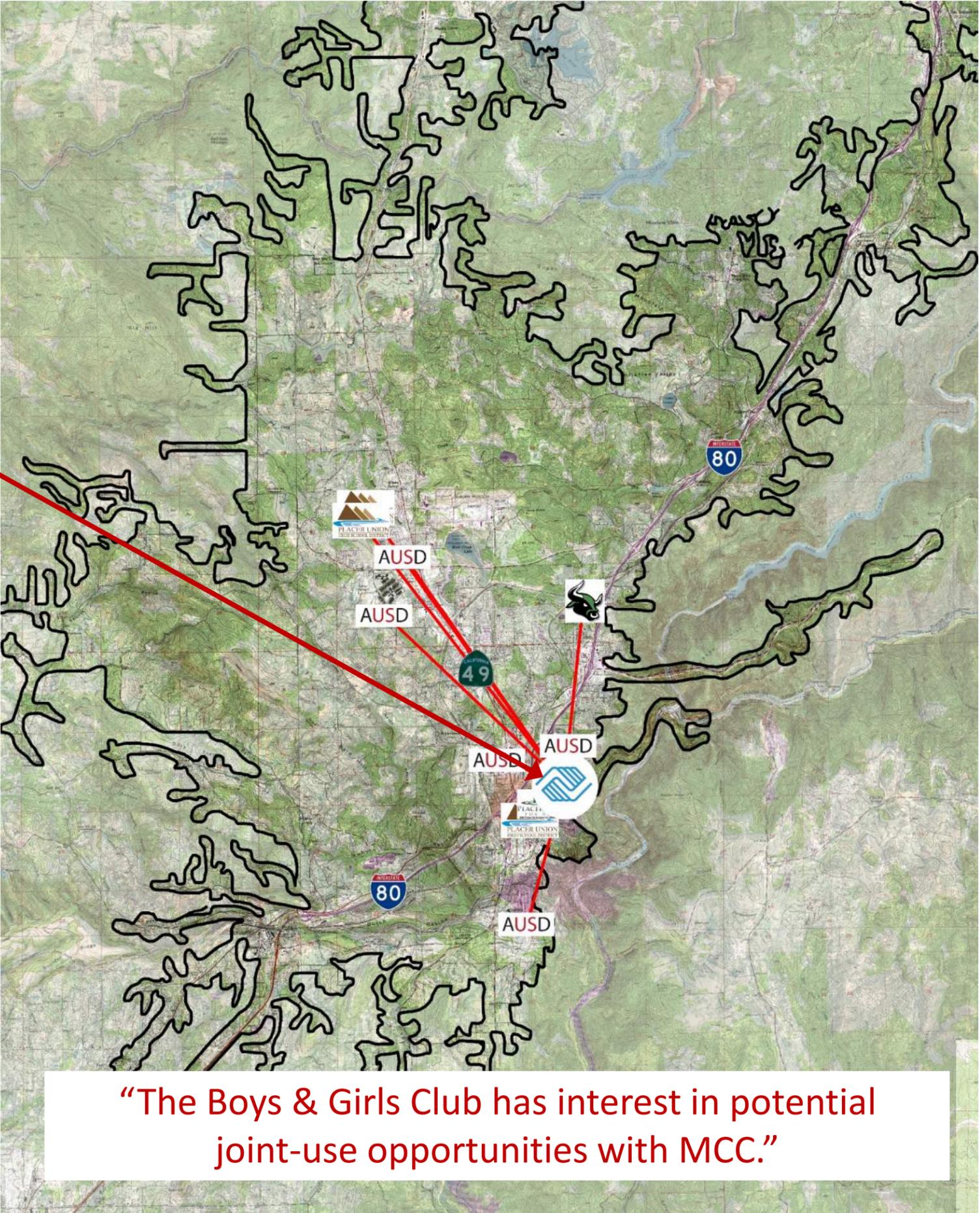
- Expand site services at school sites

Needs / Desires

- Outdoor activity spaces; educational, gathering, recreation
- Teen Center; Expanded / Safe opportunities for nights



Boys & Girls Clubhouse



"The Boys & Girls Club has interest in potential joint-use opportunities with MCC."

Auburn Recreation District

Mission | Improving Life Through Active Leisure

ARD offers a variety of recreational and educational activities for all age groups. ARD's beautiful parks have an abundance of popular facilities, including Sierra Pool, the Ashley Memorial Dog Park and dozens of acres of ball fields. These parks also play host to a number of events and activities including Party in the Park, the Auburn Community Festival, and Pioneer Days.

Locations

- Regional Park
- Railhead Park
- Canyon View Community Center
- Christian Valley Park
- Recreation Park
- Ashford Park
- Overlook Park
- Meadow Vista Park

Community Partnerships | Partial List

- Live Oak Waldorf
- ASRA Ranger Station
- Home on the Range
- "C" Horse Ranch
- Auburn Gymnastics Center

Trends

- Growing demand for Senior Programs
- Growth in Pre-School Classes; individual & parent/child combo classes
- Life-long Fitness
- Changing program, example: tennis to pickle ball

Constraints

- Funding
- Canyon View, Railhead & Overlook Park; 35 years left on Bureau of Reclamation Lease
- Development in North Auburn based upon airport overflight zone

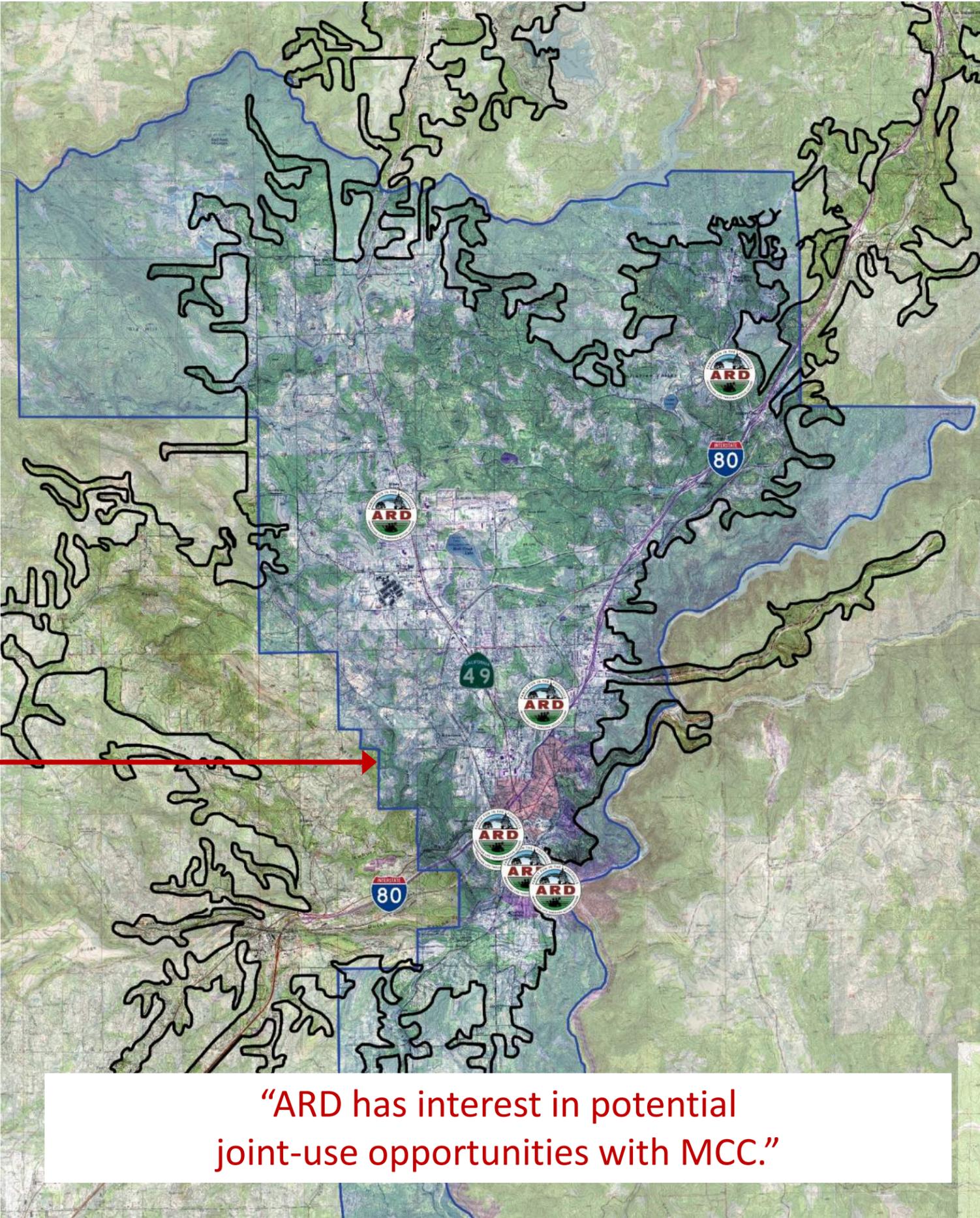
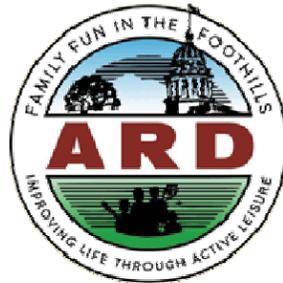
Opportunities

- Regional Park; existing PUC for additional facilities
- Regional Park 24 acre property off of Richardson
- Robust program & offerings

Needs / Desires

- Facilities; Gym/Stage, Computer Lab, Pool

ARD
Boundary



“ARD has interest in potential joint-use opportunities with MCC.”

Placer Union High School District

Vision

Where our communities come together to equip and prepare our youth for their future

PUHSD’s primary “positive core” characteristics:

- Commitment to student achievement and opportunities for all
- Good, strong, engaged, dedicated, high-quality staff
- Engaged and supportive community around schools
- “Creating Conditions of Success for all Students”
- Effective programs to prepare students; including Arts, Music, Technology
- Emphasis on professional development, growth, moving forward
- Collaborative culture

Locations

- Placer High School
- Chana & Maidu

Community Partnerships | Partial List

- Auburn Rotary (Interact Club)
- Kiwanis (Key Club)
- Ackerman SD & Auburn Union SD
- ARD
- Placer Symphony
- Lions Club (Leo Club)
- Boys & Girls
- Business Community
- Western States

Trends

- Emphasis on 21st Century Skills; Technology, Life Skills
- Distance Learning between Campuses
- Mental Health Support Needs

Constraints

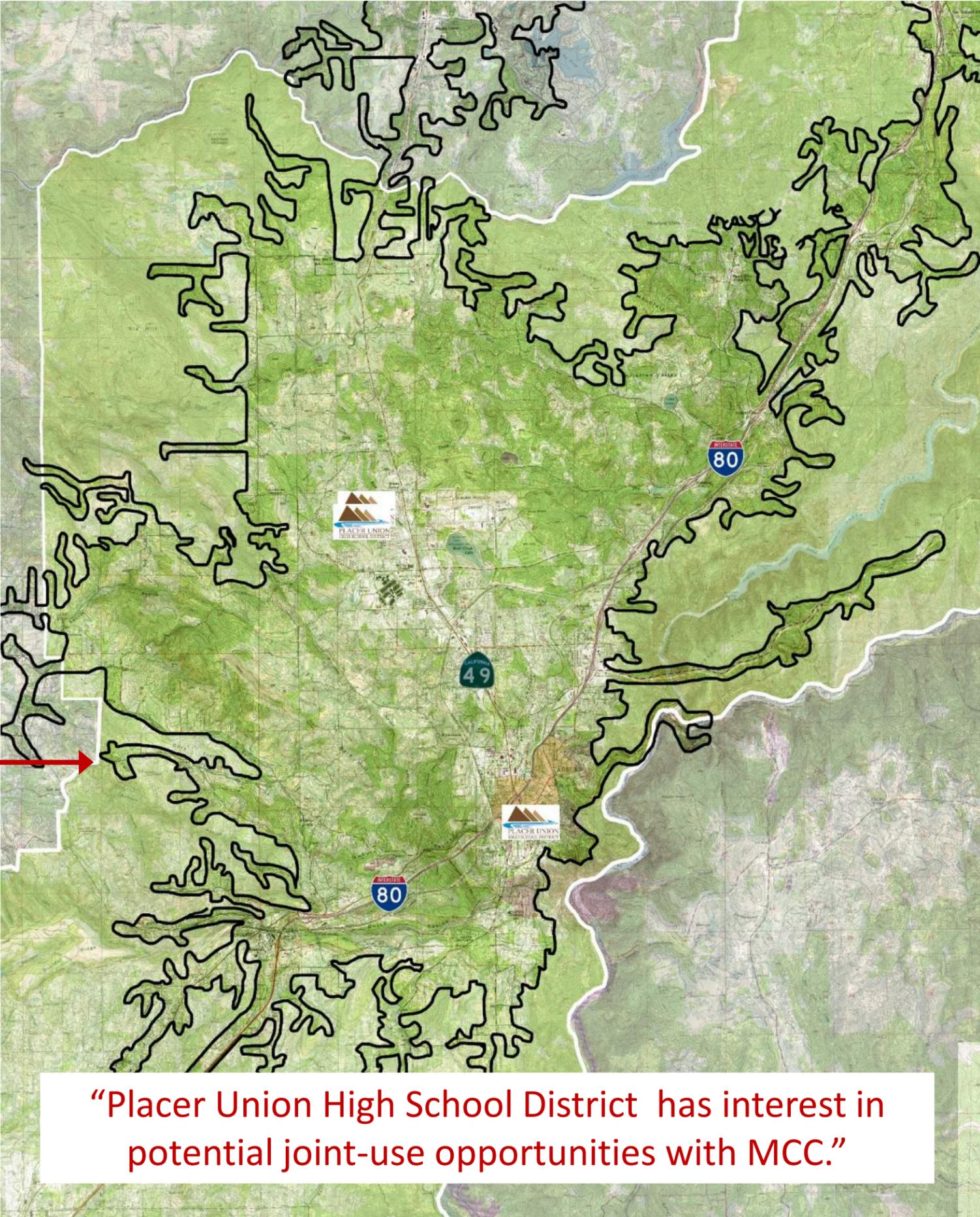
- Funding
- Outdoor Athletic program space, Aged facilities & parking

Opportunities

- Placer High School facilities

Needs / Desires

- Maker Space, After School Tutoring
- Gathering space for adult fundraisers



“Placer Union High School District has interest in potential joint-use opportunities with MCC.”

PUHSD's Placer School for Adults

Vision

Placer School for Adults provides learning opportunities and services for success through life.

Placer School for Adults (PSA) Core Emphasis:

- Career Technical Education | Healthcare, Notary Public, Technology & Business
- Academics | High School Diploma, GED Classes & Testing, and ESL
- Personal Enrichment | Community, Nutrition, Fitness, Music & Drama, Language & Writing, Craft, Travel, Cooking, and the Arts

Locations

- Weimar Institute
- Rock Creek ES
- PSA Blue House
- Del Oro HS
- Professional Education Program
- Foresthill HS
- St. Luke's Episcopal Church
- Placer School for Adults
- McLaughlin Studios
- The General Gomez Arts & Events Center
- Chana HS
- Placer HS
- Greggs Music Center

Community Partnerships | Partial List

- Placer High School
- Locations noted above

Trends

- Emphasis on Technology & Life Skills
- Interest in communities for similar services outside of Auburn
- Programs attract students from 18+

Constraints

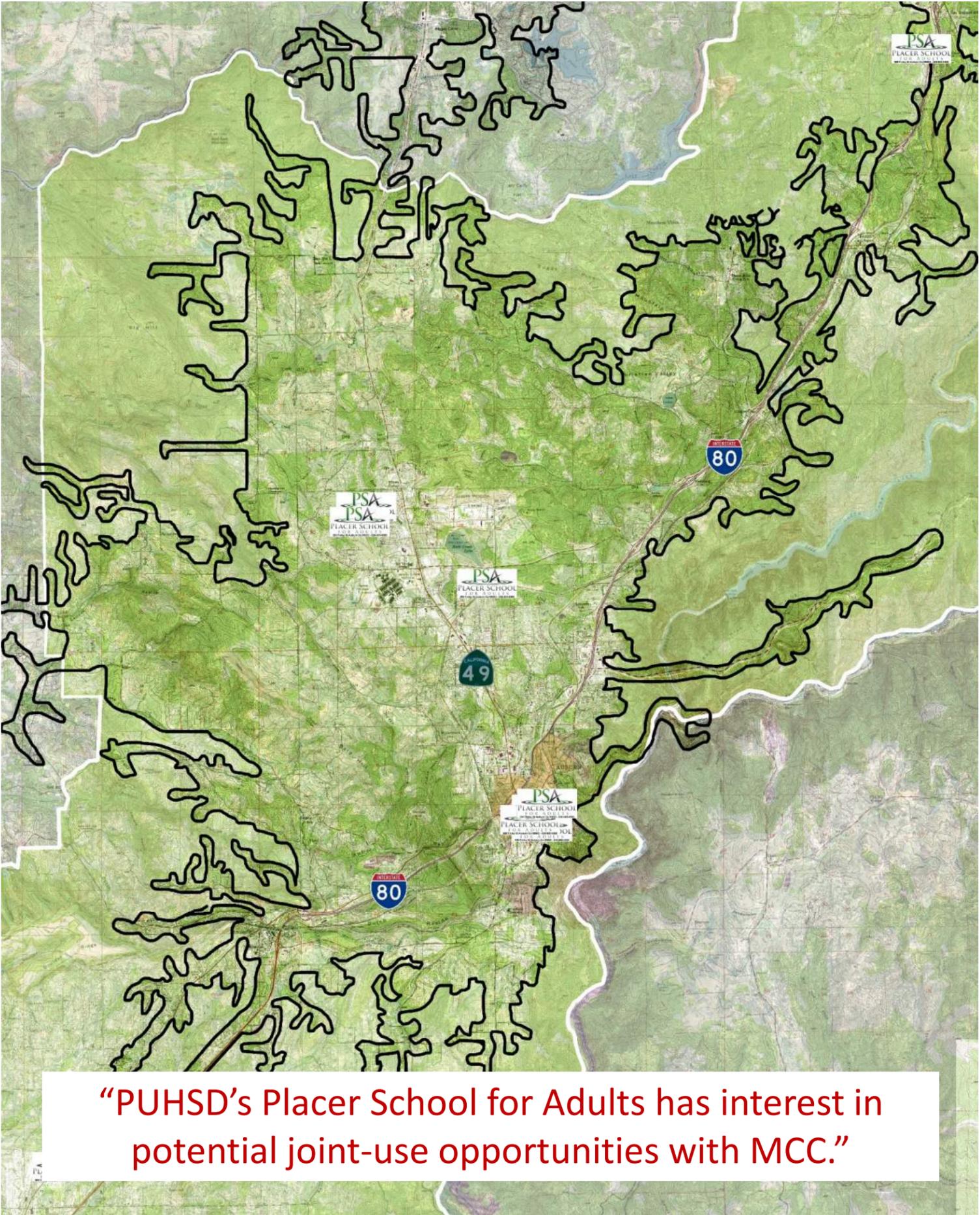
- Funding

Opportunities

- Robust program offerings

Needs / Desires

- Program spaces for classes during the school day



Ackerman School District

Mission

“Our mission is to assist students to be academically successful, responsible, confident and creative by providing a safe, nurturing and academically challenging environment”

Bowman 2025 Vision

Bowman Charter School is a Center of our Community and a place for life-long learning for our students, parents, teachers, staff and community members.

Facilities which will:

- Be safe & welcoming
- Enhance existing quality programs
- Emphasize multi-generational life-long learning
- Reflect & Promote a greater sense of community
- Model environmental/fiscal responsibility

Locations

- Bowman Road
- 13 acres of Property off of Bell Road

Community Partnerships | Partial List

- Auburn Youth Soccer
- Acres of Hope
- Boy’s Scouts & Associated Girls Scouts
- Boys & Girls Club
- Placer County Treasurer
- Intel | Technology Partnership for MS

Trends

- Yearly student waiting lists (40% District – 60% out of District)
- Hands-on Project Based Learning Curriculum

Constraints

- Funding
- Only Public Community Resource for Bowman Community

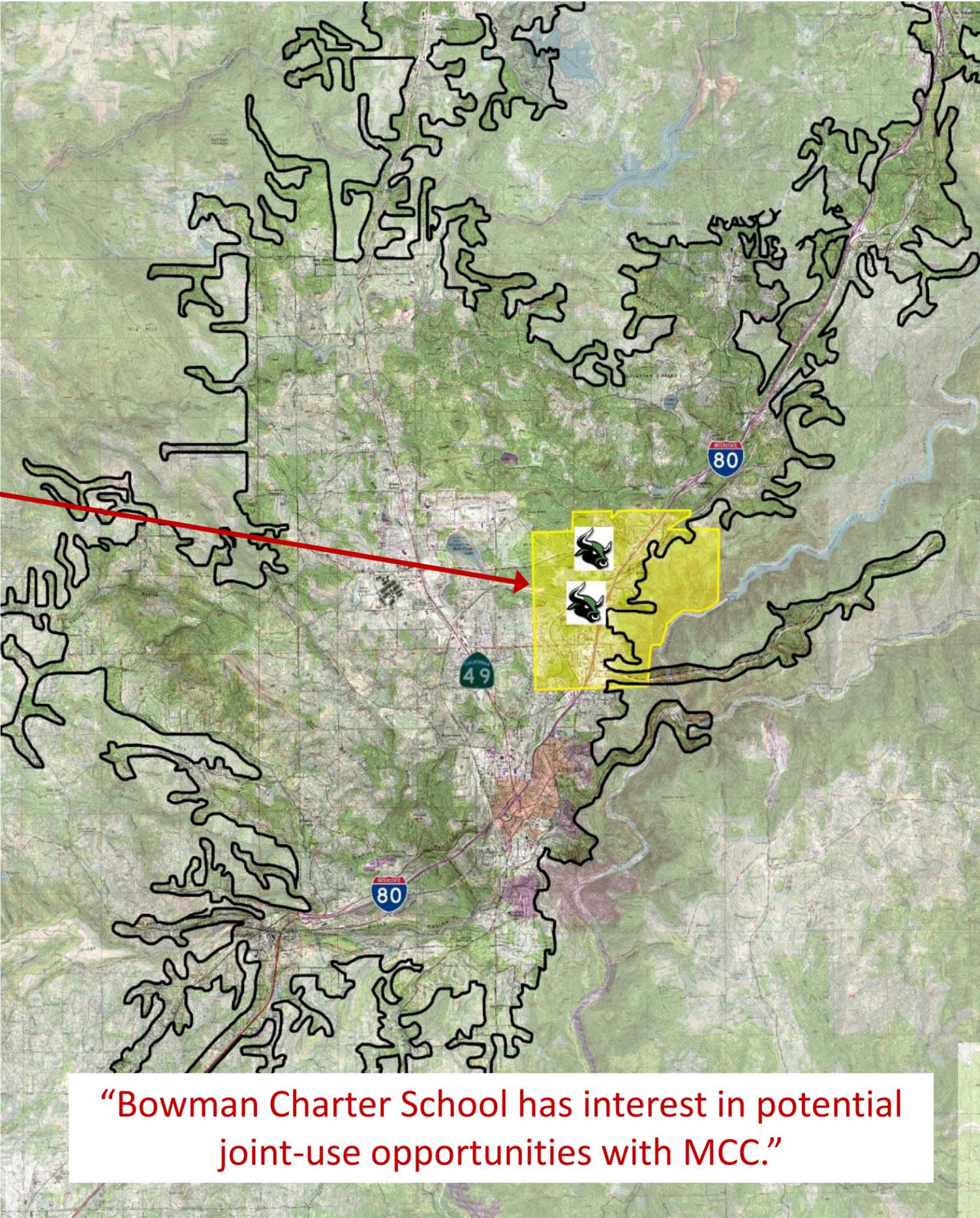
Opportunities

- Recently acquired 6 acres property
- School as Center of the Bowman Community
- Highway 80 Access

Needs / Desires

- Bowman 2025 Vision for Multipurpose Community Center & Fields

Ackerman Boundary



“Bowman Charter School has interest in potential joint-use opportunities with MCC.”

Auburn Union School District

Mission Statement

Each child in the Auburn Union School District will think analytically, solve problems, work cooperatively, explore creatively, and master common core standards. No matter their ability and background, students will be challenged and engaged, and obtain college and re career readiness skills for a globally connected society.

Vision Statement

We stand together to place each child at the heart of every decision.

Locations

- Alta Vista Community Charter School
- Sky Ridge Elementary School
- E.V. Cain S.T.E.M. Charter School
- Auburn Elementary School
- Rock Creek Elementary School
- District Office

Community Partnerships | Partial List

- Auburn Youth Soccer
- Acres of Hope
- Boy's Scouts & Associated Girls Scouts
- Boys & Girls Club
- Placer County Treasurer
- Intel | Technology Partnership for MS

Trends

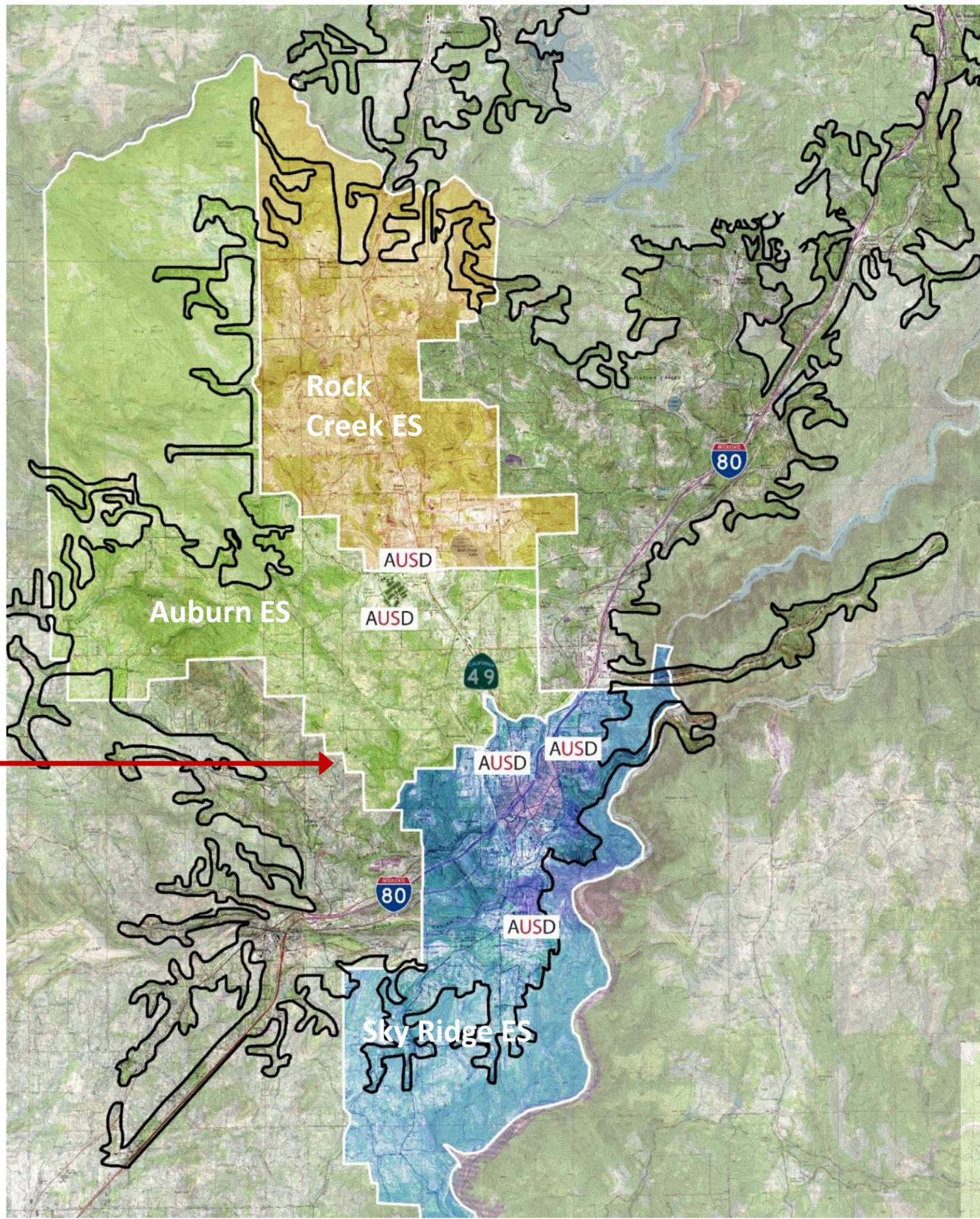
- Declining Enrollment

Constraints

- Funding



AUSD Boundary



City of Auburn

Auburn is committed to supporting the arts in the community, including public art, theatre, music, dance and the many local artists that exhibit their works in the art galleries and businesses.

Auburn is home to the challenging Western States Endurance Run/Ultra Marathon and the grueling Western States Endurance Ride/Tevis Cup held each year.

Community Partnerships | Partial List

- ARD
- Boys & Girls Club
- Chamber of Commerce
- Airport Business Park Association
- Downtown Business Association
- Service Organizations; Rotary, Kiwanis

Trends

- Celebrate Culture & History
- Maintain what we have
- Ages 35-55 moving here
- Celebrate quality of life

Constraints

- Funding
- Aging roads & infrastructure

Opportunities

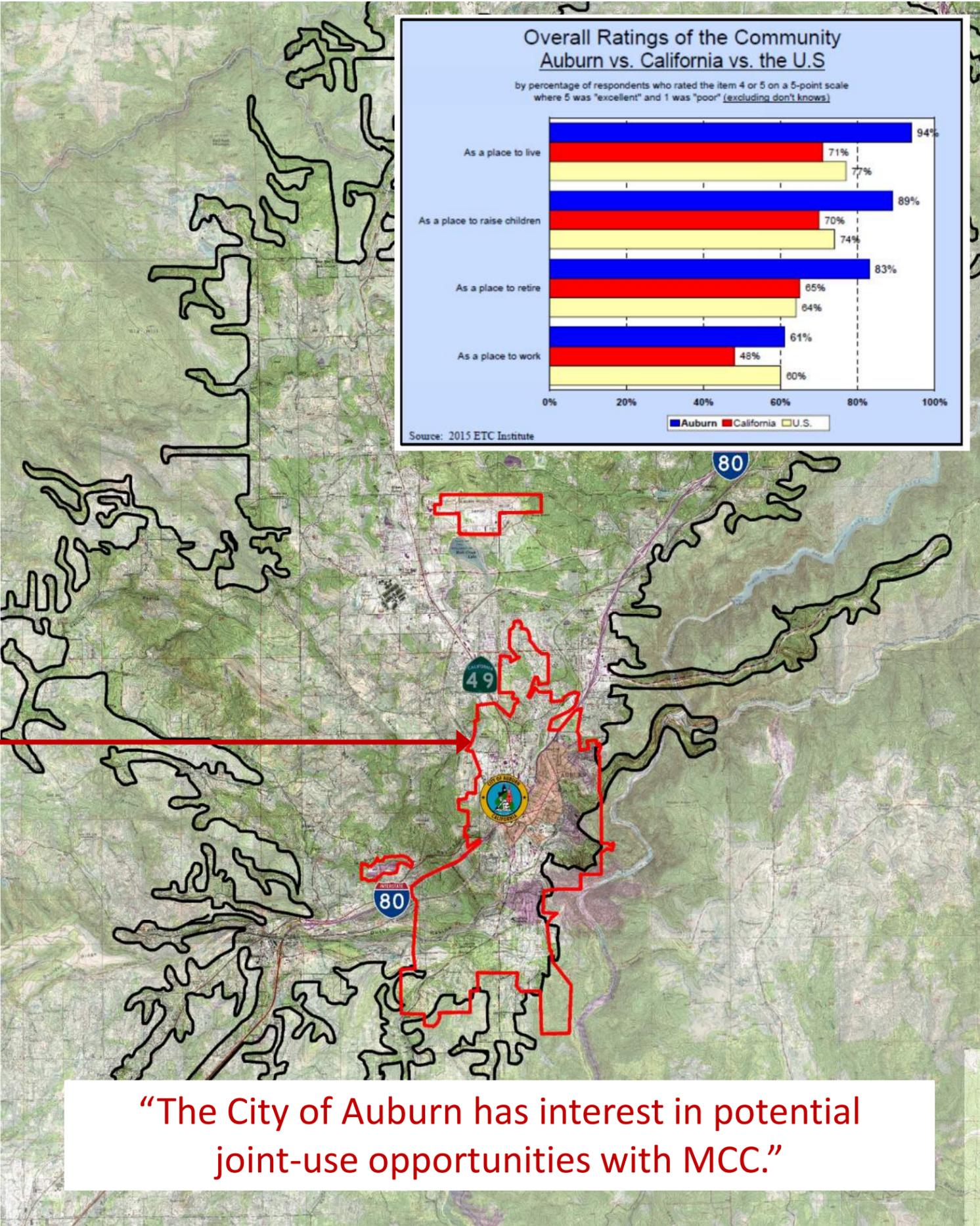
- Support Economic Development
- Grant Writing Support
- Rose Room Community Room
- Gold County Fairgrounds
- Auburn Transit

Needs / Desires

- Opportunities to connect Seniors & Youth
- Events & Conference Center
- Destination Center



City Boundary



Auburn Transit

Single Fare:

- General Public: \$1.00
- Seniors/Disabled/Youth: \$0.50
- Under age 5: Free
- Medicare Card Holders are eligible for the discount cash fare

General Public Pass:

- Daily: \$2.50
- 30 ride: \$24.00
- Monthly: \$40.00
- Transfers are free

Senior/Disabled/Youth

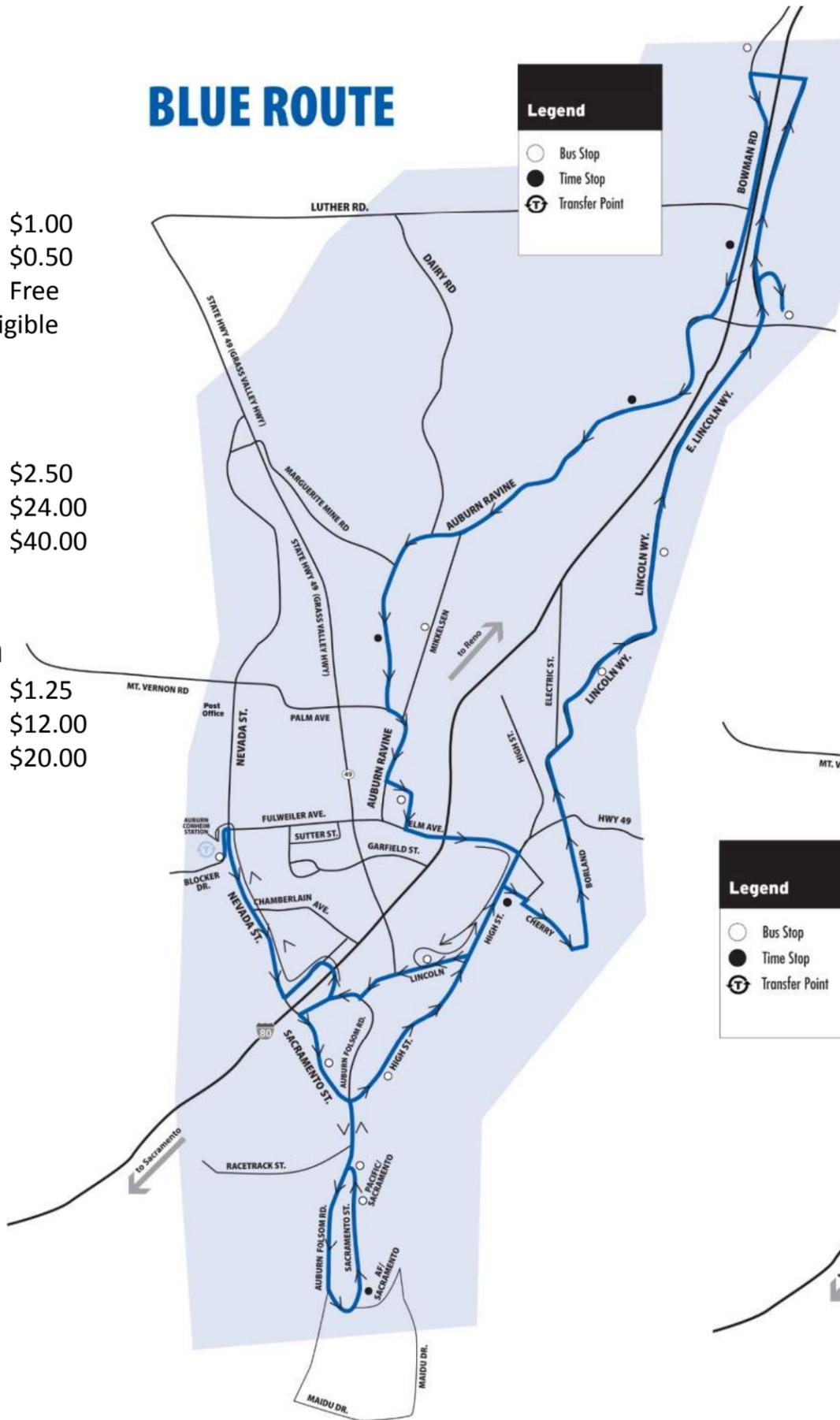
- Daily: \$1.25
- 30 ride: \$12.00
- Monthly: \$20.00

Opportunities

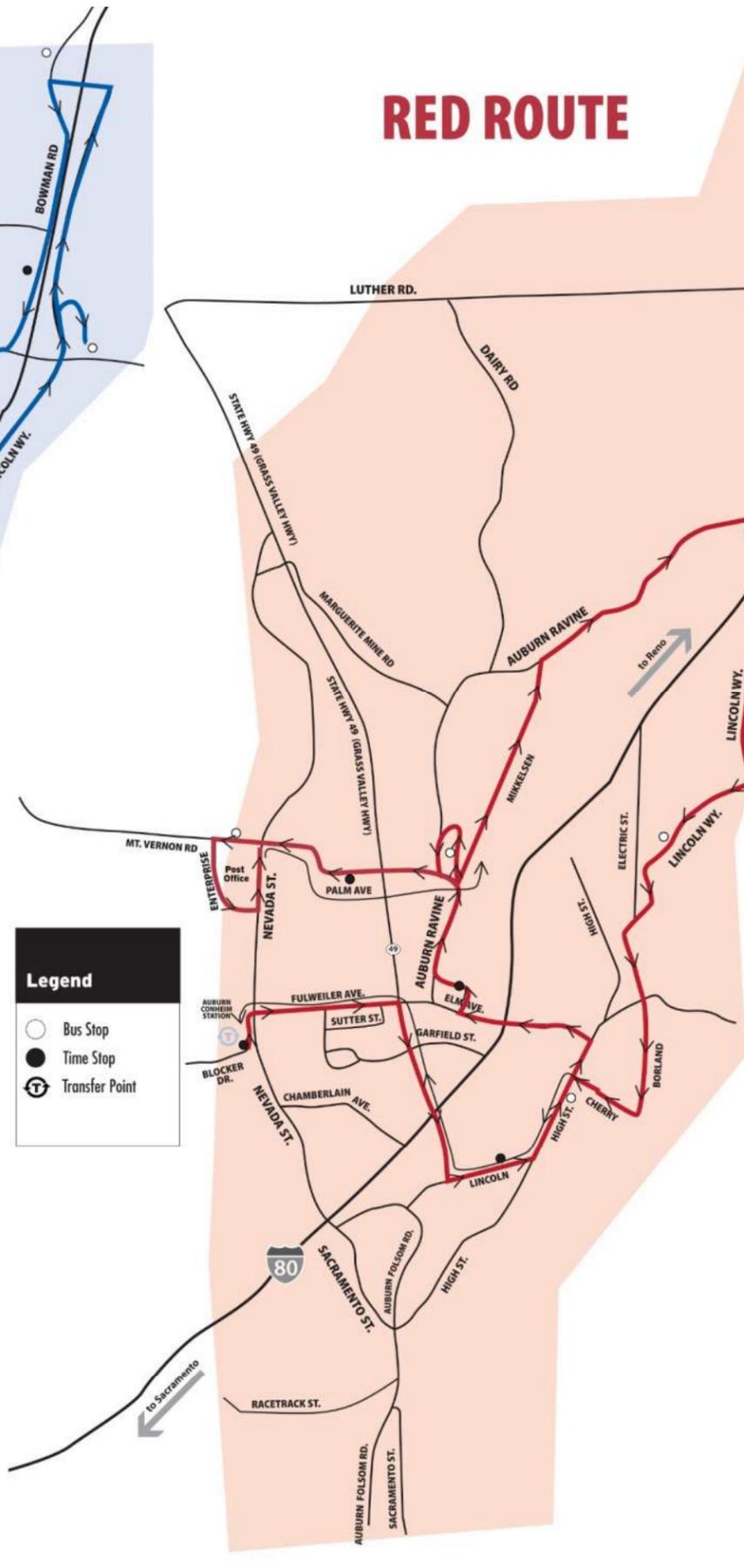
- Bus Line modifications



BLUE ROUTE



RED ROUTE



REQUEST A DEVIATION

CUSTOMERS LOCATED WITHIN ¼ MILE OF THE REGULAR BUS ROUTES (SHADED AREA) MAY REQUEST FREE CURBSIDE PICKUP. THE BUS CAN DROP YOU OFF AT A DESTINATION ALONG THE BUS ROUTES OR WITHIN THE SAME ¼ MILE LIMIT AREA. ALL DEVIATIONS ARE LIMITED AND PRIORITIZED BY RESERVATION. TO REQUEST A DEVIATION PLEASE CALL 530-906-3700.

SATURDAY ROUTE



Placer County Transit

General Public

- One-Way: \$1.25
- 24 Hour Pass \$2.50
- 10 Ride Pass \$10.00
- 14 Day Pass \$21.50
- 30 Day Pass \$37.50

Seniors/Youth/Disabled

- One-way \$0.60
- 24 Hour Pass \$1.25
- 10 Ride Pass \$5.00
- 14 Day Pass \$10.75
- 30 Day Pass \$18.75

Dial-a-Ride

- General Public One-Way \$2.50
- Senior/ADA/Disabled/Youth \$1.25
- 20 Ride General Pass \$42.50
- 20 Ride Senior/ADA/Youth \$21.25
- Ages 5 and Under Free
- Seniors 60+, Youth 6-12, Medicare Card Holders: Half Fare

Partnerships

- City of Auburn & Auburn Transit
- Gold County Stage

Opportunities

- Bus Line modifications
- Linkage(s) to Community Assets

Needs / Desires

- North Auburn Transportation Hub

Highway 49 Route



	Transfer Center		Regional Transit
	Roseville		Regional Transit Light Rail Station
	Auburn Transit		Gold Country Stage
	Dial-A-Ride		Placer Commuter Express

Key to Destinations

	Colfax Amtrak		Auburn Station
	Clipper Gap Park 'N Ride		Penryn Park 'N Ride
	Loomis Station		Sierra College
	Rocklin Station		Galleria
	Roseville Park 'N Ride		Louis Ln & Orlando
	Light Rail-Watt/I-80		ROSEVILLE

Legend – PCT Routes

	Placer Commuter Express
	Auburn to Light Rail
	Hwy 49
	Lincoln/Sierra College
	Alta/Colfax
	Taylor Road Shuttle
	Dial-A-Ride
	Service Areas



Placer County Transit
"We're going your way!"
 (530) 885-BUSS, (916) 784-6177
 Email: pct@placer.ca.gov

Community Resources & Partnerships

GENERATION Z

Children (Ages 1-5)

- Engaged in ARD's Classes; more Parent & Child Programs

Youth & Teens (Ages 5 – 14)

- Attend Ackerman School District, Auburn Union School District, or other
- Some participate in ARD Programs
- Some engage in Community Activities; team sports, arts, dance ect.
- Some are engaged with Boys & Girls Club
- Lack places for social activities; ie. Teen center

Young Adults (Ages 15-18)

- Attend Placer Union High School, or other
- Some engage in Community Activities
- Few are engaged in Boys & Girls Club
- Some engage in Community Service Clubs

GENERATION X & Y

Adults & Parents (Ages 18+)

- Some participate in ARD Programs
- Some participate in Placer School for Adults
- Some engage in Community Service Clubs
- Some volunteer in Classrooms & Clubs

BABY BOOMERS

Active Adults (Ages 55+)

- Some participate in ARD Programs
- Social & Outdoor Activities
- Some engage in Community Service Clubs

Seniors (Ages 65+)

- Some participate in ARD Programs
- Some participate in Senior Center Activities & Socialization
- Many seek opportunities to volunteer

	County of Placer	Placer County Transit	City of Auburn	Auburn Transit	Auburn Recreation District	Boys and Girls Club of Placer County	Auburn Seniors Center	Seniors First	Ackerman Charter School District	Auburn Union School District	Placer Union High School District	Placer School for Adults
County of Placer												
Placer County Transit												
City of Auburn												
Auburn Transit												
Recreation District												
Club of Placer County												
Auburn Seniors Center												
Seniors First												
Ackerman Charter School District												
Auburn Union School District												
Placer Union High School District												
Placer School for Adults												

PROGRAM GOALS + NEEDS



The conclusion of the IMAGINE Phase resulted in a collection of the Advisory and Workshop Committee’s Program Goals & Needs for a Multigenerational Community Center. This program effort established a baseline vision of understanding the importance of the whole child and whole family through identifying facilities & activities that would support; Mind + Body + Spirit.

IMAGINE

Multigenerational Community Center | Advisory Committee: VISION

The Vision for our Multigenerational Community Center is to create enriching experiences & connections through collaboration

- Connecting the Community
- Multigenerational Experiences
- Collaboration; Sharing & Synergy
- Heart of the Community
- Make lives better & community more livable
- Sustaining Pride of Ownership
- The Whole Person & Family

Local Trends

- Value Arts
- Celebrate History & Culture
- Enriched Agriculture Legacy
- Global Awareness & Connectivity
- Preserve Environmental and Natural Resources
- Underserved Youth
- Increased Aging Demographic
- Aging Infrastructure
- Strong Community Partners
- Existing Programs/Services



Multigenerational Community Center | Community Stakeholders: VISION

Multi-Generational and Multifunctional to promote interaction

- Warm and inviting
- Create a Town Center, Community Hub
- Technology Room - Computers
- Multi-use rooms – Meetings, Art, Games, Educational & Tutoring opportunities
- Expandable to flexible outdoor spaces
- Community Garden
- Kitchen, food service
- Teen Center
- Progressive programming – grows with you, age specific and multigenerational
- Allow pets
- Childcare
- Senior Center

Performing Arts

- Multi-purpose venue – Movies, Small Performances, Weddings, Graduations
- Outdoor entertainment area

Healthy Community

- Exercise room
- Aquatic center
- Walking track
- Outdoor activities – Tennis, pickleball, par course, volleyball, sports courts
- Park area, play area/structure
- Meditation garden
- Safe place to be

Joint Use / Programing / Services

- Centrally located in the community
- Public / Private Transportation options
- Provide facilities that go beyond ADA
- Find opportunities for re-use of existing facilities and programs, both Youth and Senior
- Fiscally responsible, generate revenue, long term stability
- Collaboration between non-profits and public agencies

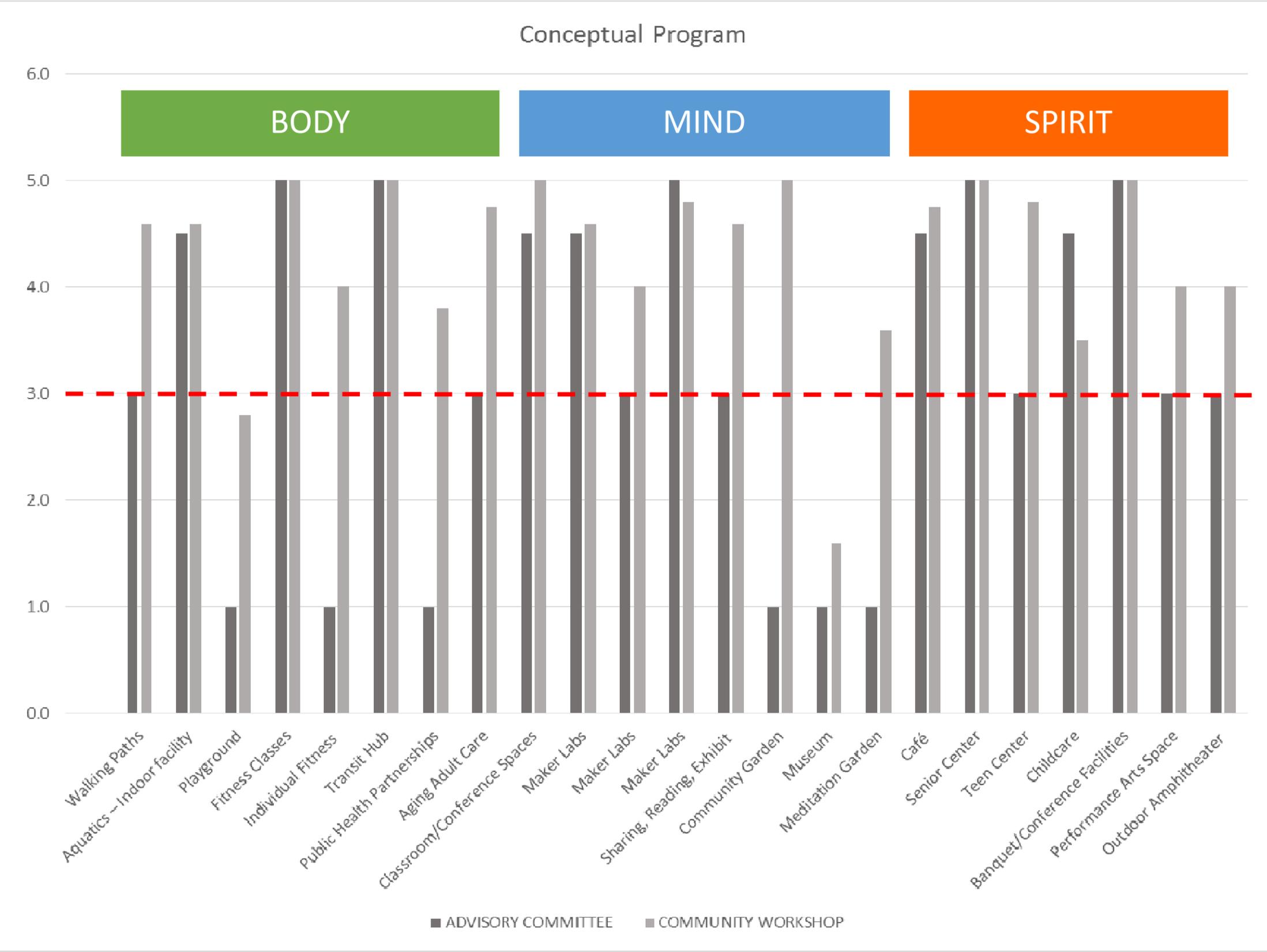


“Sadly this country has a poor attitude toward senior citizens. Others judge us by what they see. What they do not see is the vibrant person who is trapped in that aging body. There is no hint of the person who made significant contributions to Country, Community, and family. They have raised the next generation and often the following generation to become the leaders of today and in the future. We usually learn little of their accomplishments until we read it in the obituaries or attend a Celebration of Life.

I believe we owe our seniors more than that.”

-David Halbrook

Multigenerational Community Center - Conceptual Program Priorities Matrix



Multigenerational Community Center - Conceptual Program

BODY

MIND

SPIRIT

Body/Fitness/Wellness		CAPACITY	CONCEPT PROGRAM (SF)	PRIORITIZATION
OUTDOOR FITNESS				
• Walking Paths, Running Trails, Circuit Training				High - 5
• Aquatics – Lap Swimming, Water Aerobics, Water Play, Competition Pool				Medium - 3
• Playground				Low - 1
INDOOR FITNESS				
• Fitness Classes – Aerobics, Yoga/Palates/Martial Arts, Family Oriented Options		2 Rooms / 30 Occ. Each	3,000	
• Individual Fitness – Weight Training, Cardio Equipment		1 Room / 50 Occ.	2,500	
SERVICES				
• Café		Kitchen / Seat 30 Occ.	1,000	
• Transit Hub		Office / Lobby	500	
• Public Health Partnerships		1 Exam / Lobby	500	
• Childcare		50 Occ.	1,800	
• Aging Adult Care		50 Occ.	1,800	
Mind/Enrichment/Exploration				
EDUCATIONAL				
• Classroom/Conference Spaces - Enrichment Programs		2 Rooms / 30 Occ.	3,000	
• Maker Labs				
• Technology Lab – Computers, Printers, High Tech Equipment		1 Lab / 20 Occ.	1,500	
• Multimedia Lab – Photography, Film Making, Video Production		1 Lab / 20 Occ.	1,500	
• Arts Lab – Clay Works, Textile Arts, Crafts, Fine Arts, Culinary		1 Lab / 20 Occ.	1,500	
SERVICES				
• Library			5,000	
• Community Garden				
• Exhibit Space, Museum			1,500	
SPIRIT/COMMUNITY/SOCIALIZATION				
SMALL GROUP GATHERING				
• Reflection Garden				
• Patio Space				
• Senior Center		50 Occ.	2500	
• Teen Center		50	2500	
LARGE GROUP GATHERING				
• Banquet/Conference Facilities		Seat 800 Occ. / Kitchen	20,000	
• Performing Arts Theatre		Seat 300 Occ.	10,000	
• Outdoor Amphitheater				

COMMUNITY CENTER | TRENDS



The DESIGN Phase commenced with detailed research and site tours of other community centers. This effort was used to test the goals & needs for the Multigenerational Community Center through analyzing similar facilities and programs.

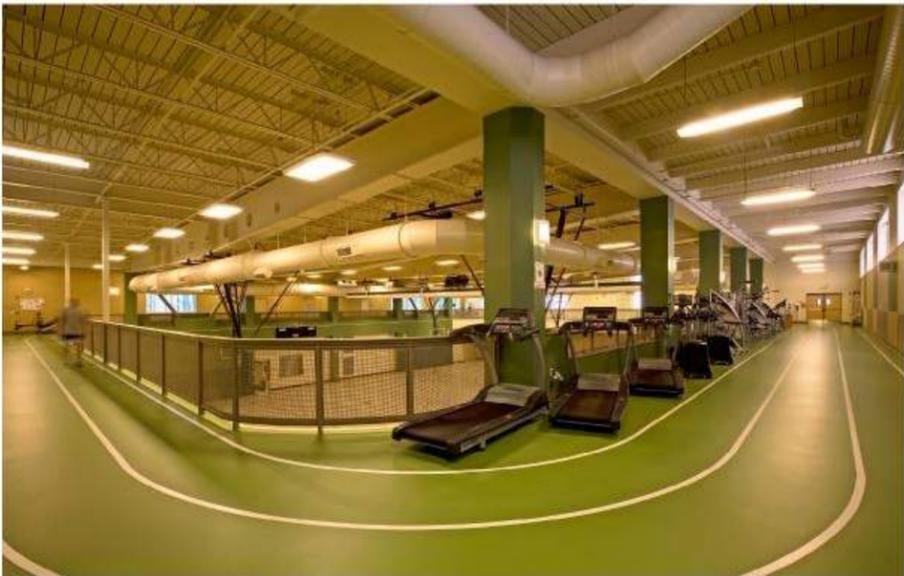
DESIGN

Truckee Recreation & Community Center



LOCATION	Truckee, CA
SIZE	100,000+sf
FACILITIES	District Office Classrooms Meeting Rooms Gym Fitness Area Running Track Kitchen Playground

Public Community Resort Center



Ashland Youth Center



LOCATION	San Leandro, CA
SIZE	32,000sf
FACILITIES	Community Health Clinic Classrooms Library Children's Day Care Facility Multi-Media Production Rooms Dance Studio/Multipurpose Space Fitness Room Cafe

Youth & Community Services Center



Fire House Youth & Community Arts Center



LOCATION	Pleasanton, CA
SIZE	20,000sf
FACILITIES	Lobby / Lounge Studio Theater Art Galleries

Decentralized Thematic Community Facilities



Fullerton Multigenerational Community Center



LOCATION	Fullerton, CA
SIZE	59,000sf
FACILITIES	Natatorium Fitness Room Multipurpose Room Full Kitchen Double Gymnasium Computer Teaching Room Classrooms Billiards Room Game Room Arts and Crafts Rooms Lounges Library

Community Programs + Senior Center + Boys & Girls Club



Emeryville Center of Community Life



LOCATION	Emeryville, CA
SIZE	150,000sf
FACILITIES	Family Wellness Center Library Classrooms Multipurpose Commons Cafateria Kitchen Facilities Athletic Facilities Banquet Area

Joint Use K-12 + Community Center



Partnerships

Wellness

Diversity

Access to Programs

Relationships

Citrus Heights Community Center



LOCATION Citrus Heights, CA

SIZE 29,173sf

FACILITIES
Multipurpose Room
Meeting Rooms
Conference Rooms
Full Kitchen
Teen Center
Senior Center
Sitting Room

Community + Funding Resource



West Sac Community Center



LOCATION	West Sacramento, CA
SIZE	21,000sf
FACILITIES	Lobby/Cafe Historical Gallery Art Gallery Conference Room Classrooms Senior Lounge, Multipurpose Room Kitchenette, Early Childhood Recreation Play Yard Fitness Facilities, Arts and Crafts Space Theater

Culture + Fitness + Entertainment



Playgrounds...For all Ages.



Image by Public Radio International.

“In Spain, where the population is aging, senior-citizen playgrounds have been popping up for a while. Not only do they provide a place for folks to enjoy physical activity, they also offer an opportunity for socializing.”



Folks playing at a senior playground in London. More of these in the U.S., please! Photo by Oli Scarff/Staff/Getty Images.

“The nonprofit KaBOOM!, which generally builds kids' playgrounds, partnered up with Humana [to build intergenerational playgrounds around the United States](#). So far, they've built over 50. These playgrounds are created with people of all ages in mind.”

Successful Community Center Trends

- Multi-purpose facilities
 - Self-directed leisure & recreation
 - Scheduled programs, events & rentals
- Drop-in recreation & socialization
 - Fitness/cardiovascular, computers/learning center, game room
- Flexible, adaptable, expendable spaces
- Large area needs: 30,000sf+-
- Multi-generational, yet limited special use
- Maximized use via operational partners
- Revenue generating via rentals, programs fees, special classes, memberships, sponsorships, etc.
- Key location & adjacencies
 - Parks, recreation, outdoor amenities, synergy through cross marketing
- Food & beverage enhances use
- Teleconference & high tech meeting places, conference rooms, retreats
- Attractive, warm, welcoming, iconic elements
- Catering kitchens promoting social events for 300+ people
- Public transportation access
- Indoor/outdoor experience
- Enclosed patio off meeting rooms
- Partnerships to leverage programs & utilization
- Child care, after school, nutrition, church, chamber, schools, service clubs, fundraisers, youth programs
- Market & flexible based pricing
- Avoid preferential group treatment
- Public-private, public-public, public-nonprofit partnerships to build & operate
- JPA options with City, Recreation District, County
- One lead agency with programming expertise
- Large, attractive meeting room on par with hotel & club banquet facilities

	Truckee Recreation and Community Center	Ashland Youth and Community Services Center	Pleasanton Senior Center	Pleasanton Fire House Youth and Community Arts Center	Fullerton Multigenerational Community Center	Emeryville Center of Community Life	Citrus Heights Community Center	West Sacramento Community Center	Auburn Multigenerational Community Center
BODILY-KINESTHETICS									
Body Smart									
Outdoor Fitness									X
Outdoor Sports									X
Aquatics									X
Indoor Fitness									X
Indoor Sports									
INTERPERSONAL									
People Smart									
Social Gathering - Large									X
Social Gathering- small									X
Performances / Lectures	Future								X
Outdoor Gathering Spaces									X
Playground									X
VERBAL-LINGUISTICS									
Word Smart									
Reading - Quite Area									X
Library									X
LOGICAL-MATHMATICS									
Logic Smart									
Technology - Hacker Lab									X
NATURALISTIC									
Nature Smart									
Gardening									X
Outdoor - Personal Reflection									X
INTRAPERSONAL									
Self Smart									
Classrooms									X
Maker Space									X
Healthcare									X
VISUAL-SPATIAL									
Picture Smart									
Multi-Media Production									X
MUSICAL									
Music Smart									
Performance + Concerts	Future								X

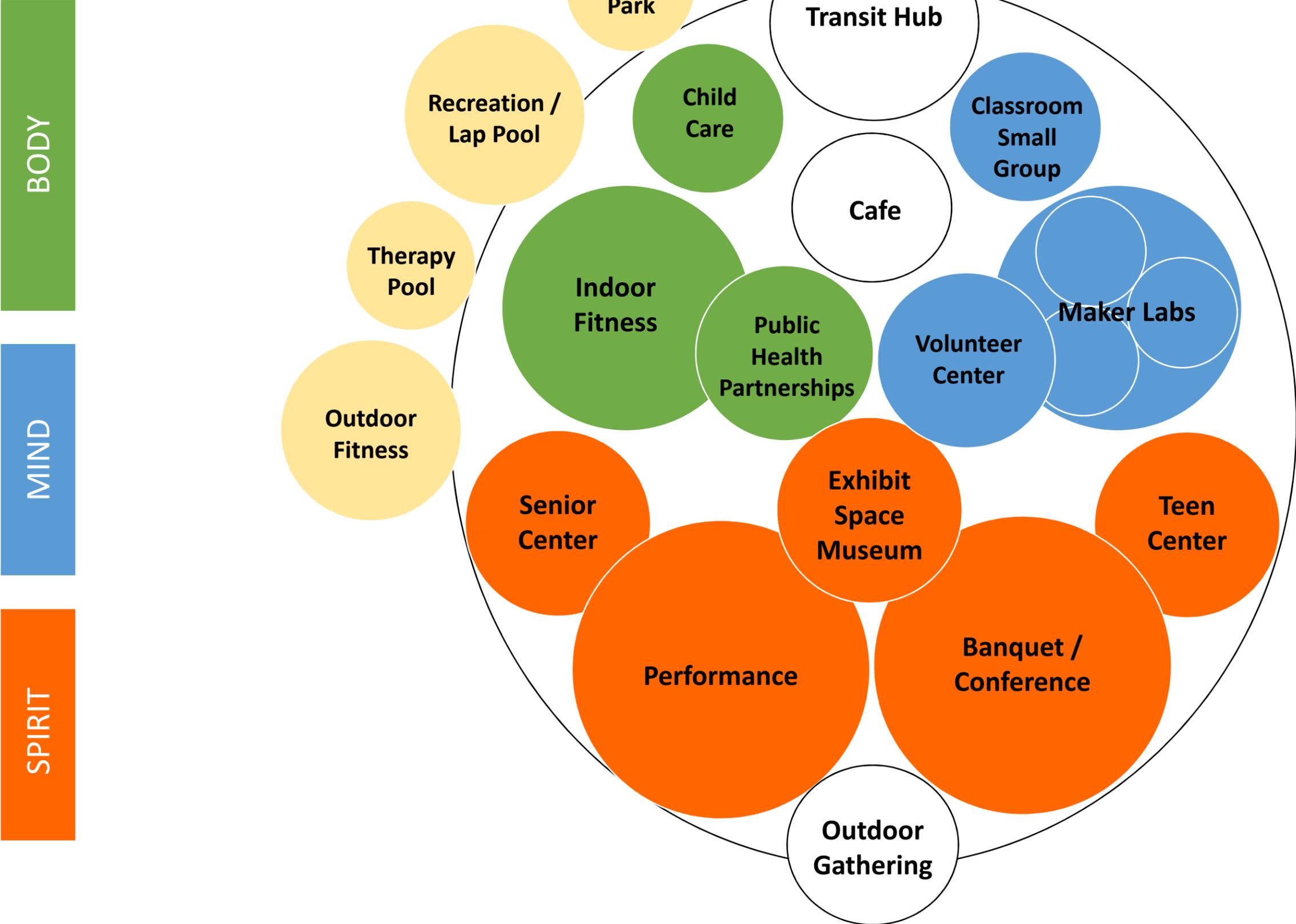
PROGRAM + ORGANIZATIONAL STRATEGIES



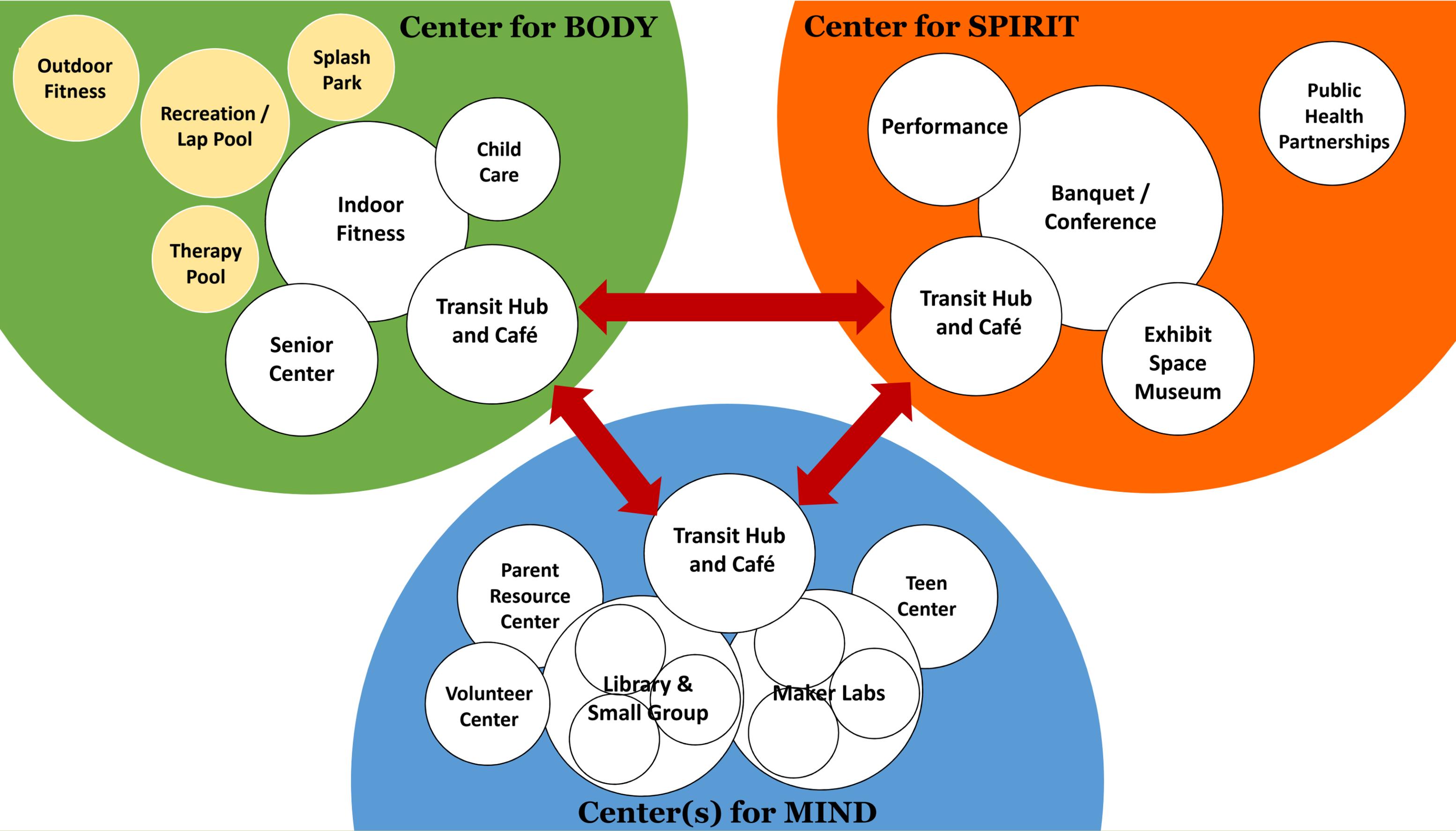
The Advisory Committee tested and defined organizational program concepts. This effort identified strategies for fulfilling the Multigenerational Community Center needs through:

- Concept 1: A centralized consolidated model or
- Concept 2: A decentralized campus model

Multigenerational Community Center – Concept 1 | Centralized Program Diagram



Multigenerational Community Center - Concept 2 | Decentralized Program Diagram



OPERATIONAL PHILOSOPHIES



The sustainable success of all community centers comes down to a balance of program need & operational structures. The following is a collection of comparable facilities and what their ‘Best Practices’ are relative to cost recovery & profit centers.

Multigenerational Community Center – Operational Philosophies



Operational Philosophies

Jurisdiction	Service Goal	Comparable Facilities
Auburn Rec District	Serve Entire District	Community Center, Pools
Roseville	Provide Exceptional Recreation Experiences	Maidu Community Center, Sports Center, Indoor Pool, Playgrounds, etc.
Citrus Heights	Host meeting/gathering facility	Community Center
Davis	Support mix of active and passive rec opportunities	Senior Services, Aquatics, Childcare, Teen Services, etc.
Dublin	Ensure high quality of life for community	Senior Center, Community Center/Gym, Swim Center, Museum, new swim/entertainment complex (UC)

Operations “Best Practices”: Community Centers

Facility	Size (sq. ft.)	% Cost Recovery	Profit Centers	Challenges
ARD Existing Facilities (incl. aquatics & outdoor spaces)	27,500 plus aquatics & outdoor spaces	23%	Camps, lessons	Residents unaware of facilities
Roseville Sports Ctr.	20-25,000	70%	Memberships, drop-in, gym rentals	Hard to find \$\$ to replace aging equipment
Citrus H. Comm. Ctr.	29,173	100%	N/A	Programming too expensive, discarded
Dublin Comm. Ctr.	26,090	83%	N/A	N/A
Emeryville CCL (Planned)	182,271	TBD	TBD	N/A

Sources: ARD budget, City of Roseville staff, City of Citrus Heights staff, City of Emeryville, Shellito Consulting, and New Economics & Advisory.

Cost Recovery: Children, Teens, Seniors Programming

Facility/Program	Facility Size (sq. ft.)	% Cost Recovery	Profit Centers	Challenges
Maidu (mostly senior)	20,000	58%	Private, 3 rd party rentals	No tech upgrades, older facility
Dublin Senior Ctr.	15,500	17%	N/A	N/A
Davis Teen, Senior Services	N/A	23- 24%	N/A	N/A
Davis Playgrounds, Camps, Childcare	N/A	99-100%	N/A	N/A
Dublin Childcare, Other Family Activities	N/A	77-113%	N/A	N/A

Sources: ARD budget, City of Roseville staff, City of Citrus Heights staff, City of Emeryville, Shellito Consulting, and New Economics & Advisory.

Operations “Best Practices”: Aquatics

Facility	Size (pool length)	% Cost Recovery	Profit Centers	Challenges
ARD Existing Pools	27,500 sq. ft. Mult. pools	69%	Camps, lessons	Residents unaware of facilities
Roseville Indoor Pool	25-yard pool + warm up pool	80%	Memberships, lessons, classes, b-day parties, meeting room rentals	Water fitness classes maxed out
Davis Aquatics	4 pools	70%	N/A	N/A
Emeryville (planned)	N/A	TBD	N/A	N/A
Truckee existing	25-yard pool	48%	N/A	N/A
Dublin existing Swim Center	N/A	50%	N/A	N/A
Dublin planned Swim Center	N/A	TBD	N/A	N/A

Sources: ARD budget, City of Roseville staff, City of Emeryville, Shellito Consulting, and New Economics & Advisory.

Summary: Best Practices | Lessons Learned

- Facilities aligned with highest community priorities.
- Programming cost recovery ranges from 17% (senior programs) to 100+% (childcare, camps).
- Aquatics cost recovery ranges from 22% to 80%.
- Understanding of high-level tolerance for subsidy versus need to self-fund through programs/rentals informs facility size and components.
- Childcare, fitness are profit centers.

See EXHIBIT A for Additional Information.

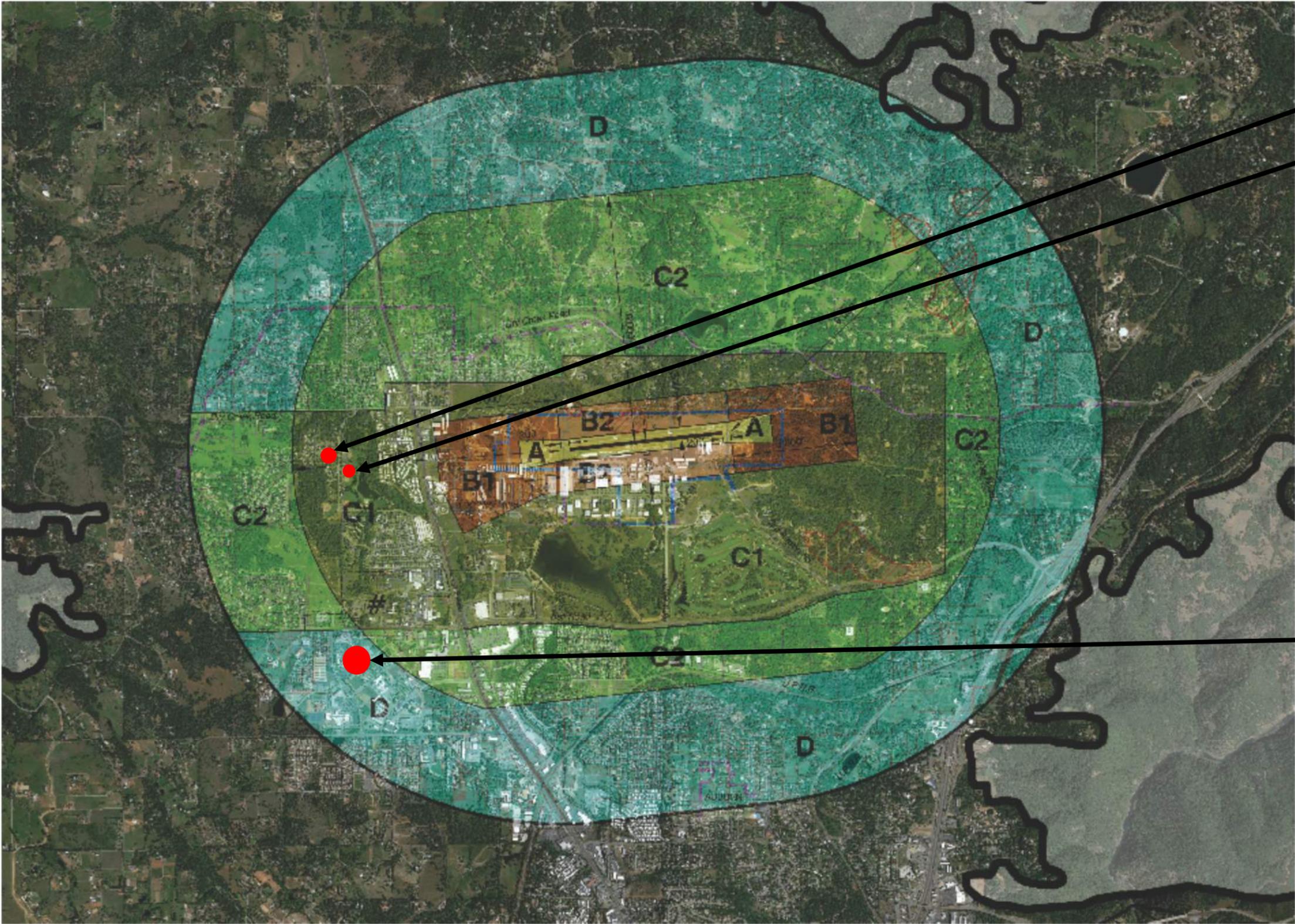
Auburn Municipal Airport Land Use Compatibility Plan



The North Auburn locations that have been explored for a Multigenerational Community Center falls within the City of Auburn Airport Overflight zone. To understand the DESIGN impacts the team worked closely with the City of Auburn & Placer County Transportation Agency to attain a compatibility review.

DESIGN

Auburn Municipal Airport Land Use Compatibility Plan (ALUCP)



Parkside Church
Regional Park
Compatibility Zone C1

Placer County
Government Center
Compatibility Zone D

Auburn Municipal Airport Land Use Compatibility Plan (ALUCP)



August 19, 2016

Sent via email

Mr. David Melko
Placer County Transportation Agency
299 Nevada Street
Auburn, CA 95603
Email: dmelko@pctpa.net

Subject: Parkside Multigenerational Community Center Project – Compatibility Review

Dear David:

As requested, Mead & Hunt completed its compatibility review of the Placer County Multigenerational Community Center Project (the Project) which is envisioned to share the existing Parkside Church facility located on Richardson Drive across from the Auburn District Regional Park in North Auburn, California. Our compatibility review was guided by the policies adopted in the Auburn Municipal Airport Land Use Compatibility Plan (ALUCP) by the Placer County Airport Land Use Commission (ALUC) in February 2014.

As detailed below, the Parkside Church facility is an existing nonconforming use, which means that the existing use does not comply with the ALUCP criteria. ALUCP Policy 2.7.3 indicates that proposed changes to uses within existing structures are subject to ALUC review if the proposed change would result in an increased nonconformity with the compatibility criteria. Therefore, our review focuses on determining the maximum occupancy level and mix of land uses allowed under the current Conditional Use Permit (CUP) for the Parkside Church. This information establishes the baseline for evaluating the proposed programs for the Community Center function.

Based on the Project-related information provided by the County of Placer and its consultant, the proposed community center programs appear to be generally consistent with the original uses allowed under the CUP. However, the timing of the various programs will require special attention to ensure that the total number of people on the Project site do not exceed the maximum occupancy allowed under the current CUP. As detailed below, Mead & Hunt suggests establishing the maximum number of people allowed on the Project site at any given time at 1,200 people on the weekends and 600 people on the weekdays.

Background

Parkside Church

The existing Parkside Church is located on Richardson Drive on Assessor Parcel Number (APN) 051-210-75. The parcel is 12 acres in size and zoned for Residential-Agricultural (R-1-A-B-43). The existing Conditional Use Permits¹ (CUPs) allow the church facility to include:

- 56,624 square foot building area (42,000 s.f. building footprint)
- 999-seat sanctuary (i.e., auditorium)
- Gym (no bleacher seating) with stage

¹ CUP-865 was approved in 1985; CUP-1625 and VAA-2383 were approved in 1992 and PCPM2006-0608 approved in 2006.

Mr. David Melko
August 19, 2016
Page 2 of 6

- Christian education facility
- Administration facilities
- Small daycare area
- Miscellaneous activity areas
- Maintenance, storage and restrooms
- Three 1,700 s.f. parsonages (residences)
- 284 parking spaces

The CUPs set the following restrictions:

- Daycare or children's school use is allowed only if incidental to regular church service use (e.g., Sunday school, bible school, daycare while parents attend services)
- Dedication of an irrevocable open space preservation easement to Placer County covering approximately 2 acres of wetlands on the property
- The required 142 overflow parking spaces can be omitted provided there is no simultaneous use of the gym (with more than 100 people) and the sanctuary.

As of 2007, the church included the following programs:

- Sunday service/Sunday school (average attendance is 400 people; 200 adults and 200 children)
- Summer Bible School
- Annual Harvest Festival
- Class rooms used by Sheriff's Department and Department of Education for seminars and training
- Polling place during election years
- Lunch served to 80 high school students during the school year
- Gym used by 120 kids on Saturdays from January to March

Other noteworthy items

- In 2006, the church requested a modification to the CUP to allow a children's school of up to 80 students and 5 staff to use existing church facilities during the normal school week. Placer County required the proposal to be reviewed by the ALUC. The ALUC found the school proposal to be inconsistent with the ALUCP. The Board of Supervisors conditionally overruled the ALUC's determination of inconsistency and approved the project with CUP conditions in July 24, 2007. One CUP condition in PCPMT20060608 is noteworthy – no more than 65 people can congregate within a one acre radius of the four class rooms being used during school hours of 7 am to 4 pm, Monday through Friday. This sets a one-acre intensity limit of 145 people (80 students + 65 additional people) for the school function.

Multigenerational Community Center Project

Placer County is considering sharing the existing Parkside Church facility to offer various community center programs to all ages. Existing facilities of the adjacent high school and recreational center would also be used to support proposed community center programs. The concept includes allowing various community groups and agencies to come together as a long-term tenant at the building. The contemplated programs include:

- Performing Arts – will use the 999-fixed seat auditorium/sanctuary
- Multi-Purpose Room – will use the gym which includes a small stage (no bleacher seating)
- Classroom and meeting space for all ages
- Administration – dedicated office space for community center programs
- Senior Center

Auburn Municipal Airport Land Use Compatibility Plan (ALUCP)

Mr. David Melko
August 19, 2016
Page 3 of 6

- Teen Center
- Childcare – small daycare space and outdoor play area
- Café – will use the kitchen area
- Outdoor patios – will include two medium-sized courtyard areas

Airport Land Use Compatibility Plan (ALUCP)

The existing Parkside Church is located in Compatibility Zone C1, *Primary Traffic Pattern Zone*, for the Auburn Municipal Airport. Zone C1 criteria include:

- Maximum sitewide average intensity limit of 100 people per acre
- Maximum single-acre intensity limit of 300 people per single acre
- Children's schools (K-12), daycare centers (>14 children) and libraries are prohibited
- Adult classroom space is compatible if satisfy intensity limits
- Indoor major assembly facilities with ≥1,000 people (e.g., auditoriums) are prohibited
- Indoor large assembly facilities with 300 to 999 people (e.g., places of worship) are compatible if satisfy intensity limits
- Indoor small assembly facilities with <300 people (e.g., community/senior center) are compatible if satisfy intensity limits and not intended primarily for use by children
- Indoor recreation (e.g., gymnasiums, dance studios) are compatible if satisfy intensity limits and not intended primarily for use by children

Under ALUCP Policy 2.1.16, the existing Parkside Church qualifies as an existing nonconforming land use which means that the existing use does not comply with the ALUCP criteria. ALUCP Policy 2.7.3 indicates that the ALUC has no ability to reduce or remove an existing nonconforming land use. Furthermore, proposed changes to uses within existing structures are not subject to ALUC review unless the changes would result in an increased nonconformity with the compatibility criteria and the proposed use would require discretionary approval by the local agency (ALUCP Policy 3.7.3).

California Airport Land Use Planning Handbook (Handbook)

The Handbook, published by Caltrans Division of Aeronautics in 2011, provides guidance to ALUCs and local agencies on airport land use compatibility planning. The Handbook provides a set of six generic safety zones for several types of general aviation airports. The safety zones represent a distinct progression in the degree of risk. For example Zone 1, which lies immediately beyond the runway ends, represents the highest degree of risk while Zone 6, which includes the primary traffic pattern, represents the lowest level of risk. Applying the generic safety zones for a short general aviation runway to the Auburn Municipal Airport, the Parkside Church falls outside of Safety Zone 6 (see attached exhibit). The Handbook criteria for Zone 6 indicates an average intensity of 200-300 people per gross acre and 800-1200 people per single acre for suburban airports, such as Auburn Municipal Airport. Again, the Handbook does not set limits on land uses outside of Safety Zone 6.

Auburn Municipal Airport Layout Plan Update

The City of Auburn is in the midst of updating the Auburn Municipal Airport Layout Plan (ALP). The City is considering extending the airport's single runway. The ultimate length of the runway and direction of the extension (west or east, or combination thereof) has not been determined. Once the City adopts the ALP, it will likely trigger the need to amend the ALUCP for Auburn Municipal Airport. Depending on the ultimate configuration of the future runway, the compatibility assessment for the Parkside Community Center, which is summarized below, could change.

Mr. David Melko
August 19, 2016
Page 4 of 6

Analysis

Existing Occupancy Level

As an existing nonconforming use, it is important to determine the maximum occupancy level allowed under the CUP for the existing Parkside Church to establish a baseline for the proposed community center functions. Unfortunately, the CUP does not specifically set a limit on the maximum number of people allowed on the site at any given time. For this information, Mead & Hunt considered the total number of parking spaces at the site and other project information. See calculations below.

Calculation No. 1, Parking Requirements for Community Center (Development Code 17.56.340)

- 1 space per 2.5 guests; 1 space per employee
- 284 parking spaces
- Calculated Occupancy Level: 710 people (284 spaces x 2.5 guests)

Calculation No.2, Parking Requirements of Places of Worship (Development Code 17.54.060)

- 1 parking space required for every 4 fixed seats; 1 per office or classroom
- 284 onsite parking spaces
- 999 fixed seats in sanctuary
- 250 spaces needed for sanctuary use (999 seats/4 seats per parking space)
- 34 additional parking spaces provided at site (284 spaces – 250 spaces)
- 136 additional people could be allowed on site (34 spaces x 4 seats per space)
- Calculated Occupancy Level
 - Low estimate: 1,033 people (999 seats + 34 spaces)
 - High estimate: 1,135 people (999 seats + 136 seats)

Calculation No. 3, Project Data

- 999 seats in sanctuary
- 100 maximum occupancy for gym when sanctuary is in use (CUP condition)
- 34 estimated employees (reflects the additional parking spaces provided on site beyond the 250 required for sanctuary use)
- Calculated Occupancy Level: 1,133 people

Calculation No. 4, Proposed Community Center Occupancy Level (Study Date 6/9/16)

- 1,510 people (max occupancy load proposed on weekends and holidays)
- 604 spaces would be required to satisfy the County's parking ordinance (1,510 guests/2.5 guest per parking space)

Calculation No. 5, ALUCP Criteria

- 100 people per acre (sitewide intensity limit)
- 12 acre project site
- Calculated Occupancy Level: 1,200 people

Mix of Uses

The CUP lists the mix of uses allowed under the CUP. A comparison of the existing uses and proposed community center programs is tabulated below.

Auburn Municipal Airport Land Use Compatibility Plan (ALUCP)

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Existing Church Uses	Proposed Community Center Uses
999-seat sanctuary	999-seat auditorium
Gym (no bleachers; 100 max occupancy load when sanctuary in use)	Multi-purpose room (no bleachers; 100 max occupancy load when auditorium in use)
Christian Education Facility	Classroom and meeting spaces for all ages
Administration facilities	Office space for community programs
Miscellaneous activity areas	Senior/Teen Center
Small Daycare	Small Daycare
Kitchen/eating area	Café
Maintenance, storage, restrooms	Maintenance, storage, restrooms

Recommendations

Based on the analysis above, the community center function as currently envisioned could share the existing Parkside Church without increasing nonconformity with the adopted 2014 ALUCP criteria provided that the conditions listed below are applied to the Community Center Project. Note that if the community center proposal changes significantly or if a new ALUCP is adopted to reflect a new Airport Layout Plan for Auburn Municipal Airport, another compatibility evaluation will be warranted.

1. Conditions applicable to entire property (Church and Community Center uses)
 - Weekend Occupancy Limit: A maximum of 1,200 people allowed on the property at any given time
 - Consistent with ALUCP Zone C1 average intensity limit (100 people/acre x 12 acres)
 - Exceeds ALUCP Zone C1 single-acre intensity limit of 300 people per acre, but recognizes estimated intensity level of existing nonconforming use
 - Assumes full use of sanctuary/auditorium plus other portions of the facility
 - Weekday Occupancy Limit: A maximum of 600 people allowed on the property at any given time
 - Represents half of the weekend occupancy limit or twice the single-acre limit (300 people/single-acre x 2).
 - Recognizes that the Handbook safety criteria allow between 800 and 1,200 people in Zone 6 and that the project site lies outside of Handbook Safety Zone 6.
 - Occupancy limits shall guide all future church and community center programming. For example, the limit will require limiting the occupancy loads in other portions of the building while the sanctuary/auditorium is in use.
2. Conditions applicable only to Community Center uses
 - Limit daycare use to ≤14 children
 - Limit children and youth programs to ≤80 children
 - Recognizes the conditions of the Use Permit (PCPMT20060608) allowing a maximum of 80 students.
 - Recognizes that the Handbook safety criteria recommends limiting uses that cater to children in Safety Zone 6, while also acknowledging that the project site is outside of Safety Zone 6.
 - CUP conditions shall continue to apply to church functions

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3. Additional Recommendations
 - a. Establish a Community Center Director that is responsible for managing the community center programs around church functions to ensure that the intensity limits and other CUP conditions are satisfied
 - b. In the spirit of cooperation, the Community Center Director or County representative should provide regular progress report to the City of Auburn on the operations of the community center

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FEASIBILITY STUDY OPTIONS



CREATE

The CREATE Phase concludes the extensive research & collaborative efforts and provides the following recommendations for the feasibility of a Multigenerational Community Center for Auburn.

Feasibility Options and Observations

Concept 1

Placer County Government Center

- Land available for single, all-encompassing facility
- Supports the North Auburn community

Concept 2

North Auburn Campus

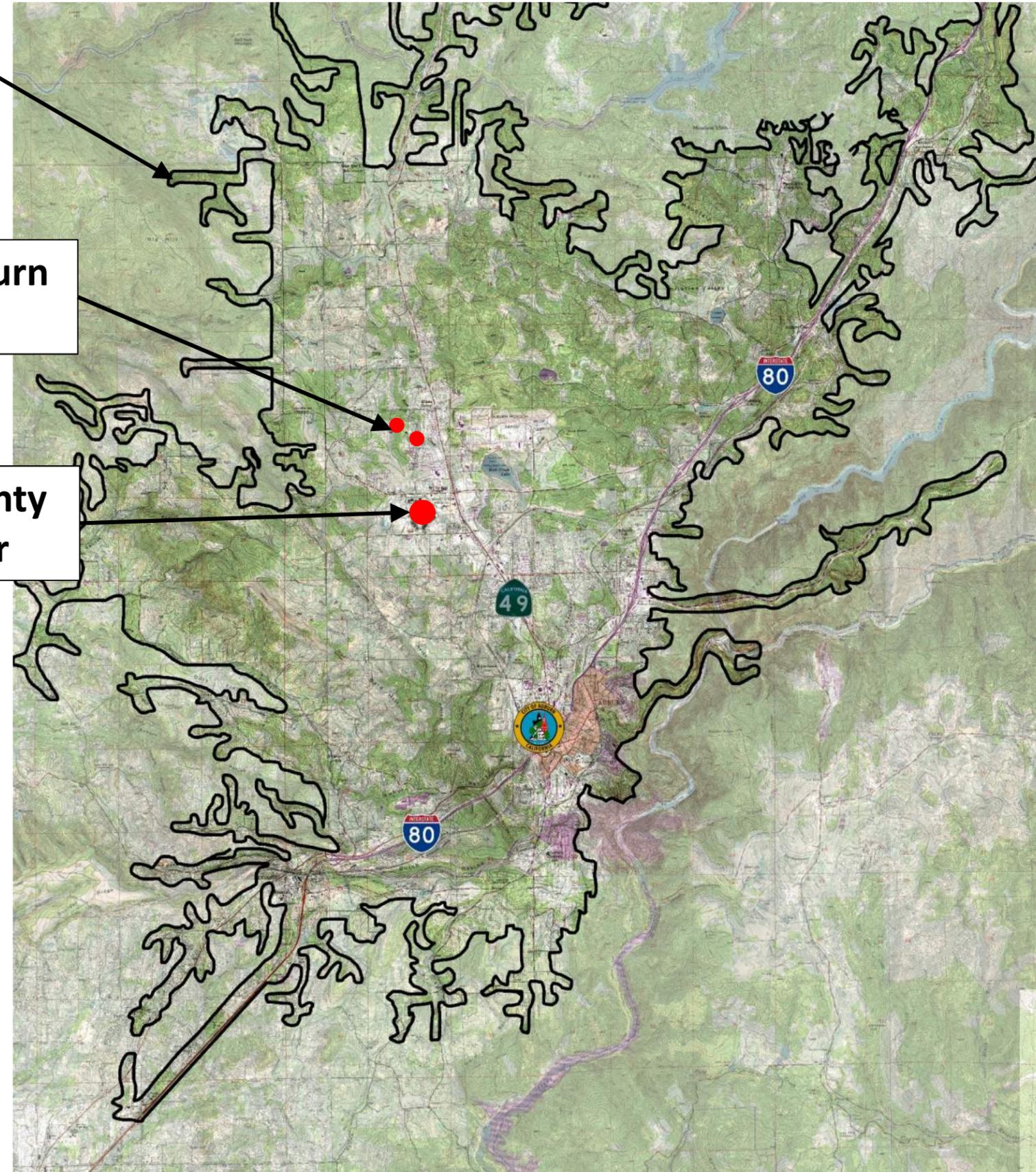
Regional Park + Parkside Center

- Existing facility sized to accommodate many of the identified programs
- Not all programs can be accommodated on one site
- Joint use supported by ARD and Boys and Girls Club

Service Area

North Auburn Campus

Placer County Gov. Center



Concept 1 | Placer County Government Center



Placer County Government Center

Advantages

- Located in existing Placer County Campus
- Adjacent to existing social service facilities
- Built-in client base
- Land available for development
- Supports the North Auburn community
- Can be programmed to include all uses in one facility
- Outside airport risk-sensitive land use area
- Opportunities for Public Private Partnership

Disadvantages

- Significantly higher first costs
- Longer construction duration
- Possible phasing of programs and facilities

Concept 1 | Placer County Government Center: Proposed Conceptual Program

CONCEPTUAL PROGRAMMING	CONCEPT 1 PLACER COUNTY GOVERNMENT CENTER (PCGC)			CONCEPTS 1 or 2 AQUATIC CENTER	
	New Construction			PCGC / Regional Park	
	BASIC PROGRAM (App. SF)	FUTURE PROGRAM (App. SF)	NOTES	FUTURE PROGRAM (App. SF)	NOTES
SPIRIT COMMUNITY SOCIALIZATION					
SMALL GROUP GATHERING					
<ul style="list-style-type: none"> • Senior Center • Teen Center • Youth Programs 	2,500 1,500 1,000				
<ul style="list-style-type: none"> • Childcare • Café • Kitchen 	1,200 1,500 500		Seats 100 Café & Conf. Center		
LARGE GROUP GATHERING					
<ul style="list-style-type: none"> • Banquet/Conference Facilities /Multipurpose • Black Box Theater • Performance Arts Space 	12,000	8,600	Includes back of house		
MIND ENRICHMENT EXPLORATION					
EDUCATIONAL					
<ul style="list-style-type: none"> • Classroom/Conference Spaces - Enrichment Programs • Maker Labs • Technology Lab – Computers, Printers, High Tech Equipment • Arts Lab – Clay Works, Textile Arts, Crafts, Fine Arts, Culinary 	1,200 1,200		Shared with Fitness 1 Lab 1 Lab		
SERVICES					
<ul style="list-style-type: none"> • Reading Room, Exhibit Space • Administrative Space(s) 	2,000		Included in Gross S.F. 3 rooms		
BODY FITNESS WELLNESS					
FITNESS					
<ul style="list-style-type: none"> • Aquatics – Indoor facility Activity pool, rec. pool, water slide, 3 lane lap pool, lazy river, equip, storage, lockers • Aquatics – Outdoor facility 8 lane x 25 yd. competition pool, equip, storage 				25,000 12,000	
LABS					
<ul style="list-style-type: none"> • Fitness Classes – Adult and Family Oriented Options 	3,000		1 Rooms		
SERVICES					
<ul style="list-style-type: none"> • Transit Hub 	500		Office / Lobby		
	28,100	8,600	Net Program S.F. Gross S.F. @70% Efficiency		Gross Prog. S.F.
	36,530	11,180		37,000	

Placer County Government Center

Total Project Cost:

Basic Program | Phase 1

36,530 S.F. at \$500/S.F. **\$18,265,000**

- Excludes aquatics component
- Assumes limited site costs

Future Program | Phase 2

Black Box Theatre

11,180 S.F. at \$500/S.F. **\$5,590,000**

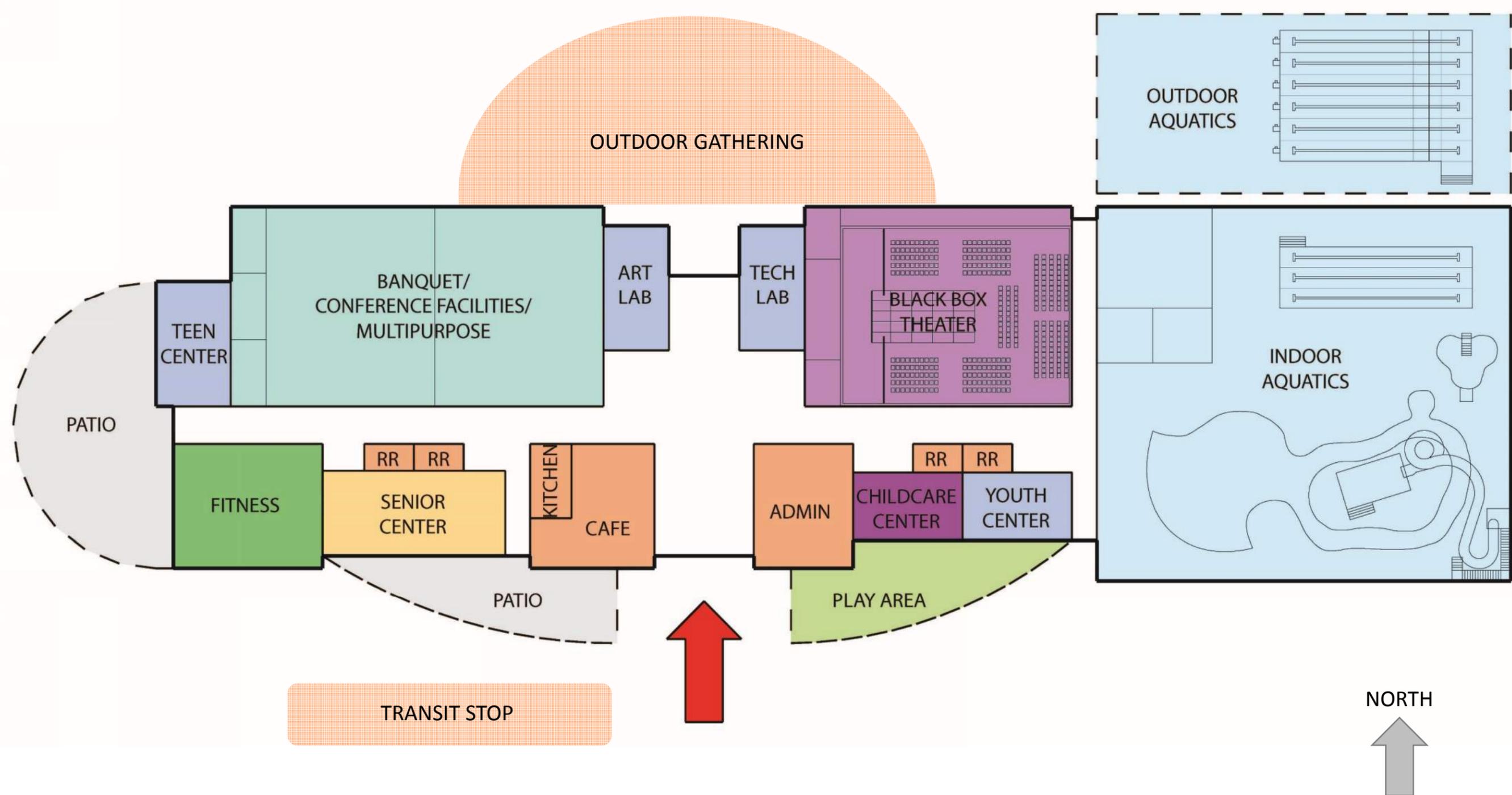
Aquatics

Indoor Facility Only **\$13.75 M**

Outdoor Facility Only **\$3.5 – 5.0 M**

- Conceptual Estimate
- Assumes limited site costs

Concept 1 | Placer County Government Center: Concept Design



Concept 1 | Placer County Government Center: Representative Images



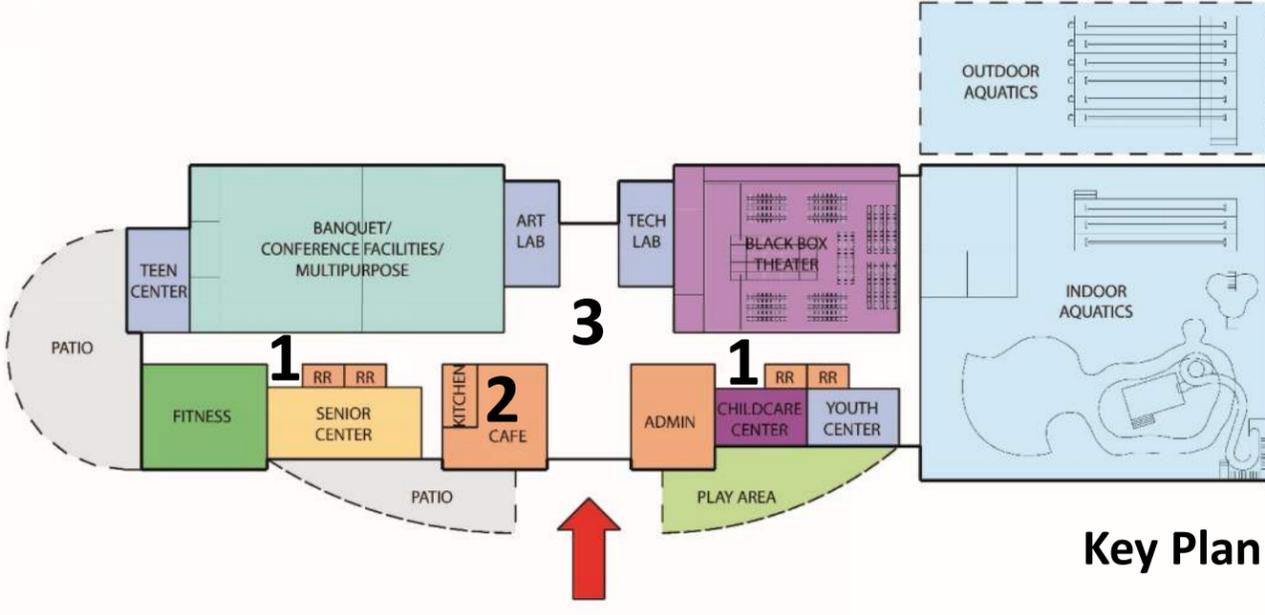
1 | Lobby / Gathering - Concept



3 | Centers- Concept



2 | Café - Concept



Concept 1 | Placer County Government Center: Representative Images



1 | Banquet / Multipurpose Room - Concept



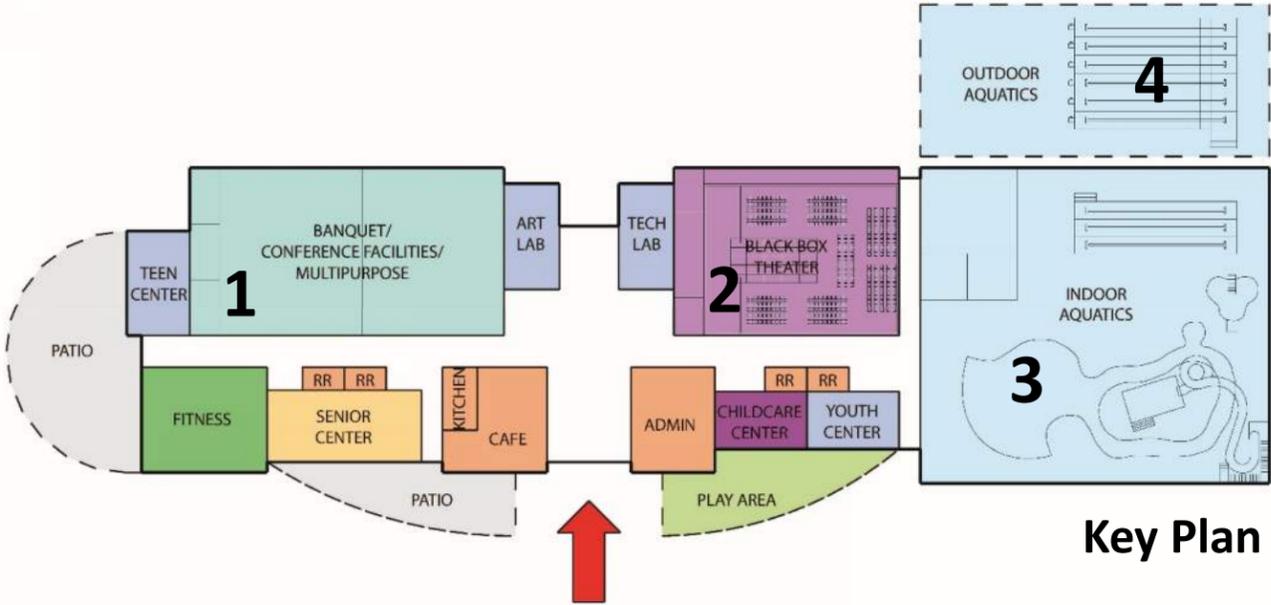
2 | Black Box Theater - Concept



3 | Indoor Aquatics Concept



4 | Outdoor Aquatics Concept



Concept 1 | Placer County Government Center: Funding Example

1.8 *Illustrative Capital Funding Example*
Concept 1: PCGC, Phase I and Future Phase Facilities

Items	Description	Gross Potential Funding	Concept 1: PCGC	
			Phase I [1]	Future Phase [2]
Estimated Project Cost: Concept 1 PCGC [3]			\$18,265,000	\$5,590,000
Potential Debt Financing Sources				
General Obligation (GO) Bonds	ARD-- 20 yr bond	\$6,768,486	\$6,768,486	\$0
Certificates of Participation (COPs) [4]	ARD-- 20 yr term	\$2,358,587	\$0	\$2,358,587
Subtotal Debt-Financing Proceeds			\$6,768,486	\$2,358,587
Potential Cash/Pay As You Go Sources [5]				
New Development Impact Fees	ARD	\$5,971,697	\$5,971,697	\$1,827,637
Private Contributions	7.5% of Project Costs	\$1,789,125	\$1,369,875	\$419,250
Subtotal Cash			\$7,341,572	\$2,246,887
Potential General Fund/Reserve "Gap" Funding	County, ARD, and/or City	TBD	\$4,154,941	\$984,527
Total Funding			\$18,265,000	\$5,590,000

[1] Phase I facilities exclude Black Box Theater, outdoor pool, or indoor pool.
 [2] Future Phase includes a black box theater. An outdoor pool and/or indoor pool are are envisioned to occur later and/or separately, and are not shown here.
 [3] For this concept, the County would donate land for the facilities. The value of donated land is not included in the Estimated Project Cost.
 [4] Assumes annual lease payment of approximately \$150,000.
 [5] Many of these sources of funding must be collected over time period of up to 10 years; only the portion collected by the time the MGCC is constructed would be available as cash.

Sources: New Economics research, interviews, and outreach. See Appendix A for details.
 Prepared by New Economics & Advisory, November 2016.

See EXHIBIT A for additional information.

Concept 1 | Placer County Government Center: Operating Budget

3.7 Illustrative Operating Budget Concept 1: Placer County Government Center (2015\$)

Item	Metric (per unit)	Sq. Ft. [1]	Phase I					Phase II				
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
ANNUAL EXPENSES			[4]	[4]								
Community Center [2]	\$23.00 per sq. ft.	20,930 sq. ft.	-\$120,348	-\$361,043	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390
Banquet/Conf. Comp.	\$13.00 per sq. ft.	15,600 sq. ft.	-\$50,700	-\$152,100	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800
Landscape Maintenance [3]	\$0.25 per sq. ft.	43,560 sq. ft.	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890
Subtotal Phase I		80,090 sq. ft.	-\$181,938	-\$524,033	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080
Phase II: Black Box Theater Comp.	\$100.00 per sq. ft.	11,180 sq. ft.	N/A	N/A	N/A	N/A	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000
Total Annual O&M			-\$181,938	-\$524,033	-\$695,080	-\$695,080	-\$1,813,080	-\$1,813,080	-\$1,813,080	-\$1,813,080	-\$1,813,080	-\$1,813,080
SCENARIO 1: ANNUAL REVENUES (Low Cost Recovery)			[5]	[5]								
Community Center [2]	45% of expenses		\$16,247	\$97,481	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626
Banquet/Conf. Comp.	80% of expenses		\$12,168	\$73,008	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240
Subtotal Phase I			\$28,415	\$170,489	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866
Phase II: Black Box Theater Comp.	5% of expenses		N/A	N/A	N/A	N/A	\$55,900	\$55,900	\$55,900	\$55,900	\$55,900	\$55,900
Total Annual Revenues (low)			\$28,415	\$170,489	\$378,866	\$378,866	\$434,766	\$434,766	\$434,766	\$434,766	\$434,766	\$434,766
Initial Balance Phase I			-\$153,523	-\$353,543	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,378,315	-\$1,378,315	-\$1,378,315	-\$1,378,315	-\$1,378,315	-\$1,378,315
SCENARIO 2: ANNUAL REVENUES (High Cost Recovery)			[5]	[5]								
Community Center [2]	60% of expenses		\$21,663	\$129,975	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834
Banquet/Conf. Comp.	90% of expenses		\$13,689	\$82,134	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520
Subtotal Phase I			\$35,352	\$212,109	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354
Phase II: Black Box Theater Comp.	15% of expenses		N/A	N/A	N/A	N/A	\$167,700	\$167,700	\$167,700	\$167,700	\$167,700	\$167,700
Total Annual Revenues (high)			\$35,352	\$212,109	\$471,354	\$471,354	\$639,054	\$639,054	\$639,054	\$639,054	\$639,054	\$639,054
Initial Balance Phase I			-\$146,586	-\$311,923	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$950,300	-\$950,300	-\$950,300	-\$950,300	-\$950,300	-\$950,300
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,174,026	-\$1,174,026	-\$1,174,026	-\$1,174,026	-\$1,174,026	-\$1,174,026

[1] Includes an efficiency factor of 77%.

[2] Community Center includes administrative and exhibit space, labs, fitness classe space, transit hub, technology maker lab, art maker lab, café and kitchen, senior center, teen center, childcare space, and youth program space.

[3] Landscape maintenance cost assumed to be for an area of 1 acre, beginning at full cost in Year 1.

[4] Assumes that full annual operating costs will not be reached until year 3. Applies 25% of cost in year 1 and 75% of cost in year 2. Subject to further refinement.

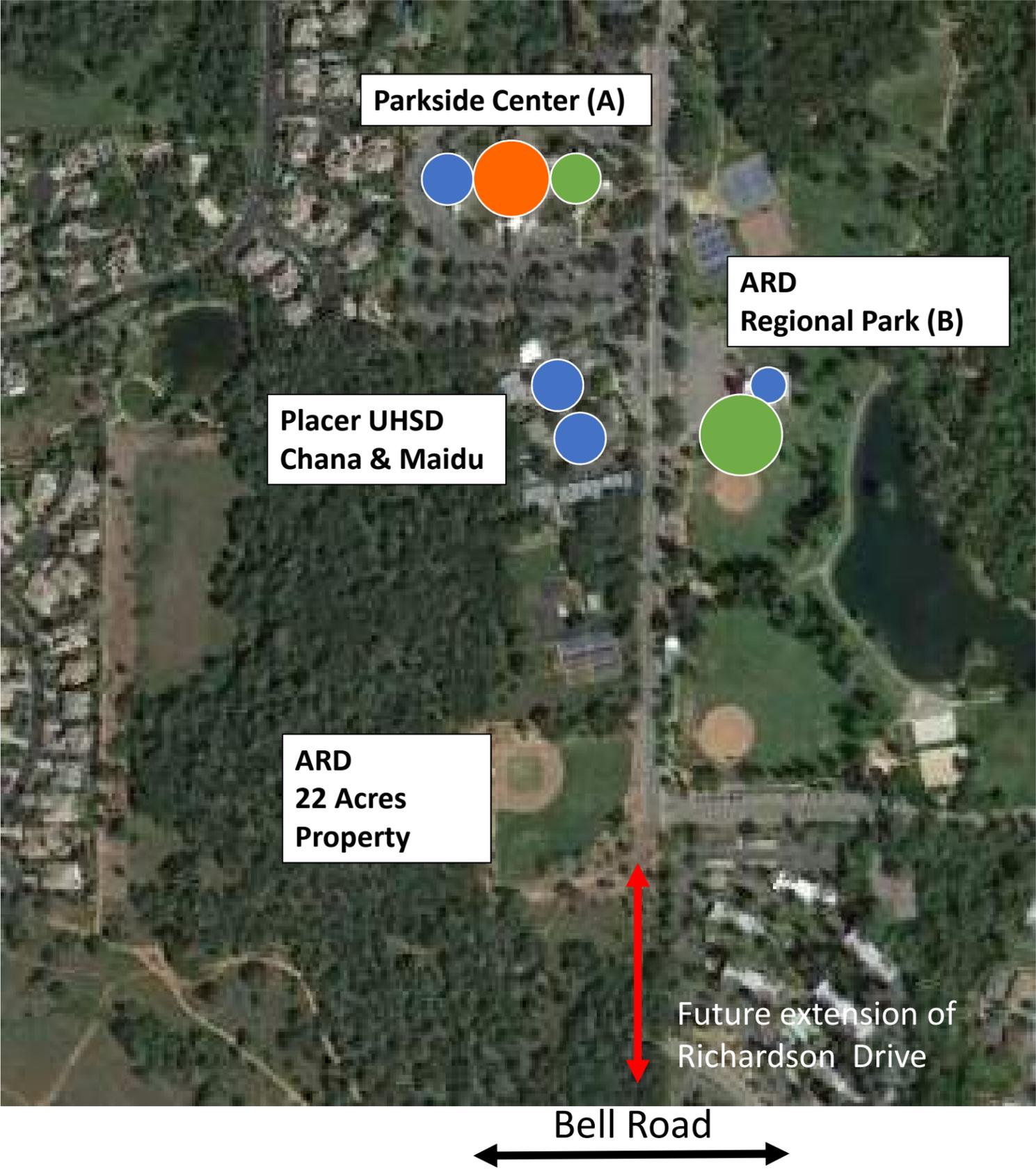
[5] Assumes that full annual revenues will not be reached until year 3. Applies 30% of revenue potential in year 1 and 60% of revenue potential in year 2. Subject to further refinement.

Source: New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

See EXHIBIT A for additional information.

Concept 2 | North Auburn Campus



North Auburn Campus

Advantages

- Regional Park existing facilities support the activities of the Body.
- Parkside Church’s existing facilities could be easily improved to support non-secular activities of the Mind + Spirit
- Relationship with Chana & Maidu Educational Programs
- With the anticipated extension of Richardson Road, connectivity to the area will be enhanced
- Public transit currently available
- ARD’s adjacent 22 Acre Property

Disadvantages

- Airport Land Use Zone C1 restricts uses at Regional Park and Parkside Church
- Existing Conditional Use Permits for Regional Park building expansion has expired. Any new facilities would require a new CUP

Concept 2 | North Auburn Campus: Proposed Conceptual Program

CONCEPTUAL PROGRAMMING	CONCEPT 2 NORTH AUBURN CAMPUS					CONCEPTS 1 or 2 AQUATIC CENTER	
	Parkside Church			Regional Park		PCGC / Regional Park	
	BASIC PROGRAM (App. SF)	FUTURE PROGRAM (App. SF)	NOTES	(E) PROGRAM (App. SF)	NOTES	FUTURE PROGRAM (App. SF)	NOTES
SPIRIT COMMUNITY SOCIALIZATION							
SMALL GROUP GATHERING							
<ul style="list-style-type: none"> • Senior Center • Teen Center • Youth Programs • Childcare • Café <ul style="list-style-type: none"> • Kitchen 	2,000 770 1,180 1,670 630		Joint use of Classrooms below				
LARGE GROUP GATHERING							
<ul style="list-style-type: none"> • Banquet/Conference Facilities /Multipurpose • Performance Arts Space 	10,360	8,770		6,000	Included in Gross		
MIND ENRICHMENT EXPLORATION							
EDUCATIONAL							
<ul style="list-style-type: none"> • Classroom/Conference Spaces - Enrichment Programs • Maker Labs <ul style="list-style-type: none"> • Technology Lab – Computers, Printers, High Tech Equipment • Arts Lab – Clay Works, Textile Arts, Crafts, Fine Arts, Culinary 	1,800 790 790		4 Rooms 1 Lab 1 Lab				
SERVICES							
<ul style="list-style-type: none"> • Reading Room, Exhibit Space • Administrative Space(s) 	1,500 1,300		Library/Reading 2 Rooms				
BODY FITNESS WELLNESS							
FITNESS							
<ul style="list-style-type: none"> • Aquatics – Indoor facility Activity pool, rec. pool, water slide, 3 lane lap pool, lazy river, equip, storage, lockers • Aquatics – Outdoor facility 8 lane x 25 yd. competition pool, equip, storage 						25,000 12,000	
LABS							
<ul style="list-style-type: none"> • Fitness Classes – Adult and Family Oriented Options 	1,490		1 Room	1,365			
SERVICES							
<ul style="list-style-type: none"> • Transit Hub 	250		Info Kiosk				
	24,530	8,770	Net Prog. S.F.	7,365	Net Prog. S.F.		
	36,304		Gross S.F. @50% Efficiency	11,784	Gross S.F. @60% Efficiency		
	45,074 Net Program S.F.						
	45,140 Actual Building Area			11,900 Actual Build. Area		37,000	Gross Prog. S.F.

North Auburn Campus

Total Project Cost:

Phase 1 Allowance for Improvements

\$250 K - 1.0 M

Includes:

- ADA Parking Improvements
- Exterior Patio & Shade Structure
- Signage & Wayfinding
- Interior Improvements; Offices and Children's Center

Phase 2 | Future Infrastructure and Tenant Improvements

\$3.5 - 5.0 M

Includes:

- Performing Arts
- Multipurpose /Gym
- Classrooms & Labs

Aquatics (Alternate Site)

Indoor Facility Only \$13,750,000

Outdoor Facility Only \$3.5 – 5.0 M

- Conceptual Estimate
- Assumes limited site costs

Concept 2 | North Auburn Campus: Parkside Center



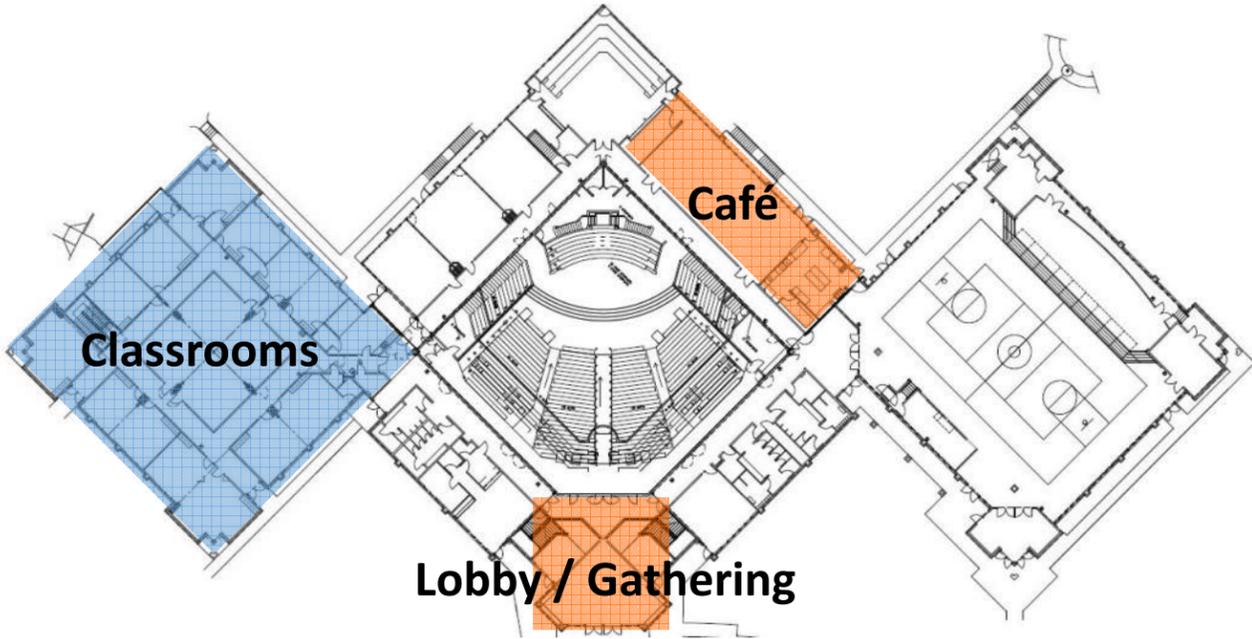
Lobby / Gathering



Classrooms



Café



Key Plan

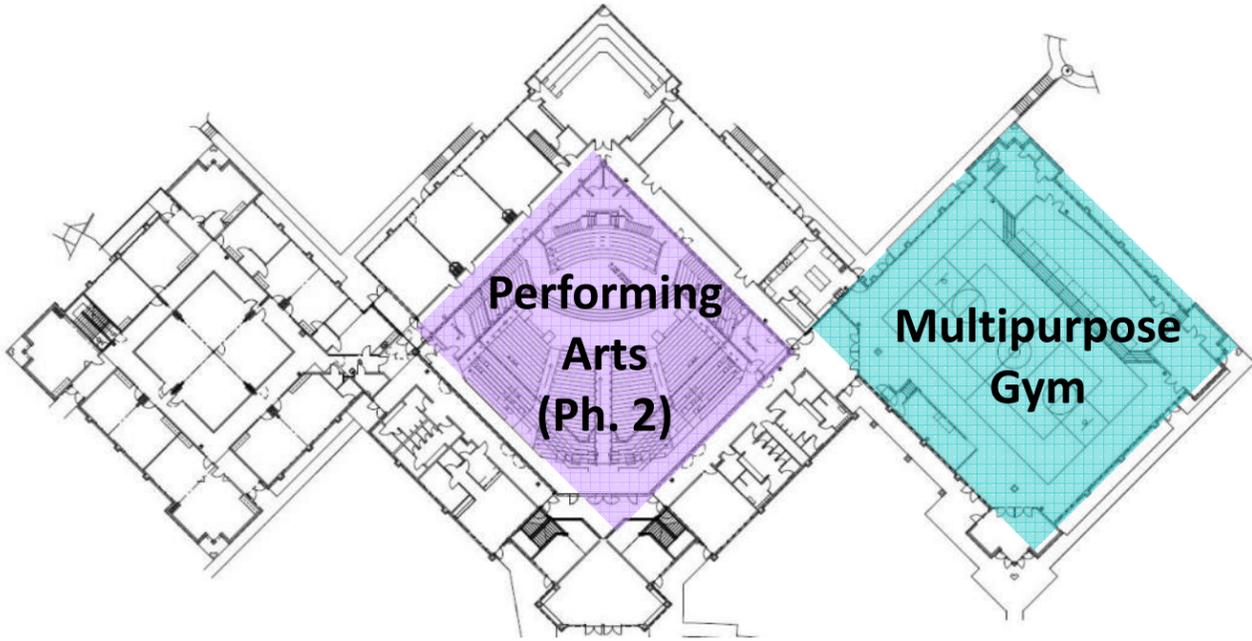
Concept 2 | North Auburn Campus: Parkside Center



Performing Arts Center – Concept (Future)



Multipurpose / Gym



Key Plan

Concept 2 | North Auburn Campus: Regional Park



Regional Park

Advantages

- Existing Gym / Fitness Facility
- Existing interior spaces, Lakeside room, available for meeting, conference or small banquet rentals.
- Fields & Open Space
- Adjacent 22 Acre Property

Disadvantages

- Limited uses based on Airport Compatibility Zone
- Expansion would require Public Agency review / CUP



Concept 2 | North Auburn Campus: Funding Example

1.10 *Illustrative Funding Example*
Concept 2: North Auburn Campus, Phase I and II Facilities

Items	Description	Gross Potential Funding	Concept 2: North Auburn Campus	
			Phase I	Phase II
Estimated Project Cost [1]			\$1,000,000	\$5,000,000
Potential Debt Financing Sources				
General Obligation (GO) Bonds	ARD - 10 yr bond	\$3,765,188	\$0	\$3,765,188
Certificates of Participation (COPs)	ARD	Not used in this example	\$0	\$0
Subtotal Debt-Financing Proceeds			\$0	\$3,765,188
Potential Cash/Pay As You Go Sources [2]				
New Development Impact Fees	ARD	Not used in this example	\$0	\$0
Private Contributions	7.5% of Project Costs	\$450,000	\$75,000	\$375,000
Subtotal Cash			\$75,000	\$375,000
Potential General Fund/Reserve "Gap" Funding	County, ARD, and/or City	TBD	\$925,000	\$859,812
Total Funding			\$1,000,000	\$5,000,000

[1] Phase I and II facilities exclude outdoor pool or indoor pool. These additional facilities are envisioned to occur in a future phase and are not shown here.

[2] Many of these sources of funding must be collected over time period of up to 10 years; only the portion collected by the time the MGCC is constructed would be available as cash.

Sources: New Economics research, interviews, and outreach. See Appendix A for details.

Prepared by New Economics & Advisory, November 2016.

See EXHIBIT A for additional information.

Concept 2 | North Auburn Campus: Operating Budget

3.8 Illustrative Operating Budget
Concept 2: North Auburn Campus (2015\$)

Item	Metric (per unit)	Sq. Ft.	Phase I				Phase II					
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
ANNUAL EXPENSES												
Lease Cost [1] [2]	\$1.00 per sq. ft./mo.	47,310 sq. ft.	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720
Community Center	\$23.00 per sq. ft.	38,540 sq. ft.	-\$221,605 [4]	-\$664,815 [4]	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420
Landscape Maintenance [3]	\$0.25 per sq. ft.	43,560 sq. ft.	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890
Subtotal Phase I		82,100 sq. ft.	-\$800,215	-\$1,243,425	-\$1,465,030	-\$1,465,030	-\$1,465,030	-\$1,465,030	-\$1,465,030	-\$1,465,030	-\$1,465,030	-\$1,465,030
Phase II: Black Box Theater, Multipurpose/Gym, Classrooms & Labs	\$100.00 per sq. ft.	8,770 sq. ft.	N/A	N/A	N/A	N/A	-\$877,000	-\$877,000	-\$877,000	-\$877,000	-\$877,000	-\$877,000
Total Annual O&M			-\$800,215	-\$1,243,425	-\$1,465,030	-\$1,465,030	-\$2,342,030	-\$2,342,030	-\$2,342,030	-\$2,342,030	-\$2,342,030	-\$2,342,030
SCENARIO 1: ANNUAL REVENUES												
Community Center	45% of expenses		\$29,917 [5]	\$179,500 [5]	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889
Subtotal Phase I			\$29,917	\$179,500	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889
Phase II: Performing Arts, Multipurpose/Gym, Classrooms & Labs	23% of expenses		N/A	N/A	N/A	N/A	\$201,710	\$201,710	\$201,710	\$201,710	\$201,710	\$201,710
Scenario 1 Total Annual Revenues			\$29,917	\$179,500	\$398,889	\$398,889	\$600,599	\$600,599	\$600,599	\$600,599	\$600,599	\$600,599
Initial Balance Phase I			-\$770,298	-\$1,063,925	-\$1,066,141	-\$1,066,141	-\$1,066,141	-\$1,066,141	-\$1,066,141	-\$1,066,141	-\$1,066,141	-\$1,066,141
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$675,290	-\$675,290	-\$675,290	-\$675,290	-\$675,290	-\$675,290
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,741,431	-\$1,741,431	-\$1,741,431	-\$1,741,431	-\$1,741,431	-\$1,741,431
SCENARIO 2: ANNUAL REVENUES												
Community Center	60% of expenses		\$39,889 [5]	\$239,333 [5]	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852
Subtotal Phase I			\$39,889	\$239,333	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852
Phase II: Performing Arts, Multipurpose/Gym, Classrooms & Labs	30% of expenses		N/A	N/A	N/A	N/A	\$263,100	\$263,100	\$263,100	\$263,100	\$263,100	\$263,100
Scenario 2 Total Annual Revenues			\$39,889	\$239,333	\$531,852	\$531,852	\$794,952	\$794,952	\$794,952	\$794,952	\$794,952	\$794,952
Initial Balance Phase I			-\$760,326	-\$1,004,092	-\$933,178	-\$933,178	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$613,900	-\$613,900	-\$613,900	-\$613,900	-\$613,900	-\$613,900
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078

[1] Lease for full square footage assumed to begin at the start of the lease term.
 [2] Parkside Church may continue to utilize a portion of the leased space. To the extent that this occurs, the County could receive a credit for up to ten percent of the total lease costs.
 [3] Landscape maintenance cost assumed to be for an area of 1 acre, beginning at full cost in Year 1.
 [4] Assumes that full annual operating costs will not be reached until year 3. Applies 25% of cost in year 1 and 75% of cost in year 2. Subject to further refinement.
 [5] Assumes that full annual revenues will not be reached until year 3. Applies 30% of revenue potential in year 1 and 60% of revenue potential in year 2. Subject to further refinement.
 Source: New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

See EXHIBIT A for additional information.

FINANCIAL ANALYSIS



The following information represents the detailed Financial Analysis prepared by New Economics & Advisory. This information contains Capitol Funding Strategies and Annual Operations Analysis to support the Feasibility Study Concepts and Phases.

Placer County Multigenerational Community Center: Financial Analysis

FINAL DRAFT

Prepared by New Economics & Advisory

November 18, 2016

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Terms Sheet

ARD	Auburn Area Recreation and Parks District
CDIAC	California Debt Advisory Commission
CIF	Capital Improvements Fund
CIP	Capital Improvement Program
COPs	Certificates of Participation
DIFs	Development Impact Fees
FY	Fiscal Year
GO	General Obligation
MGCC	Multigenerational Community Center
PCGC	Placer County Government Center
PUHSD	Placer Union High School District

Section 1: Introduction, Approach, and Summary of Findings

Introduction

Placer County (County) has commissioned a feasibility study for a multigenerational community center (MGCC) located in the North Auburn area, and within the Auburn Area Recreation and Parks District (ARD) service area boundary. **Figure 1.1** shows the boundaries of ARD and the potential locations of the MGCC.

New Economics & Advisory (New Economics) has prepared a financial analysis to support the larger Feasibility Study led by JK Architecture Partnership. The financial analysis includes two planning-level evaluations:

- The **Capital Funding Overview** conveys a high-level overview of potential funding sources that could be utilized to pay for the capital costs associated with new construction and/or renovation of existing facilities.
- The **Annual Operations Projection** provides a planning-level operations budget for the MGCC including cost recovery and any anticipated subsidy that may be required on an ongoing basis.

Overview of Proposed Facility Concepts

The MGCC Feasibility Study considers two potential locational concepts:

- **Concept 1: Placer County Government Center (PCGC)**, comprising new facilities near the intersection of Bell Road and Richardson Boulevard.
- **Concept 2: North Auburn Campus**, comprising existing facilities at Parkside Church and the ARD Regional Park adjacent to the church.

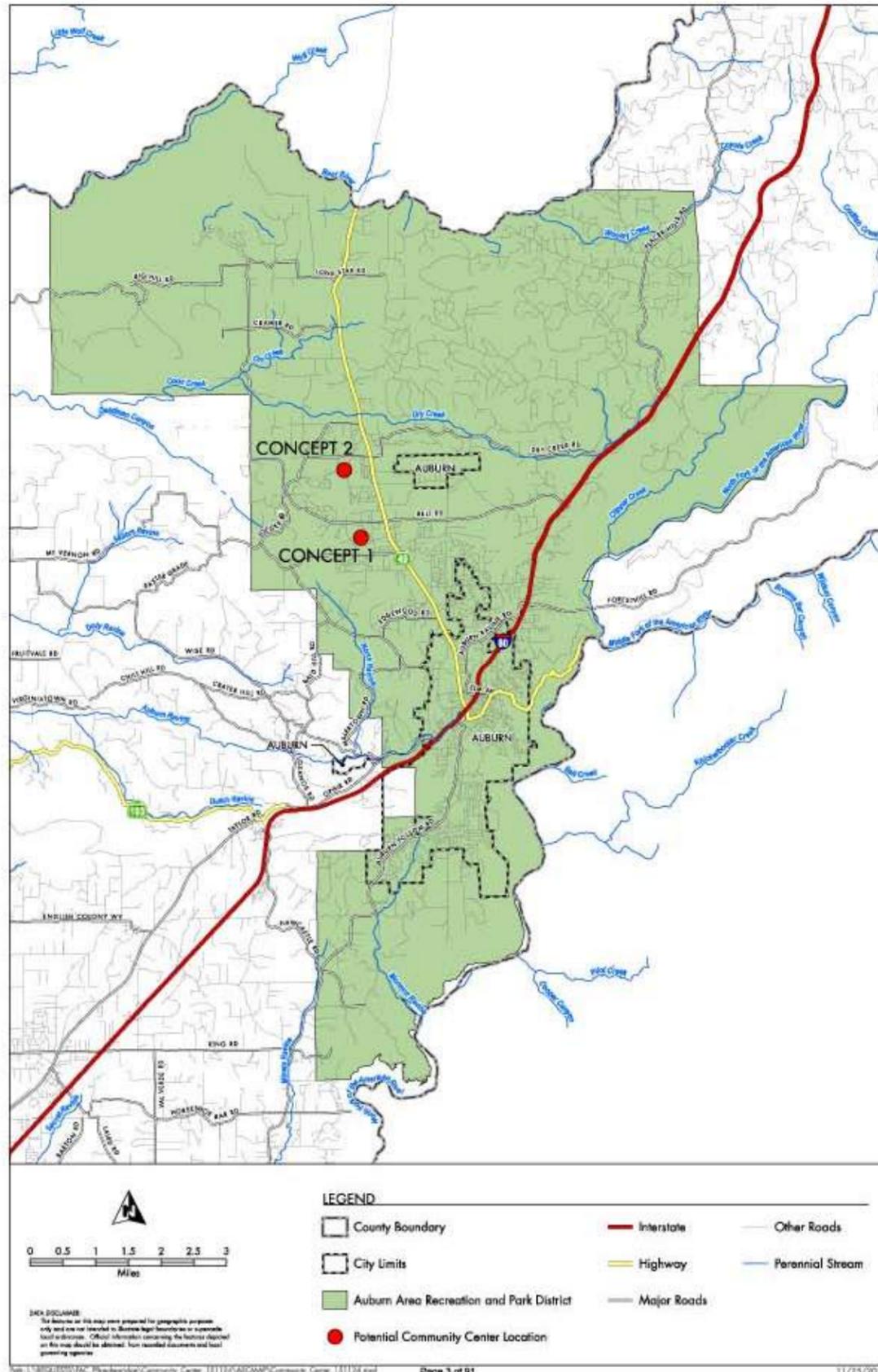
In addition, the study includes an option for a potential, newly constructed outdoor aquatic center and/or indoor aquatic center at either location.

Figures 1.2 and **1.3** summarize key aspects of Phase I and Phase II, respectively, of Concepts 1 and 2 as well as the optional aquatic component. **Figure 1.4** summarizes the location and the anticipated owner/operations structure. An Administration Group made up of several large partners (key organizations undertaking activities) that could potentially act together to financially administer various programs under either concept. One of the potential key organizations might be ARD, which could potentially take the lead in organizing and staffing recreation programming.

Approach

This financial analysis relies on a case-study approach that considers how similar facilities were originally funded and/or their annual expenses and revenues. New Economics

Figure 1.1 Potential Community Center Locations



identified facilities that were similar to the MGCC in terms of configuration, amenities, ownership, and/or operating structure. **Figure 1.5** identifies the facilities that were studied for purposes of understanding capital costs. **Appendix A** contains detailed capital funding strategies for each case study facility. **Figure 1.6** identifies the facilities that were studied for purposes of understanding annual O&M costs. **Appendix C** contains summaries of O&M budgets for case study facilities.

For the Capital Funding Overview, New Economics reviewed funding mechanisms utilized by select community centers and aquatic centers constructed in California in the last 5-10 years, evaluated debt-financing mechanisms used by other park and recreation districts for capital improvements, and conducted interviews with ARD staff and other public entities. Based on these data points, New Economics projected a potential range of funding that could be produced by a series of new funding sources as well as a reallocation of existing funding sources.

For the operations model, case study data and ongoing operational costs experienced by ARD were utilized to develop key revenue and cost assumptions. These assumptions were then applied to each MGCC concept to estimate total annual costs and revenues and identify any resulting subsidy that may be needed.

Capital Funding Overview Findings

Evaluation of Funding Sources

- **Finding 1: Concept 1: PCGC, comprising brand-new facilities located near the intersection of Bell Road and Richardson Drive, would cost \$18.3 million to construct.** This cost includes Phase I facilities of 36,530 square feet. Phase II facilities, amounting to 11,180 square feet of space, would cost approximately \$5.6 million more to develop.
- **Finding 2: Concept 2: North Auburn Campus, in contrast, would include continued use of Parkside Church and renovation of ARD's Regional Park, and would cost much less – \$1.0 million – to renovate.** This cost includes Phase I facilities, which amount to 38,540 square feet of space. Phase II improvement costs would include completion of other existing facilities for a total additional cost of up to \$5 million.
- **Finding 3: An optional outdoor aquatic facility would add costs of up to \$5.0 million, while an optional indoor aquatic facility would add costs in the range of \$13.8 million.** The outdoor facility would include an 8 lane by 25-yard competition pool with associated equipment and storage facilities. The indoor facility would include an activity pool, recreation pool, water slide, 3-lane lap pool, lazy river, and associated equipment, storage, and locker facilities. Note: the aquatic facility option at Regional Park would need further planning scrutiny due to the Auburn Airport Land Use Compatibility Plan.
- **Finding 4: Case study research revealed that community centers have been funded largely through debt-financing mechanisms, as well as development impact fees**

and/or General Fund/Reserve monies. In contrast, case study research suggests that aquatic centers are typically funded through development impact fees, General Fund/Reserve monies, and private contributions. Debt-financing mechanisms do not appear to be commonly utilized for aquatic facilities.

- **Finding 5: There are a variety of potential funding sources that could be utilized to fund capital improvements associated with the Placer County MGCC.** Figure 1.7 provides a summary of the potential range of funding for capital improvements that could be generated by a variety of sources. Some of these sources are new while others represent a reallocation of existing funding.
- **Finding 6: ARD has many debt-financing tools at its disposition, and could potentially use one of these to generate a larger amount of upfront funding that could be repaid over time.** As a special district, ARD has the ability to issue General Obligation (GO) Bonds and Certificates of Participation (COPs), among other debt-financing mechanisms. These two sources were considered more carefully for this study because ARD has previously issued COPs and property owners within ARD already participate in one or more GO Bonds.

A 15-year levy of a GO Bond ad valorem rate similar to existing educational bond rates within ARD could produce *new* funds in the range of \$6.8 million. Importantly, a GO Bond would require two-thirds voter approval if for a special purpose (such as the MGCC) whereas a general-purpose bond would only require a majority vote.

Alternatively, ARD may prefer to issue COP's, as ARD has previous experience with this debt mechanism. New Economics generated a preliminary estimate of \$2.4-\$7.9 million in funds from a new COP. However, because COP's are typically repaid through general fund monies, COP's would represent a reallocation of existing ARD funds. Such a reallocation would need to be considered by ARD in light of district wide priorities.

- **Finding 8: Another potential source of new funding for MGCC facilities include development impact fees.** Park impact fees are currently charged by Placer County and the City of Auburn for new development.¹ ARD receives some of the fee revenues collected by the County and all of the fee revenues collected within the City; ARD uses these fees to acquire parkland and construct and/or renovate facilities needed to accommodate this growth. New Economics conducted a high-level projection of the potential for new development in Auburn/Bowman, Meadow Vista, and Newcastle over the next ten years; this scale of development would represent approximately one-third of total new development at the end of 10 years. As such, new development could be reasonably expected to fund one-third of the cost for the MGCC, which would be designed to serve all of ARD. The resulting development impact fee is estimated to be in the range of \$1,900 per unit for Concept 1, \$500 per unit for Concept 2, plus an additional \$400 per unit for an

¹ Development Impact Fees can only be used to fund facilities required due to growth and cannot fund existing needs and/or deficiencies.

optional outdoor pool, and \$1,100 per unit for an optional indoor aquatic center.² These rates would be additive to existing park impact fees, which are approximately \$4,200 in unincorporated Placer County and \$5,100 per single-family unit in the City of Auburn.

- **Finding 9: Reserves are another potential source of funding for MGCC facilities, but would most likely represent a reallocation of existing ARD funds.** ARD's Capital Improvements Fund Reserve pay for new and/or renovated facilities. This reserve fund is built up over time through contributions from the General Fund, in part from existing development impact fees. Assuming that ARD could increase its average annual contribution to Regional Park projects by 5 percent, additional reserves would amount to only approximately \$32,000 over 10 years. Alternatively, ARD may be able to reprioritize capital projects within the district overall; a 25 percent reallocation of total Capital Improvement Fund Reserves would produce around \$340,000 while a 50 percent reallocation could produce \$675,000 through FY 2023/24. However, any such level of reallocation would require discussion and approval by ARD Staff and Board of Directors.
- **Finding 10: Private contributions have historically been an important source of new funding for capital facilities for community and aquatic centers.** Donations from individuals and foundations have ranged greatly; in many cases, one large donation (of \$1 million or more) has been made for these types of facilities. It is difficult to predict the level of private funding that could be generated for a County MGCC; for purposes of analysis, New Economics applied an estimate of 5 percent of project costs, which amounts to a range of \$250,000 to \$1.9 million, depending on the concept and phase. Expectations for contributions should be aligned with the community's desire for specific facilities.
- **Finding 11: County General Fund monies may be a potential viable source for gap funding but would reflect a reallocation of existing County funds.** To the extent that other sources presented in this analysis cannot be relied upon to fully fund capital expenses, the County's General Fund may be a source that can bridge the gap. City and County general funds are experiencing increasing levels of pressure to provide funding for a variety of expenses that were previously paid for by state and/or federal funds. The City and/or County would need to weigh the relative prioritization of a MGCC against other obligations.

Hypothetical Capital Funding Scenarios

- **Figures 1.8 and 1.9** provide illustrative examples showing how potential funding availability could be matched up with projected capital costs. These examples serve to show two of *many* potential combinations for capital funding for the MGCC. The

² The planning level estimate provided in this analysis was based on residential units overall and does not distinguish between single family and multifamily units. A nexus study would need to be prepared to establish refined rates.

example in **Figure 1.8** shows a potential funding scenario for Concept 1. The funding scenario applies a debt-financing mechanism and a variety of other new sources as well as existing funding sources. The example in **Figure 1.9** shows potential funding for an indoor and/or outdoor pool, which could occur in conjunction with Concept 1 or Concept 2.

Annual Operations Budget Findings

- Finding 12: Projected annual operating costs for the Placer County MGCC are based on assumed expenses of \$23 per square foot for the Community Center, \$13 per square foot for the banquet/conference component, and \$100 per square foot for the Performing Arts Theater component.** These cost assumptions are based on case-study research of similar facilities that were recently constructed. However, the rates were adjusted to reflect wage and cost of living factors within the Sacramento Region, as well as ARD’s existing cost structure for building maintenance and administration/overhead. Leasing costs for Concept 2, as well as outdoor landscaping costs for both concepts and the optional pool facilities were added in separately.
- Finding 13: Annual revenues for the MGCC will include a combination of user fees, facility rentals, and, potentially, subsidy.** Cost recovery standards do not exist at the state or national level for community centers or aquatics facilities. In large part, cost recovery is a reflection of multiple factors, including overall cost, visitation patterns, user and facility rental fee rates, local priorities, and financial means. These factors can and do vary greatly among communities. For communities that face multiple competing priorities and that have limited financial means, it is important to control operating costs to ensure that user fees and facility rentals will cover most or all of facility expenses. In contrast, for communities that place high value on recreation and/or have greater financial means, larger annual expenses can be sustained, despite relatively low cost recovery rates, through general fund subsidies. This analysis applies “low” and “high” recovery rate scenarios to show the relative impact of recovery rates based on community prioritization for this facility.
- Finding 14: The annual cash flow analysis for Concept 1: PCGC results in a projected need for subsidy of \$224,000-\$316,000 for Phase I facilities and \$1.2-\$1.4 million at buildout.** Annual costs are expected to reach \$695,000 for Phase I and \$1.8 million at buildout (as summarized in **Figure 1.11**). Total projected annual revenues for Concept 1: PCGC are expected to be in the range of \$379,000-\$471,000 for Phase I and \$435,000-\$639,000 at buildout. The significant increase in subsidy stems from the relatively high cost associated with the Performing Arts Theater operations compared to relatively low revenue recovery rate for this facility.
- Finding 15: The annual cash flow analysis for Concept 2: North Auburn Campus results in a much larger projected need for subsidy: \$933,000-\$1.1 million for Phase I facilities and \$1.5-\$1.7 million at buildout.** Total projected annual costs for Concept 2: North Auburn Campus are expected to reach \$1.5 million for Phase I and \$2.3 million at buildout (as summarized in **Figure 1.12**). Total projected annual

revenues for Concept 2: North Auburn Campus are expected to be in the range of \$399,000-\$532,000 million for Phase I and \$601,000-\$795,000 at buildout.

- Finding 16: The optional outdoor aquatic facility is expected to cost \$202,000 to operate, achieve \$151,000 in earned revenues, and require about \$50,000 in annual subsidy (summarized in Figure 1.13).** This calculation assumes an operating cost of \$15 per square foot and 75% cost recovery.
- Finding 18: The optional indoor aquatic facility is expected to cost \$753,000 to operate, achieve \$602,000 in earned revenues, and require \$151,000 in annual subsidy (summarized in Figure 1.13).** This calculation assumes an operating cost of \$30 per square foot and 80% cost recovery.
- Finding 19: A parcel tax could be a potential additional source of revenue to fund MGCC operations.** A parcel tax could be a potential additional source of revenue to fund MGCC facilities. Parcel taxes are distinct from traditional real property taxes that are regulated by Proposition 13 in that they are not ad valorem taxes, which are based on property values. A parcel tax would be levied on all privately owned parcels, usually within a special district. Generally, parcel taxes are to be applied “uniformly” across properties within a special district. Should the County decide to seriously consider this funding mechanism, a revenue estimate could be developed based on additional information regarding the number of parcels in the District and potential tax rates levied on each parcel.

Organization of The Remainder of This Report

The remainder of this report is organized into the following sections:

- Section 2** provides a description of potential funding sources, including preliminary projection of funding levels and implementation considerations.
- Section 3** summarizes a planning-level operations budget for each concept and the optional aquatic center.
- Appendix A** contains a summary of case-study research for capital funding strategies for community centers and aquatics centers.
- Appendix B** contains supporting calculations for capital funding projections.
- Appendix C** contains a summary of case-study research on annual operating budgets for community centers, conference centers, other single-purpose facilities, and aquatic centers.
- Appendix D** provides user fee rates for room rentals, fitness classes/memberships, and other pay-for-use activities at case study facilities.

1.2 Overview of Concept Space – Phase I
Placer County Multigenerational Center

Item	C1: Placer County Government Center (PCGC)		C2: North Auburn Campus			
	Amount	Description	Amount	Description	Amount	Description
Phase I: Facilities						
Community Center	<u>Size (sq. ft.)</u>		<u>Sq. Ft.</u>		<u>Sq. Ft.</u>	
Admin & Exhibit Space	2,000		2,800			
Labs - Fitness Classes	3,000	1 Room	1,490		1,365	
Transit Hub/Services	500	Office/ Lobby	250	Info Kiosk		
Technology - Maker Lab	1,200	1 Lab	790	1 Lab		
Arts - Maker Lab	1,200	1 Lab	790	1 Lab		
Café & Kitchen	2,000	Seats 100	2,300	Seats 110		
Senior Center	2,500		2,000			
Teen Center	1,500		770			
Childcare	1,200		1,180			
Youth Programs	1,000			joint use w/ childcare		N/A
Gym/Conference/Multi-Purpose Rooms						
Banquet/Multi-Purpose	12,000	Conf. shared w/ fitness	10,360		6,000	
Classroom/Conference			1,800			
Subtotal Improved (Net) Sq. Ft.	28,100		24,530		7,365	
Gross Sq. Ft. Incl. Efficiency Factor	36,530 [1]		38,540 [2]		7,365 [3]	
Phase I: Capital Cost	\$18,265,000		\$1,000,000 [4]			

[1] Gross translates to an efficiency factor of 77% .
 [2] Gross translates to an efficiency factor of 64% .
 [3] Regional Parks sq. ft. amount includes efficiency factor.
 [4] Reflects high end of range provided (\$250,000-\$1,000,000).
 Source: JK Architecture Partnership, Conceptual Programming, 2016.
 Prepared by New Economics & Advisory, November 2016.

1.3 Overview of Concept – Phase II
Placer County Multigenerational Center

Item	C1: Placer County Government Center (PCGC)		C2: North Auburn Campus			
	Facility Size (sq. ft.)	Description	Amount	Description	Amount	Description
Phase II: Future Infrastructure & TI Improvements						
Performing Arts Theater (Net Sq. Ft.)	8,600	Includes back of house	8,770			N/A
Efficiency Factor [1]	2,580		N/A			N/A
Subtotal (Gross Sq. Ft.)	11,180	\$5,590,000	8,770	\$5,000,000 [2]		
Optional Outdoor Aquatics	12,000	\$5,000,000 [3]			12,000	\$5,000,000 [3]
Optional Indoor Aquatics	25,000	\$13,750,000			25,000	\$13,750,000

[1] Efficiency Factor refers to the square footage that is in addition to the net useable/leasable area, which may include service areas, common areas, and other areas which are not included in the calculation of useable/leasable space. The assumed efficiency factor translates into 77% net useable/leasable area.
 [2] Reflects high end of range provided (\$3,500,000-\$5,000,000).
 [3] Reflects high end of range provided (\$3,500,000-\$5,000,000).
 Source: JK Architecture Partnership, Conceptual Programming, 2016.
 Prepared by New Economics & Advisory, November 2016.

1.4 Facility Owners & Operators Placer County Multigenerational Center

Item	C1: Placer County Government Center (PCGC)		C2: North Auburn Campus	
	New Construction		Parkside Church	Regional Park
	Description	Description	Description	Description
Landowner	County	Church	ARD	
Facility Owner	Park & Rec Dist.	Church	ARD	
Facility Operator	Joint Powers Authority / Admin Group [1]	Admin Group [1]	ARD	
New or Renovation	New	Renovation	Renovation	
Location(s)	Placer County Government Center (PCGC)	Parkside Church	Regional Park	

Note: These are potential owner/operator scenarios and would need to be vetted further as a part of any future next steps.

[1] An Admin Group made up of several large partners (key organizations undertaking activities) would act together to administer various programs.

Source: JK Architecture Partnership, Conceptual Programming, 2016.

Prepared by New Economics & Advisory, November 2016.

1.5 Summary of Case Studies Capital Costs for Similar Facilities

Case Study Facility	Facility Owner	Operator	Year Built	Facility Size (sq. ft.)	Estimated Cost	Cost per Sq. Ft.	Primary Funding Sources
Proposed							
C1: Placer County Government Center (PCGC)	Park & Rec Dist	Joint Powers Authority (JPA)	TBD	36,530	\$18,265,000	\$500	N/A
C2: North Auburn Campus	Church & ARD	Admin Group & ARD	TBD	45,905	\$1,000,000	\$22	N/A
Optional Aquatics (Indoor)	Park & Rec Dist	JPA or ARD	TBD	25,000	\$13,750,000	\$550	N/A
Optional Aquatics (Outdoor)	Park & Rec Dist or County	ARD or JPA	TBD	12,000	\$5,000,000	\$417	N/A
Community Centers With Aquatics							
Emeryville Center of Comm Life/Elementary School	Emeryville School Dist	JPA	2015 UC	363,595	\$90,600,000	\$249	School District Measure J Bond and City/ Successor Agency Redevelop. Bond Proceeds
Mill Valley CC and Aq & Fit Ctr	City of Mill Valley	Same as Owner	2001	37,000	\$12,000,000	\$324	Certificate of Participation and Community Donations
Average (excluding Emeryville)				140,198	\$42,033,333	\$300	
Community Centers With No Aquatics							
Truckee Comm Recreation Ctr	Truckee-Donner Rec & Park Dist	Same as Owner	2010	39,600	\$20,000,000	\$505	Reserves and Certificate of Participation
Agoura Hills/ Calabasas CC	Community Center Alliance	Same as Owner	1999	30,000	\$4,600,000	\$153	Santa Monica Mount. Conservancy, LA County Park Bond Act, Donations, & Prop A
Dublin Shannon CC	City of Dublin	Same as Owner	2009	19,760	\$11,067,205	\$560	General Fund, Private Development, and Workforce Housing Grants
Dublin Senior Center	City of Dublin	Same as Owner	2005	15,200	\$6,300,000	\$414	General Fund and Impact Fees
Citrus Heights CC	City of Citrus Heights	Same as Owner	2009	29,173	\$13,000,000	\$446	General Fund Reserves
Average				26,747	\$10,993,441	\$411	
Outdoor Aquatic Centers							
Planned Natomas Comm and Aq Ctr	City of Sacramento	Same as Owner	NYB	28,946	\$26,000,000	\$898	Public Facility Fees, Joint Use Agreement, and General Fund
Dublin Emerald Glen Rec & Aq Complex	City of Dublin	Same as Owner	2017 UC	31,000	\$43,800,000	\$1,413	General Fund and Impact Fees
Elk Grove Civic Ctr Aq Complex	City of Elk Grove	Same as Owner	NYB	13 Acres	\$20,400,000	NA	City and Other
Average				29,973	\$30,066,667	\$1,003	
Indoor Aquatic Centers							
Roseville Mike Shellito Pool	City of Roseville	Same as Owner	2009	24,548	\$12,700,000	\$517	Park Impact Fees
Truckee Community Aq Ctr	Truckee-Donner Rec & Park Dist	Same as Owner	2016 UC	25,000	\$9,200,000	\$368	Reserves and Donations
Average				24,774	\$10,950,000	\$442	

Sources See Appendix A for details.
Prepared by New Economics & Advisory, November 2016.

1.6 Case Study O&M Summary
Nominal Dollars (2012-2016)

Item	Operator	Facility Size (sq. ft.)	Total		Community Center		Aquatic Center	
			Revenues	Expenses	Revenues	Expenses	Revenues	Expenses
Community Centers w/ Aquatics								
Mill Valley CC and Aq. & FC	City of Mill Valley	37,000	\$1,687,254	\$1,498,883	N/A	N/A	N/A	N/A
Community Centers (No Aquatics)								
Agoura Hills/Calabasas CC	Community Center Alliance (JPA)	30,000	\$1,362,250	\$1,377,452	\$1,362,250	\$1,377,452	N/A	N/A
Truckee Comm. Rec Ctr	Truckee Donner Rec. & Park District	39,600	\$134,246	\$361,454	\$134,246	\$361,454	N/A	N/A
Maidu CC	City of Roseville	20,000	\$231,135	\$400,989	\$231,135	\$400,989	N/A	N/A
ARD Canyon View CC [1]	ARD	18,500	\$41,676	\$90,947	\$41,676	\$90,947	N/A	N/A
Conference Center								
Citrus Heights CC	City of Citrus Heights	29,173	\$358,313	\$358,313	\$358,313	\$358,313	N/A	N/A
Black Box Theatre/Performing Arts								
West Sacramento								
Aquatic Centers (indoor)								
Mike Shellito Pool	City of Roseville	24,548	\$776,100	\$795,838	N/A	N/A	\$776,100	\$795,838
Fairfield Allan Witt AC	City of Fairfield	80,000	\$439,500	\$1,000,446	N/A	N/A	\$439,500	\$1,000,446
Aquatic Centers (outdoor)								
Woodland Charles Brooks Comm. Swim Ctr	Joint Powers	8,000	[2] \$145,000	\$300,000	N/A	N/A	\$145,000	\$300,000
ARD Sierra Pool	ARD	18,000	[3] \$122,368	\$147,169	N/A	N/A	\$122,368	\$147,169

[1] Community center revenue from facility rental only and expenses are from CVCC facility and grounds maintenance.
 [2] Reflects high range (7,000-8,000) provided by City staff, November 2015.
 [3] Estimated size provided by ARD staff, November 2015.
 Source: New Economics online, outreach and interview research. See supporting tables for details, November 2015.
 Prepared by New Economics & Advisory, November 2016.

1.7 Summary of Potential Capital Funding Revenues
2015\$

Items	Description	New Funding vs. Reallocation of Existing Funding	Potential Funding Range [1]		
			Low	Medium	High
Potential Debt Financing Mechanisms					
Certificates of Participation (COPs)	ARD (20-year term)	Reallocation	\$2,358,587	\$4,717,173	\$7,861,955
General Obligation (GO) Bonds	ARD (20-year term)	New	\$6,768,486		
Potential Future Cash Sources					
New Development Impact Fees	County, City for ARD boundary	New	\$1,634,738	N/A	\$12,294,864
Private Contributions	5% of Project Costs	New	\$250,000	N/A	\$1,880,250
Reserves [2]	ARD (over 10 years)	Reallocation	\$32,016	N/A	\$675,200
General Fund	County or City	Reallocation	TBD	TBD	TBD

[1] Potential funding range reflects a variety of conditions and assumptions. Each estimate presumes that the entity responsible for providing the source of funding is willing and able to do so. These estimates are preliminary and should be viewed as illustrative for planning purposes. Discussion with appropriate agencies will be required to determine whether or not each source is viable and under what conditions or assumptions the source could be leveraged.

[2] The ability for ARD to contribute existing and/or future reserve funds for the MGCC versus make lease payments associated with a COP may be mutually exclusive because the COP source of repayment could be the same monies used for cash contributions from the Reserve for capital facilities.

Sources: New Economics research, interviews, and outreach. See Appendix A for details.

Prepared by New Economics & Advisory, November 2016.

1.8 Illustrative Capital Funding Example
Concept 1: PCGC, Phase I and Future Phase Facilities

Items	Description	Gross Potential Funding	Concept 1: PCGC	
			Phase I [1]	Future Phase [2]
Estimated Project Cost: Concept 1 PCGC [3]				
			\$18,265,000	\$5,590,000
Potential Debt Financing Sources				
General Obligation (GO) Bonds	ARD-- 20 yr bond	\$6,768,486	\$6,768,486	\$0
Certificates of Participation (COPs) [4]	ARD-- 20 yr term	\$2,358,587	\$0	\$2,358,587
Subtotal Debt-Financing Proceeds			\$6,768,486	\$2,358,587
Potential Cash/Pay As You Go Sources [5]				
New Development Impact Fees	ARD	\$5,971,697	\$5,971,697	\$1,827,637
Private Contributions	7.5% of Project Costs	\$1,789,125	\$1,369,875	\$419,250
Subtotal Cash			\$7,341,572	\$2,246,887
Potential General Fund/Reserve "Gap" Funding	County, ARD, and/or City	TBD	\$4,154,941	\$984,527
Total Funding			\$18,265,000	\$5,590,000

[1] Phase I facilities exclude Black Box Theater, outdoor pool, or indoor pool.
 [2] Future Phase includes a black box theater. An outdoor pool and/or indoor pool are envisioned to occur later and/or separately, and are not shown here.
 [3] For this concept, the County would donate land for the facilities. The value of donated land is not included in the Estimated Project Cost.
 [4] Assumes annual lease payment of approximately \$150,000.
 [5] Many of these sources of funding must be collected over time period of up to 10 years; only the portion collected by the time the MGCC is constructed would be available as cash.
 Sources: New Economics research, interviews, and outreach. See Appendix A for details.
 Prepared by New Economics & Advisory, November 2016.

1.9 Illustrative Funding Example
Optional Aquatic Center Components (Future Facilities)

Items	Description	Gross Potential Funding	Concept 1 or Concept 2 Optional Aquatic Components	
			Indoor Pool	Outdoor Pool
Estimated Project Cost [1]				
			\$13,750,000	\$5,000,000
Potential Debt Financing Sources				
General Obligation (GO) Bonds	ARD - 10 yr bond	Not used in this example	\$0	\$0
Certificates of Participation (COPs)	ARD	Not used in this example	\$0	\$0
Subtotal Debt-Financing Proceeds			\$0	\$0
Potential Cash/Pay As You Go Sources [2]				
New Development Impact Fees	ARD	\$6,130,267	\$4,495,529	\$1,634,738
Private Contributions	10% of Project Costs	\$1,875,000	\$1,375,000	\$500,000
Subtotal Cash			\$5,870,529	\$2,134,738
Potential General Fund/Reserve "Gap" Funding	County, ARD, and/or City	TBD	\$7,879,471	\$2,865,262
Total Funding			\$13,750,000	\$5,000,000

[1] For this concept, the County would donate land for the facilities. The value of donated land is not included in the Estimated Project Cost.
 [2] Many of these sources of funding must be collected over time period of up to 10 years; only the portion collected by the time the MGCC is constructed would be available as cash.
 Sources: New Economics research, interviews, and outreach. See Appendix A for details.
 Prepared by New Economics & Advisory, November 2016.

1.10 *Illustrative Funding Example*
Concept 2: North Auburn Campus, Phase I and II Facilities

Items	Description	Gross Potential Funding	Concept 2: North Auburn Campus	
			Phase I	Phase II
Estimated Project Cost [1]			\$1,000,000	\$5,000,000
Potential Debt Financing Sources				
General Obligation (GO) Bonds	ARD - 10 yr bond	\$3,765,188	\$0	\$3,765,188
Certificates of Participation (COPs)	ARD	Not used in this example	\$0	\$0
Subtotal Debt-Financing Proceeds			\$0	\$3,765,188
Potential Cash/Pay As You Go Sources [2]				
New Development Impact Fees	ARD	Not used in this example	\$0	\$0
Private Contributions	7.5% of Project Costs	\$450,000	\$75,000	\$375,000
Subtotal Cash			\$75,000	\$375,000
Potential General Fund/Reserve "Gap" Funding	County, ARD, and/or City	TBD	\$925,000	\$859,812
Total Funding			\$1,000,000	\$5,000,000

[1] Phase I and II facilities exclude outdoor pool or indoor pool. These additional facilities are envisioned to occur in a future phase and are not shown here.

[2] Many of these sources of funding must be collected over time period of up to 10 years; only the portion collected by the time the MGCC is constructed would be available as cash.

Sources: New Economics research, interviews, and outreach. See Appendix A for details.

Prepared by New Economics & Advisory, November 2016.

1.11 *Summary of Projected Operating Budget*
Concept 1: Placer County Government Center (2015\$)

Item	Phase I [1]	Future Phase [2]	Phase I + Future Phase
Projected Annual Net Operating Cost	-\$695,080	-\$1,118,000	-\$1,813,080
Projected Annual Revenue (Low Cost Recovery Scenario)	\$378,866	\$201,710	\$434,766
Balance	-\$316,215	-\$916,290	-\$1,378,315
Projected Annual Revenue (High Cost Recovery Scenario)	\$471,354	\$167,700	\$639,054
Balance	-\$223,726	-\$950,300	-\$1,174,026

[1] Excludes black box theater, outdoor pool, and indoor pool. These facilities are anticipated to occur in a future phase.

[2] Reflects black box theater. Excludes outdoor pool and indoor pool, which are shown in another figure.

Sources: New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

1.12 *Summary of Projected Operating Budget*
Concept 2: North Auburn Campus (2015\$)

Item	Phase I [1]	Phase II [1]	Phase I + II
Projected Annual Net Operating Cost [2]	-\$1,465,030	-\$877,000	-\$2,342,030
Projected Annual Revenue (Low Cost Recovery Scenario) [3]	\$398,889	\$201,710	\$600,599
Balance	-\$1,066,141	-\$675,290	-\$1,741,431
Projected Annual Revenue (High Cost Recovery Scenario) [3]	\$531,852	\$263,100	\$794,952
Balance	-\$933,178	-\$613,900	-\$1,547,078

[1] Excludes indoor or outdoor pool. These future facilities are shown in a different figure.

[2] Operating costs here exclude existing operations at ARD Regional Park. Costs include space that is currently operated by Parkside Church. It is anticipated that Parkside Church will continue to utilize the facility and will contribute equitably for its use of the facility. These contributions would be subtracted from total operating costs.

[3] To the extent that Parkside Church contributes to operating costs, revenues from user fees and facility rentals would also need to be adjusted.

Sources: New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

1.13 *Summary of Projected Operating Budget*
Optional Aquatic Facilities (2015\$)

Item	Outdoor Pool	Indoor Pool
Projected Annual Net Operating Cost	-\$201,780	-\$752,723
Projected Annual Revenue	\$151,335	\$602,178
Balance	-\$50,445	-\$150,545

Sources: New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

Section 2: Capital Funding Strategy

A variety of sources may be utilized to fund capital costs associated with the development of the MGCC. This section identifies a variety of potential sources and estimates the range of funding for capital facilities for the Community Center portion and optional aquatics components. Funding sources include a combination of new sources as well as existing sources that would require a reallocation of funds in favor of a MGCC.

Figure 1.6 in Section 1 summarizes the potential funding capacity for each identified source.

Debt-Financing Mechanisms

GO Bonds (ARD)

GO bonds are a debt-financing mechanism used to fund capital projects. Bonds are typically (though not always) repaid through an increase in property taxes. For purposes of this analysis, New Economics assumes that a new ad valorem tax would be added to property tax bills within ARD's boundary to create a new source of funding for MGCC facilities.

Figures 2.1 and 2.2 provide an illustrative example of potential funding from ARD through a GO Bond issuance. This estimate is constrained by the assumed ad valorem tax rate, the interest rate, and the term of the bond. New Economics reviewed existing GO Bond rates within the ARD boundary (issued by local school districts) and applied the average of these rates to derive an estimate of GO Bond proceeds. The interest rate and bond term reflect the average of other GO Bonds issued by Recreation and Park Districts in California. **Appendix Figure A-1** contains a summary of these districts and their debt issuance patterns.

Should ARD decide to pursue a GO Bond issuance, a two-thirds voter approval by property owners in ARD would be required. Also, it is important to note that the ability to issue this type of bond requires consideration of the total combined municipal debt limit for all entities within the ARD boundary, (including the County, City, school districts, and other special districts). The cumulative debt limit for counties generally cannot exceed 3.75 percent of the combined assessed value of the district, while for cities the debt limit generally cannot exceed 1.25 percent.³ Additional research would be needed to determine the debt limit for a GO Bond issued by ARD.

As stated previously, please note that this GO Bond projection is provided to show a potential source of new funding. ARD staff and board of directors would need to review and discuss this potential source to determine its viability. In addition, it is possible that

³ Guide to Local Government Finance in California, 2012, page 13.

such a bond issuance, if pursued by ARD, could include many facilities, of which MGCC facilities would be a part.

Certificates of Participation (ARD)

Certificates of Participation (COPs) are an alternative to bonds; with COPs, a public agency uses tax-exempt leasing (instead of tax-exempt bonds) to fund equipment or facilities. COPs are similar to bonds in that they constitute a borrowing of funds from investors to finance the construction or acquisition of a capital asset; regular installments of principal and interest must be made to repay the outstanding debt. The issuance of COPs does not require voter approval; instead, they can be approved by resolution of the issuing agency. Repayment generally includes property tax or general fund revenues; as such, it is important to note that COP's would involve a reallocation of ARD's existing funds rather than a new source of funding.

ARD's Regional Park gymnasium was funded through COPs. ARD used General Funds to make annual lease payment of approximately \$130,000 and completed repayment of the 20-year certificates in 2014.

Appendix Figure B-1 in Appendix B contains a summary of debt-financing mechanisms, including COPs, utilized by select park and recreation districts.⁴ This data was collected by the California Debt Advisory Commission (CDIAC) and provides a sense of the number of COPs issued as well as amounts.

A review of ARD's Fiscal Year (FY) 2015-16 budget indicates the following expenditures on capital projects:

- \$771,050 of expenses from the Capital Improvement Fund (discussed later in this section in more detail).
- \$178,417 of additional capital improvement expenses from the General Fund
- An additional proposed transfer of \$150,000 to a Future Capital Construction Reserve.
- Total allocation of \$1,099,467 on capital improvements district wide.

New Economics estimated the amount of proceeds that could potentially be generated by ARD for a MGCC using COPs. **Figure 2.3** contains an estimate assuming a range of annual debt service obligations. The allocation of existing capital improvement expenses to COP's intended for a MGCC would require consideration among ARD staff and board of directors regarding the value of a MGCC relative to the capital needs of existing ARD facilities.

Other Sources of Funding (Cash-Based)

⁴ The park and recreation districts were originally selected because they previously issued GO Bonds. Other park and recreation districts, such as ARD, have issued COPs but not GO Bonds.

Development Impact Fees (County, City)

Development impact fees (DIFs) are a charge on new development intended to fund public improvements needed to serve projected growth. Special districts can charge development impact fees, although ARD does not have the ability to do so. Therefore, at this time, it is anticipated that the City and County would need to establish, approve, and implement any new fees identified for a MGCC.

A new DIF would provide a new source of funding to help pay for MGCC capital facilities, as opposed to reallocation of existing ARD funds. **Figure 2.5** contains projected growth through 2035 for the City of Auburn and the unincorporated communities of Bowman (included in the Auburn figure), Meadow Vista and Newcastle; the boundaries of these communities most closely align with the boundaries of ARD. New development in this area accounts for approximately one-third of total housing units by 2025. For purposes of this planning-level analysis, a new DIF established by ARD could reasonably expect to charge new development for roughly one-third of total costs. **Figure 2.6** shows the estimated fee rates that would be required for new development to fund its proportionate share of facilities under this rubric.

Placer County last adopted a nexus study for park impact fees in 2003. The current Park Impact Fee is \$4,235 per single-family residential unit⁵. This rate likely includes land and facilities needed to maintain a service level of 5 acres per 1,000 persons. In contrast, Auburn's single-family residential park impact fee is \$5,108; Auburn collects this fee and remits the revenues to ARD⁶. Because most of the projected growth over the next ten years is anticipated to occur within the portion of ARD located within unincorporated Placer County, **Figure 2.6** also shows the relative increase over the current County fee for each component; to the extent that a development impact fee is used for more than one of the MGCC components, the fee components are anticipated to be additive.

Reserves (ARD)

Two of the case-study community center facilities within park and recreation districts relied heavily on reserve funding:

- Truckee Community Recreation Center: 25 percent or \$5 million funded with Reserves;
- Truckee Community Aquatic Center: 78 percent or \$7.2 million funded with Reserves.

ARD's Fiscal Year 2015/16 budget includes a series of four Reserve Funds that contain, in aggregate, approximately \$1.7 million. Among these funds, the Capital Improvements Fund (CIF) is intended for projects identified in ARD's multi-year Capital Improvement Program (CIP). The current CIP, which lasts through Fiscal Year 2023/24, includes several projects at the Regional Park; the CIF is expected to fund over 60 percent of Regional Park

⁵ Placer County Planning Fees as of January 1, 2015. Expected to increase commensurate with inflation each year.

⁶ Rate provided by Auburn staff via telephone, November 25, 2015.

project costs (with the remainder likely funded through the General Fund). **Figure B-2** in **Appendix B** summarizes these projects, their total costs, and the portion to be funded by the CIF. Anticipated CIF contributions amount to an average of \$64,000 annually for Regional Park projects. The CIF does not have a prescribed minimum balance, and contributions to this fund are made based on availability from ARD's General Fund. As such, the ability for the CIF to make these anticipated contributions depends on the overall health and growth of ARD.

ARD's CIF may be able to contribute reserves for MGCC facilities; use of reserves would represent a reallocation of ARD's existing funds. The CIF has been built up over time through contributions from the General Fund, in part from existing development impact fees. New Economics created two potential approaches for reserve funding:

- One potential approach would be to amend ARD's existing CIP to include MGCC projects (under either Concept 1 or Concept 2). Assuming that ARD could increase its average annual contribution to Regional Park projects by, say, 5 percent, additional reserves would amount to only \$32,000 over 10 years. **Figure 2.7** shows a 5-year and 10-year projection of potential CIF Reserves based on this approach.
- Another potential approach would be for ARD to prioritize MGCC projects ahead of existing CIP projects on a district-wide basis. For purposes of analysis, New Economics calculated the amount of CIF reserves that could be generated through Fiscal Year 2023/24 if ARD were to reallocate 25 percent -50 percent of the current CIP to MGCC facilities. This analysis should be considered illustrative—ARD staff and board of director would ultimately decide where Placer County MG Center improvements fall within the larger list of capital project priorities at the Regional Park (and/or other facilities within this special district). As shown in **Figure 2.7**, a 25 percent reallocation of total CIF Reserve spending through FY 2023/24 would produce around \$340,000 while a 50 percent reallocation could produce \$675,000. It is important to note that Reserve funds should not be double-counted with any COP mechanism-- to the extent that Reserves are reallocated to fund MGCC projects on a cash basis, this scale of annual funds would *not* be available to make any lease payments for COPs.

Private Contributions

Local community donations from businesses and/or residents have been an important part of capital facilities funding for recreational amenities. Case study research revealed that the following facilities received a significant level of private funding, mostly from individuals:

- Fort Bragg's CV Starr Community Center was funded entirely by a Starr Foundation contribution (\$13 million, or 100 percent);
- Fort Bragg's Aquatic Center received a \$1 million contribution from Sigrid and Harry Spath;

- Mill Valley's Community Center and Indoor Pool was partially funded by community donations amounting to \$6 million, or 50 percent;
- Truckee's Community Aquatic Center received \$2 million in donations, or 22 percent of total cost; and,
- Agoura Hills/Calabasas Community Center received a corporate donation of \$100,000, or 1 percent of total cost.

It is difficult to predict the level of private contributions for a MGCC; for purposes of analysis this feasibility analysis provides a preliminary estimate of donations based on a range from 5 to 15 percent of total project costs. **Figure 2.7** summarizes this donation estimate for each percentage.

General Fund (County or City)

In many cases, an agency's general fund is utilized as a "gap" funding source. The general fund is an unrestricted fund whose expenditures do not have to be accounted for separately or be connected to specific uses; instead, general fund monies can be broadly utilized for any legitimate public purpose based on the priorities of the local communities. In recent years, the general fund for local jurisdictions has been under increased pressure to fund a variety of items that were previously funded through the state and/or federal government, particularly for transportation and social services (in the case of counties). Many communities must make increasingly difficult decisions regarding the prioritization of general fund expenditures. Nonetheless, the following case study facilities were funded with significant contributions from the city's general fund:

- Dublin Senior Center: 67 percent or \$4.2 million
- Dublin Recreation & Aquatic Center: 7 percent or \$3 million
- Citrus Heights Community Center: 100 percent or \$13 million saved into Reserves over 12 years.

The County and/or City may utilize General Fund revenues to fund a portion of capital expenditures. The specific amount of funding is unknown at this time and may depend on the extent to which other funding sources are maximized first.

Other Potential Sources

Placer Union High School District (PUHSD or District)

The PUHSD has multiple schools within the ARD boundary, including Placer High School (PHS). PHS is located approximately 5 miles south of the North Auburn Camps site and approximately 4 miles south of the PCGC site. PHS currently utilizes one of ARD's existing pools.

The District currently has active Certificates of Participation (COPs) and multiple series of General Obligation Bonds (GO Bonds). The PUHSD may pursue issuance of additional bonds in the future, although these bonds are unlikely to include an aquatics component.

Importantly, the District also maintains a Special Reserve Fund for facilities desired by the school communities. For example, the Del Oro High community began in 2011 to fundraise for a new on-site pool. By the fall of 2015, the community had raised approximately \$2.3 million, which covers the aquatics portion of the larger facility, which also includes a softball field project. In November of 2015, the District Board awarded a contract for construction of a new Del Oro High School Aquatics and Softball Field Project; construction cost bids ranged from \$2.8 million to \$3.0 million. The outdoor aquatics facility will include a 35-meter by 25-yard competition pool with 12 swimming lanes and the capacity for water polo, as well as storage areas, a digital scoreboard, lighting and speaker system, locker room building, and mechanical building.

It is important to note that a similar effort within the PHS community focused on obtaining an all-weather track, which was recently completed.

Sale of Public Lands

Should any of the entities involved in the MGCC have land that is ultimately not needed for their own operations, the sale of such land may create an additional opportunity to generate cash proceeds that can be used to fund capital improvements. It is important to ensure that such lands not already be encumbered by public debt (i.e. originally acquired with tax-exempt bonds). Additional discussions with participating entities will be needed to identify any opportunities associated with potential future land sales.

Exactions

Placer County has the ability to obtain additional contributions from new development through the use of exactions. For example, development agreements are entered into on a voluntary basis between the project proponent and the public entity that will approve the proposed project. Parties can agree to any conditions that are consistent with the general plan as well as the state's health and safety code. Funding for a MGCC could be a term with future development agreements to the extent that the General Plan includes a recreation level under which a MGCC would be a part.

County Capital Facilities Impact Fee

The nexus study for this fee program indicates that facilities to be funded include expansion and construction of office space, libraries, adult and juvenile detention facilities, clinics and laboratory space, social service facilities, communications/dispatch equipment, warehouse, animal services facilities, vehicles and related furnishings and equipment. To the extent that the MGCC contains social service facilities, it is possible that some funding from this fee program could be allocated to the MGCC. Additional research would need to be conducted to determine what portion of funding may be available and what other social service facilities have already been funded or are planned to be funded through this fee program.

2.1 General Obligation (GO) Bond Rate
ARD: Estimated Rate and Annual Revenues

Item	Rate (per \$100 of AV)	Amount
Estimated AV within ARD [1]		\$5,657,100,358
Less Homeowner's Exemption (1%) [2]		(\$56,571,004)
Estimated Taxable Assessed Value Within ARD		\$5,600,529,354
Ad Valorem Taxes Within ARD Tax Rate Areas		
Western Placer Unif B&I 1993	0.024693	
Western Placer Unif. B&I 2014 Series 2015	0.006809	
Subtotal Western Placer Unified	0.031502	
Placer High B&I 1999 Series A Non Refunding	0.008716	
Placer High B&I 1999 Series B	0.003281	
Placer High B&I 1999 Series C	0.002652	
Subtotal Placer High	0.014649	
Loomis Elementary B&I 1998 Refunding 2010	0.019848	
Hypothetical GO Bond Rate Applied For This Analysis [3]	0.010999833	
Estimated Annual Revenue from Hypothetical Ad Valorem Tax		\$616,049

[1] FY 2015/16 Placer County Assessed Valuations and Tax Rates. Includes Net Secured AV and Net Unsecured AV.

[2] Planning-level reduction to account for homeowner exemption. Preliminary estimate by New Economics, subject to refinement.

[3] Preliminary estimate by New Economics & Advisory. Reflects average bond rate of existing education general obligation bonds within ARD boundary.

Source: Placer County Auditor-Controller's Office, accessed November, 2015.

Prepared by New Economics & Advisory, November 2016.

2.2 Estimated GO Bond Proceeds
2015\$

Item	Assumption	10-yr bond	20-yr bond
Total Ad Valorem Taxes Rev.		\$616,049	\$616,049
Less Admin.	4.00%	\$24,642	\$24,642
Less Delinquency Coverage	10%	\$61,605	\$61,605
Estimated Gross Debt Service		\$529,802	\$529,802
Bond Size [1]		\$4,374,755	\$7,433,828
Reserve Fund	1 yr debt service	\$529,802	\$529,802
Issuance Costs	2%	\$79,764	\$135,540
Total Bond Proceeds [2]		\$3,765,188	\$6,768,486

[1] Assumes 3.64% interest rate. Selected rate in line with GO bond issuances made by other recreation and park districts.

[2] Excludes any additional costs associated with formation/election costs.

Sources: Placer County Auditor-Controller's Office, accessed November, 2015 and New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

2.3 Estimated COP Proceeds 2015\$

Item	Assumption	Amounts Based on Debt Service		
		Low	Medium	High
Estimated Gross Debt Service		\$150,000	\$300,000	\$500,000
% of ARD Annual Expenses [1]	\$4,616,986	3%	6%	11%
COP Size [2]		\$2,554,473	\$5,108,946	\$8,514,910
Reserve Fund	1 yr debt service	(\$150,000)	(\$300,000)	(\$500,000)
Issuance Costs	2%	\$45,886	\$91,773	\$152,955
Total COP Proceeds [3]		\$2,358,587	\$4,717,173	\$7,861,955

[1] Reflects ARD budgeted expenses for FY 2015/16, excluding the proposed \$150,000 transfer to the Capital Improvement Fund.

[2] Assumes 20 year term and 3.64% interest rate, in line with GO bond issuances made by other recreation and park districts.

[3] Excludes any additional costs associated with formation/election costs.

Sources: Placer County Auditor-Controller's Office, accessed November, 2015 and New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

2.4 Projected Growth Development Impact Fee Projections

Category	2015 Housing Units	2008-2035 Projected Annual Growth [1]	10-Year Growth Measurement	Projected 2025 Total Housing Units
Growth Within a Larger Area				
Auburn	6,251	50	504	6,755
Colfax	926	7	67	993
Loomis	2,492	35	347	2,839
Unincorp. Placer County				
Alta	328	58	575	903
Applegate	1,334	234	2,339	3,673
Meadow Vista	1,388	243	2,434	3,822
Newcastle	610	107	1,069	1,679
Penryn	353	62	619	972
Total	13,682	795	7,954	21,636
% of Total	63%		37%	100%
Growth Included in This Analysis				
Auburn (including Bowman)	6,251	50	504	6,755
Meadow Vista	1,388	243	2,434	3,822
Newcastle	610	107	1,069	1,679
Subtotal	8,249	401	4,007	12,256
% of Total	67%		33%	100%

[1] From SACOG MTP Projections for 2008-2035. Unincorporated community figures derived by New Economics.

Sources: Department of Finance, Table 2: E-5 City/County Population and Housing Estimates 1/1/2015; SACOG Appendix E-3, Land Use Forecast by Background Document, base year 2008; and California Hometown Locator, www.california.hometownlocator.com.

Prepared by New Economics & Advisory, November 2016.

2.5 *Development Impact Fee Projection*
Rate Per Residential Unit

Category	Concept 1		Concept 2		Outdoor Aquatic	Indoor Aquatic
	Phase I	Phase II	Phase I	Phase II		
Estimated Capital Cost	\$18,265,000	\$5,590,000	\$1,000,000	\$5,000,000	\$5,000,000	\$13,750,000
New Development Portion (33%) [1]	\$5,971,697	\$1,827,637	\$326,948	\$1,634,738	\$1,634,738	\$4,495,529
New Development Impact Fee (Auburn, Meadow Vista, Newcastle & Penryn)						
New residential units over 10 years	4,007	4,007	4,007	4,007	4,007	4,007
Estimated Fee per Unit	\$1,490	\$456	\$82	\$408	\$408	\$1,122
Current Placer County PIF per SF Unit	\$4,235	\$4,235	\$4,235	\$4,235	\$4,235	\$4,235
% Increase over Current Fee	35%	11%	2%	10%	10%	26%

[1] This estimate is illustrative and should be considered for planning purposes only. A formal Nexus Study would need to be prepared to justify the final rate per unit.

Source: SACOG Appendix E-3, Land Use Forecast by Background Document, base year 2008.

Prepared by New Economics & Advisory, November 2016.

2.6 *Potential Reserve Funding*
ARD

Category	Total Amount
Capital Improvement Fund Calculations	
Total Regional Park Projects Through FY 2023/24	\$825,500
CIF Funding for Regional Park Projects	\$512,250
Annual Average, CIF Funding for Regional Park Projects	\$64,031
Potential CIF Reserves Available for Placer County MGCC (Regional Park Spending Only)	
Estimated Potential Annual Increase in CIF Funding for Regional Park Projects (%) [1]	5%
Net New Funding for 5-Year Increment	\$16,008
10-Year Increment	\$32,016
Total CIF Contribution to ARD Projects Through FY 2023/24	\$1,350,400
25% Reallocation	\$337,600
50% Reallocation	\$675,200

[1] Planning-level estimate made by New Economics. Presupposes that ARD's contribution to the CIF for Regional Park improvements can grow by an additional 5% each year. Source: ARD FY 2015/16 Annual Budget, ARD Capital Improvement Program, New Economics & Advisory.

Prepared by New Economics & Advisory, November 2016.

2.7 Potential Private Donations
2015\$

Items	CC Option 1		CC Option 2		Outdoor Aquatics	Indoor Aquatics
	Phase 1	Phase 2	Phase 1	Phase 2		
Estimated Cost	\$18,265,000	\$5,590,000	\$1,000,000	\$5,000,000	\$5,000,000	\$13,750,000
Private Donations						
5% of Project Cost	\$913,250	\$279,500	\$50,000	\$250,000	\$250,000	\$687,500
10% of Project Cost	\$1,826,500	\$559,000	\$100,000	\$500,000	\$500,000	\$1,375,000
15% of Project Cost	\$2,739,750	\$838,500	\$150,000	\$750,000	\$750,000	\$2,062,500
Amount Applied in This Analysis						
5% of Project Cost	\$1,192,750		\$300,000		\$250,000	\$687,500

Source: New Economics.

Prepared by New Economics & Advisory, November 2016.

2.8 Taxable Transactions - Placer County
2015\$

Item	Taxable Transactions	
	Retail & Food Service	Total Outlets
Placer County		
Auburn	\$425,759,153	\$473,568,212
Colfax	\$74,420,405	\$85,042,154
Lincoln	\$231,189,884	\$276,268,218
Loomis	\$64,702,116	\$84,259,766
Rocklin	\$57,053,236	\$723,276,972
Roseville	\$3,620,719,021	\$4,244,363,178
Unincorporated	\$1,681,681,199	\$1,961,926,468
Total Placer County	\$6,155,525,014	\$7,848,704,968

Source: BOE, Taxable Sales by City, 2013 \$, inflated to 2015 \$, based on CPI.

Prepared by New Economics & Advisory, November 2016.

Section 3: Annual Operations Analysis

This section provides a preliminary O&M budget for the MGCC and optional aquatics components. This planning-level budget is designed to assist the County and other participating entities with a broad evaluation of a MGCC. The preliminary budget is illustrative and serves to provide a framework that allows future operating agencies to determine both an appropriate level of overall cost, an appropriate level of cost recovery, and/or anticipated subsidy levels.

Annual Cost Projections

New Economics has derived a planning-level operations budget for each of the MGCC concepts. These budgets are based on key cost assumptions related to the general categories of personnel, programming, equipment and supplies, maintenance, and utilities.

Figure 3.1 identifies the key cost assumptions driving projected annual operations costs for a community center, conference center, Performing Arts theater, and aquatic facilities. These assumptions were developed based on case study research of similar, newly built facilities as well as discussions with ARD regarding current cost factors for a variety of activities.

Community Center (Overall)

The annual operating budget for 6 existing community centers were evaluated to develop key cost assumptions for the Placer County MGCC:

- Agoura Hills Calabasas Community Center
- Mill Valley Aquatics and Fitness Center
- Truckee Community Recreation Center
- ARD (for purposes of building maintenance and overhead/administrative costs only)
- Roseville's Maidu Center
- Fort Bragg CV Starr Community Center

Figure 3.1 shows the estimated annual cost per building square foot, by expense category, to operate these facilities. **Appendix C** contains the detailed calculations supporting the per square foot estimates. As can be seen in **Figure 3.1**, the total cost per square foot to operate other community centers varies widely— from as little as \$9 per square foot for Truckee Community Recreation Center to \$56 per square foot at Mill Valley's Aquatic and Fitness Center. There are a variety of reasons for this variation, the most important of which are wages associated with the local cost of living and the variation in levels and types of programming, to the ability to provide subsidy to support community. These are important factors for consideration for the Placer County MGCC and are discussed in more detail in this section.

The total estimated operating cost for most of the Placer County MGCC is approximately \$23 per building square foot. This assumption, identified in **Figure 3.1**, would include space associated with Administrative and Exhibits, Labs/Fitness, Transit Hub, Maker Labs, Senior Center, Teen Center, Childcare space, Youth Programs Space, Kitchen/Café, and the Transit Hub. To the extent possible, the projected cost per square foot was allocated across the expense categories described below.

Salaries & Benefits/Programming

Costs associated with salaries and benefits vary greatly and account for a significant share of operating costs. As shown in **Appendix C**, salaries and benefits for relatively new community centers account for 50-60 percent or more of total annual expenses.

However, programming can overlap with salaries and benefits when comparing case-study entities. Facilities that track programming separately from salaries and benefits may rely more heavily on contract services (i.e. hiring private firms or other organizations to provide recreational programs instead of having in-house staff).

In addition, for budgeting and reporting purposes, entities managing the operation of cases-study facilities do not track the cost of providing programming by age demographic (e.g. childcare, teens, seniors, etc.). In many cases, the entities simply track overall programming, providing differentiation only for perhaps "fitness" or "aquatics" if those components are significant and different from other programming. Among case-study facilities, only the Agoura Hills/Calabasas Community Center tracks the cost of providing fitness versus teen programming.

At the request of New Economics, ARD staff provided an estimate of administrative/overhead costs associated with the management of current ARD facilities. ARD estimates that these costs represent approximately 16-21 percent of total annual operations for the Canyon View Community Center, Regional Park Community Center, and Recreation Community Center. **Figure C-1** in **Appendix C** documents this cost assumption, which is not shown in **Figure 3.1**. However, this cost is integrated into the annual cash flow projection shown later in this section.

For the Placer County MGCC, New Economics applies an overall cost assumption of \$14 per building square foot for combined salaries/wages and programming expenses. This assumption falls within the overall range of case study facilities but leans toward a cost that is less expensive than the Bay Area or Southern California and more in line with Sacramento Region cost of living factors.

Facility Rentals

Only one case study facility—Agoura Hills/Calabasas Community Center—tracks the cost associated with the rental of community center facilities. Presumably these costs relate to maintenance and/or advertising for the facilities. For purposes of analysis, New Economics assumed that this cost is absorbed by other expense categories.

Leasing Costs

This concept would require a managing Administration Group to lease Parkside Church space. Discussions between County staff and Church representatives produced a

preliminary lease rate in the range of \$0.75 to \$0.95 per square foot. This rate would apply to the entire footprint of the main floor of the Church, or 47,310 square feet (the sum of Phase I square footage in **Figure 1.2** and the Phase II Performing Arts Theater square footage in **Figure 1.3**). For purposes of this analysis, \$1.00 per square foot is applied as the estimated lease cost in Phase I to the entire 47,310 square feet.

Parkside Church may continue to utilize a portion of the space leased by the County. Such use would trigger a discounting of up to 15 percent applied to the County's lease obligation. This analysis conservatively excludes the discount, as it remains undetermined what proportion of the leased space would be utilized by the Church.

Equipment and Supplies

This category can include multiple components. Case study research, shown in **Figure 3.1**, indicates highly variable costs. For purposes of this analysis, New Economics assumed \$4 per square foot in consultation with ARD staff.

Maintenance and Utilities

Several case-study facilities track building maintenance and utilities, a cost that ranges from approximately \$4 to \$9 per building square foot. At the request of New Economics, ARD staff estimated the cost to maintain the Canyon View Community Center; the estimated cost of roughly \$5 per square foot falls within the middle of the cost range of other facilities. For purposes of this analysis, New Economics applies a cost of \$5 per building square foot to be in line with maintenance levels and utility costs experienced at other existing ARD facilities.

In addition to building maintenance, ARD also provided an estimated cost for outdoor landscaped areas. This would include turf associated with the area surrounding a building, parking lot maintenance, shrub trimming, weed abatement within natural areas, etc. ARD estimates a cost of approximately \$0.25 per landscaped square foot, which has been applied to a planning-level estimate of one acre for both concepts. This cost is integrated into the annual cash flow projection shown later in this section and is not part of the \$23 per square foot cost shown in **Figure 3.1**.

Banquet/Conference Component

The Placer County MGCC includes a large banquet/conference component. New Economics reviewed the operating budget for the Citrus Heights Community Center, which primarily serves as a hosted meeting facility and relies upon a fee-based model—Citrus Heights does not provide active programming for this space but rather incurs costs associated with hosting meeting spaces. Assuming that the Placer County MGCC adopts a similar approach for banquets/conferences, the estimated cost for this component of the MGCC is approximately \$13 per square foot.

Performing Arts Theater Component

The Placer County MGCC includes an option for a Performing Arts Theater component. The City of West Sacramento spends approximately \$104 per square foot annually for its Black Box Theater. **Figure C-8** in **Appendix C** provides supporting documentation for this

calculation. New Economics applies this cost metric to the Performing Arts Theater Component of the MGCC.

Optional Indoor Pool

New Economics reviewed the annual operating budget for four indoor aquatic centers: Fairfield Alan Witt Aquatic Complex, Roseville Shellito Pool, Mill Valley Aquatic and Fitness Center, and Fort Bragg Spath Aquatic Facility. These indoor facilities vary greatly in size and overall expenses per building square foot.

The total estimated operating cost for the optional outdoor aquatic center at the Placer County MGCC is approximately \$31 per building square foot. This assumption, identified in **Figure 3.1**, would include personnel/programming, equipment and supplies, facility rentals, utilities and maintenance, and other miscellaneous costs. To the extent possible, the projected cost per square foot was allocated across these expense categories, as described below.

Salaries & Benefits

Costs associated with salaries and benefits vary greatly (\$21-\$53), as shown in **Figure 3.1** (and **Appendix C**).

As described previously, at the request of New Economics, ARD staff provided an estimate of administrative/ overhead costs associated with the management of current ARD facilities. ARD estimates that these costs represent approximately 16-21 percent of total annual operations for the Canyon View Community Center, Regional Park Community Center, and Recreation Community Center. **Figure C-1** in **Appendix C** documents this cost assumption, which is not shown in **Figure 3.1**. However, this assumption is integrated into the annual cash flow projection shown later in this section.

For the Placer County MGCC, New Economics applies an overall cost assumption of \$20 per building square foot for combined salaries/wages and programming expenses. This assumption falls within the overall range of case study facilities but reflects toward a cost that is in line with Sacramento Region wage and level of programming factors.

Facility Rentals

Case study research revealed that the rental of indoor aquatic facilities was not generally tracked as an individual line item. Presumably these costs relate to maintenance and/or advertising for the facilities. For purposes of analysis, New Economics assumed that this cost is absorbed by other expense categories.

Equipment and Supplies

This category can include multiple components. For purposes of analysis, New Economics assumed \$4 per square foot in consultation with ARD staff.

Maintenance and Utilities

Several case-study facilities track building maintenance and utilities, a cost that ranges from approximately \$4 to \$9 per building square foot. For purposes of this analysis, New Economics applied a cost per of \$5 square foot (**Figure 3.1**).

In addition to building maintenance, ARD also provided an estimated cost for outdoor landscaped areas. This would include turf associated with the area surrounding a building, parking lot maintenance, shrub trimming, weed abatement within natural areas, etc. ARD estimates a cost of approximately \$0.25 per landscaped square foot, which has been applied to a planning-level estimate of a quarter (1/4) acre for both concepts. See **Figure C-2**.

Long-Term Repair and Replacement

Case study research revealed that long-term repair and replacement was not tracked as an individual line item. This analysis presumes that long-term repair and replacement is absorbed by other expense categories.

Optional Outdoor Pool

New Economics reviewed the annual operating budget for three outdoor aquatic centers: ARD's Sierra Pool, Woodland Charles Brooks Swim Center, and Dublin Swim Center. These indoor facilities vary in size and overall expenses per building square foot (\$8-64 per square foot⁷).

The total estimated operating cost for the optional outdoor aquatic center at the Placer County MGCC is approximately \$15 per building square foot. This assumption, identified in **Figure 3.1**, would include personnel/programming, equipment and supplies, facility rentals, utilities and maintenance, and other miscellaneous costs. To the extent possible, the projected cost per square foot was allocated across the following expense categories.

Salaries & Benefits

Costs associated with salaries and benefits were not provided by Woodland or Dublin.

As described previously, at the request of New Economics, ARD staff provided an estimate of administrative/ overhead costs associated with the management of current ARD facilities. ARD estimates that these costs represent approximately 16-21 percent of total annual operations for the Canyon View Community Center, Regional Park Community Center, and Recreation Community Center. **Figure C-2** documents this cost assumption, which is not shown in **Figure 3.1**. However, this assumption is integrated into the annual cash flow projection shown later in this section.

For the Placer County MGCC, New Economics applies an overall cost assumption of \$14 per building square foot for combined salaries/wages and programming expenses. This assumption is similar to the costs for ARD Sierra Pool but adjusted for an expected increase in the level of service at a new facility designed to serve the entire ARD district.

Facility Rentals

None of outdoor aquatic center case study facilities provided the cost associated with the rental of outdoor aquatic facilities. Presumably these costs relate to maintenance and/or

⁷ Facility size estimates for aquatic facilities were obtained through on-line research and agency staff. The large range in cost could be partially associated with potential differences in estimation of facility sizes; for example, it is unclear whether estimates include locker rooms, common areas, parking, etc.

advertising for the facilities. For purposes of analysis, New Economics assumed that this cost is absorbed by other expense categories.

Equipment and Supplies

None of outdoor aquatic center case study facilities provided the cost associated with the equipment and supplies. (ARD costs did provide this information, but it is integrated into Maintenance and Utilities, described next.) For purposes of analysis, New Economics assumed that this cost is absorbed by other expense categories.

Maintenance and Utilities

ARD provided estimated maintenance and utility costs (including equipment and supplies) for the Sierra Pool. For purposes of this analysis, New Economics applies the ARD Sierra Pool cost per square foot of those facilities that track this cost separately. Please note that this cost was rounded up to the next whole dollar to enable ARD to provide a small increase in the level of maintenance service for this new district wide facility.

In addition to building maintenance, ARD also provided an estimated cost for outdoor landscaped areas. This would include turf associated with the area surrounding a building, parking lot maintenance, shrub trimming, weed abatement within natural areas, etc. ARD estimates a cost of approximately \$0.25 per landscaped square foot, which has been applied to a planning-level estimate of 2.0 acres for both concepts. **Figure 3.9** documents this cost assumption, which is not shown in **Figure 3.1**. However, this cost is integrated into the annual cash flow projection shown later in this section.

Long-Term Repair and Replacement

Case study research revealed that long-term repair and replacement was not tracked as an individual line item. This analysis presumes that long-term repair and replacement is absorbed by other expense categories.

Annual Revenue Projections

Context and Approach

The MGCC will obtain revenues from earned revenues, (user and facility rental fees), as well as other sources on an as-needed basis. The associated cost recovery rate (earned revenues as a percent of total costs) is influenced by three factors: level of visitation, user fee and facility rental rates, overall operating costs, and local financial capacity and priorities.

National associations, such as the National Recreation and Park Association, track cost recovery for park agencies as a whole-- 37 percent is the median cost recovery rate for special park districts-- but not for specific facilities, such as an indoor aquatics center or a community center. One potential reason for the lack of readily available industry data is that agencies track their data differently. Few agencies track or report visitation levels and few agencies track revenues solely associated with facilities. Instead, most agencies combine revenue data and report revenues by type (e.g. classes, recreation), while others report certain revenues by facility (John Smith Community Center) or facility type

(aquatics) and yet others on a citywide basis (basketball leagues). Inconsistent reporting makes it difficult to compare facilities or apply mixed assumptions to a proposed facility.

A second potential reason is that revenues are often inextricably associated with total costs and reflect both the value and the financial means of the local community. Some local communities value recreation highly *and* have the financial means to support related amenities; these communities can sustain a relatively low cost recovery rate for facilities that have high annual operating budgets. In contrast, other communities may have competing financial priorities and/or have less of an ability to support recreation facilities; in these cases, overall budgets must be controlled to ensure that high cost recovery rates can cover the cost of annual operations. Because cost recovery rates can vary significantly as a result of fee rates, overall cost, visitation, and the ability to provide subsidy, it is difficult to identify a “standard” range at the national or state level of cost recovery for community centers and/or aquatic centers.

The approach utilized in this Annual Operations Projection considers overall cost (identified in the previous section), user and facility rental fees, and the magnitude of overall cost recovery rates to help participating agencies and local stakeholders select an appropriate level of subsidy for the Placer County MGCC. It is not intended to be prescriptive, but rather provide a framework to allow decision makers to make policy-level decisions that will guide the overall operating budget parameters for the MGCC.

User Fee Rates: Community Center, Banquet/Conference, and Aquatics

User fee and facility rental rates are one of the two major factors that drive overall cost recovery rates. **Figure 3.2** summarizes current user fee rates in case study facilities as well as current rates charged for use of ARD facilities. As this figure shows, user fees can be generally categorized into membership, classes/activities, and facility rentals. Within membership there may be different rates for one-time use versus some type of series subscription. Within classes/activities, rates tend to be a function of one-time classes, technical classes, and multi-day classes. Finally, facility rentals may or may not charge higher rates for non-residents. Within sub-categories, many rates appear to fall within a relatively similar price range, although select facilities may charge significantly more or less than the average for some activities. For example, annual passes are offered by 8 of the 11 case study facilities; those agencies offering annual passes generally charge \$200-\$500 per year, although ARD only charge \$60-65 while Fort Bragg charges up to \$1,100.

Correlation Between User Fees, Visitation Levels, Revenues, and Expenses

Figure 3.3 provides an illustration of the factors that influence cost recovery rates. Two years of financial and visitation data for the Truckee Community Recreation Center and Roseville Shellito Indoor Pool provide expenses, revenues, and visitation levels. A comparison of these two facilities highlights the following dynamics:

- significant variation in total annual operating expenses;
- significant variation in annual visitation levels;
- resulting variation in operating expenses per visitor; but,
- relative consistency in revenues per visitor.

Because all case study facilities do not track visitation levels, New Economics was unable to derive a broad cost and/or revenue metric based on visitation.

Cost Recovery Patterns

Instead, New Economics reviewed available revenue budgets for case study facilities to calculate revenues as a percent of total expenses (cost recovery rate). The most common revenue classifications include classes/programs, membership and/or fitness, special events, and/or facility rentals.

Figure 3.4 synthesizes the available cost recovery rate metrics for indoor and outdoor case-study aquatic facilities. As this figure shows, cost recovery rates for outdoor aquatic centers studied by New Economics range from 40 to 83 percent. Cost recovery rates for indoor aquatic centers range from 39 to 98 percent.

Among the community case study facilities researched for this analysis, however, budgeting records did not provide a consistent set of data, making it difficult to provide any detail beyond annual revenues as a percent of total annual expenses. **Figure 3.5** shows total revenues as a percent of total expenses for several case-study community center facilities, as well as for single-purpose case-study facilities. As discussed previously, this rate is a function of visitors, user fee and facility rental rates, and overall operating costs.

Figure 3.5 also summarizes cost recovery for two jurisdictions that track recreation programming costs and revenues by type of demographic served. The citywide revenue recovery rates provide another point of reference when considering different segments of the community. This data was collected during an earlier portion of the Placer County MGCC Feasibility Study effort and was supplemented by interviews with staff of select recreation departments in the Sacramento Region. This research suggested that for services as a whole:

- Programming profit centers (75-100 percent) generally include youth camps and lessons, fitness memberships and drop-in activities, third-party rentals, and childcare.
- Programming for seniors and teens tends to achieve relatively low cost recovery rates (17-60 percent).

While these rates provide an important level of cost recovery indication, they cannot be directly applied to a community center because the citywide rates may include indoor and/or outdoor programming, overhead/administration, services provided in multiple locations, and/or other factors that are not directly applicable to *one* community center serving multiple audiences similar to that proposed by the Placer County MGCC.

Potential Cost Recovery Scenarios for MGCC

This analysis considers two cost recovery scenarios for the Placer County MGCC to provide a potential range for consideration by participating agencies:

- **Low End Cost Recovery** assumes 45 percent cost recovery for the Community Center, 60 percent cost recovery for the banquet/conference space, and 5 percent

for the Performing Arts Theater in Concept 1. Concept 2 Phase II facilities, which include improvements to the multipurpose/gym/performing arts spaces, are assumed to achieve a recovery rate that is half of the Community Center, or 23 percent. These rates of recovery would be reflective of a relatively heavy emphasis on programming for seniors and teens and assumes partial cost recovery for banquet/conference space and Performing Arts Theater.

- **High End Cost Recovery** assumes 60 percent cost recovery for the Community Center, 90 percent cost recovery for the banquet/conference space, and 15 percent for the Performing Arts Theater in Concept 1. Concept 2 Phase II facilities, which include improvements to the multipurpose/gym/performing arts spaces, are assumed to achieve a recovery rate that is half of the Community Center, or 30 percent. These more aggressive rates of recovery would be reflective of a relatively heavy emphasis on childcare and youth programming and assumes significant levels of cost recovery for banquet/conference space and the Performing Arts Theater component.

Figure 3.6 summarizes these revenue scenario assumptions. Please note that the cost recovery assumptions for the optional aquatic centers remain constant, as shown in **Figure 3.5**.

Operating Budget, Concept 1: PCGC

Figure 3.7 contains a projected budget for Concept 1: PCGC.

Projected Annual Operating Costs

Annual operating costs for Phase I are projected to fall in the range of \$700,000 annually. Phase II facilities (the Performing Arts Theater) would cost \$1.1 million to operate, bringing buildout operations costs to approximately \$1.8 million. The annual cost projection for Phase I facilities assumes that operations would ramp up over a period of three years; Year 1 costs reflect 25% of full annual costs, Year 2 costs reflect 75% of full annual costs, and Year 3 and beyond reflect 100% of full annual costs.

As **Figure 3.7** shows, the addition of Phase II facilities—the Performing Arts Theater—adds significant operating costs.

Projected Annual Revenues

The revenues projection considers both the low cost recovery scenario and the high cost recovery scenario presented previously in **Figure 3.6**. The annual revenue projection also presumes that earned revenues will build up over a period of three years; Year 1 costs reflect 30% of full annual costs, Year 2 costs reflect 60% of full annual costs, and Year 3 and beyond reflect 100% of full annual costs.

As **Figure 3.7** shows, the additional of Phase II facilities—the Performing Arts Theater—generates relatively low revenues.

Level of Subsidy Required

Concept 1 requires a potential subsidy of \$220,000-\$320,000 for Phase I facility operations, \$920,000-\$950,000 for Phase II facility operations, and \$1.2- \$1.4 million for buildout facility operations.

Operating Budget, Concept 2: North Auburn Campus

Figure 3.8 contains a projected budget for Concept 2: North Auburn Campus.

Projected Annual Operating Costs

Annual operating costs for Phase I are projected to fall in the range of \$1.5 million annually. Phase II facilities (improvements to the performing arts/multipurpose gym, classrooms, and labs) would cost \$880,000 to operate, bringing buildout operations costs to approximately \$2.3 million. The annual cost projection for Phase I facilities assumes that operations would ramp up over a period of three years; Year 1 costs reflect 25% of full annual costs, Year 2 costs reflect 75% of full annual costs, and Year 3 and beyond reflect 100% of full annual costs. In addition, please note that Phase II facility costs are estimated based on a cost of \$36 per square foot; this rate reflects the blended average of Phase I facilities given that they would be utilized for multiple purposes.

Projected Annual Revenues

The revenues projection considers both the low cost recovery scenario and the high cost recovery scenario presented previously in **Figure 3.6**. The annual revenue projection also presumes that earned revenues will build up over a period of three years; Year 1 costs reflect 30% of full annual costs, Year 2 costs reflect 60% of full annual costs, and Year 3 and beyond reflect 100% of full annual costs.

Level of Subsidy Required

Concept 2 requires a potential subsidy of \$930,000-\$1.1 million for Phase I facility operations, \$610,000-\$680,00 for Phase II facility operations, and \$1.5- \$1.7 million for buildout facility operations.

Compared to Concept 1, Concept 2 requires a higher annual subsidy for Phase I facilities, a lower annual subsidy for Phase II facilities, and a lower annual subsidy at buildout.

Potential Additional Sources of Revenues

Parcel Tax

A parcel tax could be a potential additional source of revenue to fund MGCC facilities. Parcel taxes are distinct from traditional real property taxes that are regulated by Proposition 13 in that they are not ad valorem taxes, which are based on property values. A parcel tax would be levied on all privately-owned parcels, usually within a special district. Generally, parcel taxes are to be applied “uniformly” across properties within a special district. Seniors and the disabled can be exempted by K-12 school districts, while community college districts can treat improved and unimproved parcels

differently. A two-thirds voter approval is required for new or increased taxes.⁸ The estimated revenues from a parcel tax would need to be developed if this source is considered by the County.

Outdoor Aquatics Center

Figure 3.9 contains a projected budget for the optional outdoor aquatic center. The projected annual operating costs for an outdoor aquatic center is approximately \$200,000. Anticipated earned revenues are expected to be approximately \$150,000, assuming a cost recovery rate of 75%. The resulting need for subsidy amounts to roughly \$50,000 annually.

Indoor Aquatics Center

Figure 3.10 contains a projected budget for the optional indoor aquatic center. The projected annual operating costs for an outdoor aquatic center is approximately \$750,000. Anticipated earned revenues are expected to be approximately \$600,000, assuming a cost recovery rate of 80%. The resulting need for subsidy amounts to roughly \$150,000 annually.

3.1 Key Cost Assumptions
Nominal Dollars (per Sq. Ft.)

Item	Case Studies								Range	Applied in This Analysis
	Case Study 1	Case Study 2	Case Study 3	Case Study 4	Case Study 5	Case Study 6	Case Study 7	Case Study 8		
Community Center Components	Agoura Hills, Calif. 30,000	Mil. Valley, Comm. Ctr. 18,500	Tuckee, Comm. Ctr. 39,600	ARD, Canyon View 18,500	Sussex, Meads 20,000	Dublin, Sen. Ctr. 15,500	Dublin, Comm. Ctr. 20,088	Dublin, Gym 6,002	18,500 - 40,000	
Facility Size (sq. ft.)										
Salaries & Benefits	\$12.85	\$23.23	\$4.67	[1]					\$5-\$23	
Fitness	\$9.51			[1]					\$10	
Tenants	\$1.15			[1]					\$1	
General Classes & Programs	\$9.77			[1]					\$10	
Subtotal Personnel/Programming	\$33.28	\$23.23	\$4.67	[1]					\$4-\$34	\$14
Facility Rental	\$3.25			[1]					\$3	\$0
Equipment & Supplies		\$26.93	\$0.23	[1]					\$1-\$27	\$4
Building Maintenance and Utilities	\$9.40	\$5.81	\$4.23	\$4.92					\$1-\$10	\$5
Outdoor Maintenance				\$0.25 [1]						
Overall	\$45.92	\$55.97	\$9.13	N/A	\$20.05	\$36.24	\$15.30	\$10.49	\$9-\$56	\$23
Conference Center	Glenn Heights									
Facility Size (sq. ft.)	29,773								30,000	
Salaries & Benefits	\$6.43								\$6	\$7
Programming & Supplies	\$5.85								\$6	\$6
Overall	\$12.28								\$12	\$13
Black Box Theatre	West Sacramento									
Facility Size (sq. ft.)	2,080								2,080	
Overall	\$102								\$103	\$100
		Indoor Facilities			Outdoor Facilities					
Aquatic Facilities	Castroville	Sussex, Meads Pool	Mil. Valley (2)	Castroville (2)	ARD, Sierra Pool	Woodland	Dublin		Indoor	Outdoor
Facility Size (sq. ft.)	80,000	24,548	18,500	40,000	18,000	8,000	9,800			
Salaries & Benefits		\$21.30	\$52.69	\$22.83	\$4.74					
Programming & Supplies					\$0.76					
Subtotal Personnel/Programming		\$21.30	\$52.69	\$22.83	\$5.49				\$20	\$13
Equipment & Supplies		\$5.53	\$19.20	\$1.39					\$2	\$0
Facility Rental					\$3.96				\$0	\$0
Building Maintenance and Utilities		\$7.59	\$9.13	\$9.73	\$2.45				\$9	\$3
Misc.					\$0.23				\$0	\$0
Overall	\$12.51	\$32.42	\$81.02	\$37.91	\$8.18	\$37.50	\$72.04		\$30	\$18

[1] ARD existing facilities are not new and therefore do not provide comparable case study data for many community center components. Only current maintenance cost components are included in this analysis.
 [2] Includes indoor gymnasium.
 [3] Includes community center and indoor pool.
 [4] Figures provided by ARD, to be applied to outdoor landscaping square footage, not building square feet. See Figures 3.7 through 3.10 for the application of landscaping costs.
 Source: See Appendix C supporting calculations.
 Prepared by Jane Constance & Advisory, November 2016.

⁸ Guide to Local Government Finance, 2012; leginfo.legislature.ca.gov, as of September 2016.

3.2 Facility Usage Fee Summary
Nominal Dollars

Item	Membership [1]				Group Classes/ Activities [2]			Facility Rental [3]	
	Individual/ Drop-In	Punch Card (10-20 Visits)	Monthly Pass	Annual Pass	Type 1	Type 2	Type 3	Resident	Non-Resident
Community/Fitness									
Auburn (ARD) Canyon View Community Ctr.	N/A	N/A	N/A	N/A	\$10-\$20	\$20-\$75	\$125-\$250	\$30-\$90	\$45-\$100 [4]
Agoura Hills/ Calabasas CC & FC	\$1-\$8	\$50-\$80	\$26-\$70	N/A	\$1-\$15	\$30-\$75	N/A	\$55-\$150	\$55-\$150
Citrus Heights CC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$51-\$175 [4]	\$50-\$225
Truckee CC [5]	\$4-\$6	N/A	\$25-\$39	\$200-\$280	\$2-\$10	\$18-\$85	\$85-\$186	\$5-\$100	\$15-\$150
Fort Bragg CC	\$5-\$7	\$45-\$60	\$35-\$60	\$324-\$1,134	\$3-\$15	\$20-\$50	\$50-\$185	\$35-\$250	\$35-\$250
Mill Valley CC	\$7-\$10	\$95-\$240	\$80	\$285-\$505	N/A	N/A	N/A	N/A	N/A
Roseville Maidu CC	\$8	\$50-\$95	\$39-\$79	\$199-\$375	\$8	\$25-\$39	N/A	\$37-\$95	\$41-\$105
Aquatics/Fitness									
Auburn (ARD) Sierra Pool	\$2-\$3	N/A	N/A	\$60-\$65	\$10-\$20	N/A	N/A	\$150-\$200	\$250-\$300
Fairfield Aq. & FC	\$6-\$10	50	\$70-\$300	N/A	\$6	\$65-\$85	\$145-\$165	\$300	Varies
Roseville (Shellito & Aq. Complex)	N/A	\$50-\$95	\$25-\$79	\$199-\$375	\$8	\$25-\$39	N/A	\$180-\$300	\$180-\$300
Fort Bragg Spath Aq. Facility [5]	\$5-\$7	\$45-\$60	\$35-\$60	\$324-\$1,134	\$3-\$15	\$20-\$50	\$50-\$185	\$110-\$410	\$110-\$410
Mill Valley Aq. & FC	\$7-\$10	\$95-\$240	\$80	\$285-\$505	\$7-\$13	N/A	N/A	\$150	\$175-\$200
Woodland Swim Ctr.	\$4	\$30	\$40	N/A	Free - \$15	\$15-\$80	\$95-\$415	\$50-\$330	\$60-\$363

[1] Reflects resident usage fees. Some facilities have a higher rate for non-residents. See Appendix tables for exact fees.
 [2] Type 1 = one-time daily or large events/classes with 30-50 participants, Type 2 = technical classes for groups of 10-20 participants, Type 3 = more than 1 session, week-long classes or summer camps.
 [3] Reflects hourly rate. Most facilities require a 2 hour minimum rental time.
 [4] Basic catering fees not included.
 [5] Membership rates are for fitness center. Group/class activity rates are for community center.
 Sources: New Economics outreach, internet research, and telephone interviews, November 2015. See Appendix D for supporting figures.
 Prepared by New Economics & Advisory, November 2016.

3.3 Correlation Between User Fees, Visitation Levels & Cost Recovery
Nominal Dollars

Item	Year 1	Year 2
		<u>2011/2012</u>
Truckee Community Rec Center		
Expenses	\$397,044	\$361,292
Revenues	\$149,692	\$141,066
Overall Cost Recovery Rate	37%	37%
Annual Visitors	108,022	87,751
Revenues per Visitor	\$1.39	\$1.61
Cost per Visitor	\$3.68	\$4.12
Shellito Indoor Pool		
	<u>2014/2015</u>	<u>2015/2016</u>
Expenses	\$772,560	\$776,100
Revenues	\$772,638	\$791,833
Overall Cost Recovery Rate	98%	98%
Annual Visitors	635,000	635,000
Revenues per Visitor	\$1.22	\$1.25
Cost per Visitor	\$1.22	\$1.22
Expenses		

Source: New Economics, November 2015.
 Prepared by New Economics & Advisory, November 2016.

3.4 Key Revenue Metrics and Assumptions – Optional Aquatic Center
As % of Total Expenses

Components	ARD	Dublin		Range	Applied in This Analysis	Shellito Pool	Fort Bragg [1]	Mill Valley [1]	Fairfield	Range	Applied in This Analysis
		Woodland	Swim Ctr.								
	Outdoor Facilities					Indoor Facilities					
Aquatic Facility											
Facility Size (sq. ft.)	18,000	8,000	9,800	8,000 - 18,000		24,548	40,000	18,500	80,000	24,000-80,000	
Admin/Overhead				N/A			2%			2%	
Membership/Fitness				N/A		90%		43%		43% - 90%	
Classes/Programs	75%			178%			37%	42%		37% - 42%	
Special Events				N/A		5%				5%	
Facility Rentals	8%			20%		2%				2%	
Overall	83%	48%	40%	40% - 83%	75%	98%	39%	85%	44%	39% - 98%	80%

[1] Includes community center and aquatic center.
Sources: See Appendix D supporting calculations.
Prepared by New Economics & Advisory, November 2016.

3.5 Key Revenue Metrics
As % of Total Expenses

Item	Case Study 1	Case Study 2	Case Study 3	Case Study 4	Case Study 5
Community Centers	<i>Ag. Hills/ Calabasas</i>	<i>Mill Valley [2]</i>	<i>Truckee Comm. Rec. Ctr.</i>	<i>Roseville Maidu</i>	<i>Dublin Comm. Ctr.</i>
Facility Size (sq. ft.)	30,000	37,000	39,600	20,000	20,088
Cost Recovery %	99%	39%	37%	58%	50%
Single-Purpose Facilities	<i>Dublin Senior Ctr.</i>	<i>Dublin Gym</i>	<i>Roseville Sports Ctr.</i>	<i>Citrus Heights Conf. Ctr.</i>	
Facility Size (sq. ft.)	15,500	6,002	87,120	29,173	
Facility/Room Rentals				100%	
Fitness			70%		
Cost Recovery %	17%	40%	N/A	100%	
Citywide Services	<i>City of Davis</i>	<i>City of Dublin</i>			
Fitness					
Aquatics	70%				
Teen	23%				
Youth	99%				
Senior	24%				
Childcare	100%	77%			
Facility/Room Rentals	57%				
Other Family Activities		113%			

Sources: See Appendix C supporting calculations.
Prepared by New Economics & Advisory, November 2016.

3.6 Revenue Recovery Scenarios Proposed Placer County MGCC

Item	Low	High
Community Center [1]	45%	60%
Conference Center	80%	90%
Black Box Theatre	5%	15%
Concept 2 (Phase II)	23%	30%

[1] Includes administrative and exhibit space, labs, fitness classes space, transit hub, technology maker lab, art maker lab, café, and kitchen, senior center, teen center, childcare space, and youth program space.

Source: New Economics, November 2015.

Prepared by New Economics & Advisory, November 2016.

3.7 Illustrative Operating Budget Concept 1: Placer County Government Center (20155)

Item	Metric (per unit)	Sq. Ft. [1]	Phase I					Phase II						
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
ANNUAL EXPENSES			[4]	[4]										
Community Center [2]	\$23.00 per sq. ft.	20,930 sq. ft.	-\$120,348	-\$361,043	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390	-\$481,390
Banquet/Conf. Comp.	\$13.00 per sq. ft.	15,600 sq. ft.	-\$50,700	-\$152,100	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800	-\$202,800
Landscape Maintenance [3]	\$0.25 per sq. ft.	43,560 sq. ft.	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890
Subtotal Phase I		80,090 sq. ft.	-\$181,938	-\$524,033	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080	-\$695,080
Phase II: Black Box Theater Comp.	\$100.00 per sq. ft.	11,180 sq. ft.	N/A	N/A	N/A	N/A	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000	-\$1,118,000
Total Annual O&M			-\$181,938	-\$524,033	-\$695,080	-\$695,080	-\$1,813,080							
SCENARIO 1: ANNUAL REVENUES (Low Cost Recovery)			[5]	[5]										
Community Center [2]	45% of expenses		\$16,247	\$97,401	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626	\$216,626
Banquet/Conf. Comp.	80% of expenses		\$12,168	\$73,008	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240	\$162,240
Subtotal Phase I			\$28,415	\$170,409	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866	\$378,866
Phase II: Black Box Theater Comp.	5% of expenses		N/A	N/A	N/A	N/A	\$55,900	\$55,900	\$55,900	\$55,900	\$55,900	\$55,900	\$55,900	\$55,900
Total Annual Revenues (low)			\$28,415	\$170,409	\$378,866	\$378,866	\$434,766							
Initial Balance Phase I			-\$153,523	-\$353,543	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215	-\$316,215
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100	-\$1,062,100
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,378,315							
SCENARIO 2: ANNUAL REVENUES (High Cost Recovery)			[5]	[5]										
Community Center [2]	60% of expenses		\$21,663	\$129,975	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834	\$288,834
Banquet/Conf. Comp.	90% of expenses		\$13,689	\$82,134	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520	\$182,520
Subtotal Phase I			\$35,352	\$212,109	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354	\$471,354
Phase II: Black Box Theater Comp.	15% of expenses		N/A	N/A	N/A	N/A	\$167,700	\$167,700	\$167,700	\$167,700	\$167,700	\$167,700	\$167,700	\$167,700
Total Annual Revenues (high)			\$35,352	\$212,109	\$471,354	\$471,354	\$639,054							
Initial Balance Phase I			-\$146,586	-\$311,923	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726	-\$223,726
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$950,300	-\$950,300	-\$950,300	-\$950,300	-\$950,300	-\$950,300	-\$950,300	-\$950,300
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,174,026							

[1] Includes an efficiency factor of 77%.
 [2] Community Center includes administrative and exhibit space, labs, fitness classes space, transit hub, technology maker lab, art maker lab, café and kitchen, senior center, teen center, childcare space, and youth program space.
 [3] Landscape maintenance cost assumed to be for an area of 1 acre, beginning at full cost in Year 1.
 [4] Assumes that full annual operating costs will not be reached until year 3. Applies 25% of cost in year 1 and 75% of cost in year 2. Subject to further refinement.
 [5] Assumes that full annual revenues will not be reached until year 3. Applies 20% of revenue potential in year 1 and 80% of revenue potential in year 2. Subject to further refinement.
 Source: New Economics & Advisory.
 Prepared by New Economics & Advisory, November 2016.

3.8 Illustrative Operating Budget
Concept 2: North Auburn Campus (2015\$)

Item	Metric (per unit)	Sq. Ft.	Phase I					Phase II				
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
ANNUAL EXPENSES												
Lease Cost (1) (2)	\$1.00 per sq. ft. mo.	47,310 sq. ft.	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720	-\$567,720
Community Center	\$23.00 per sq. ft.	38,540 sq. ft.	-\$221,605 (4)	-\$664,815 (4)	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420	-\$886,420
Landscape Maintenance (3)	\$0.25 per sq. ft.	43,560 sq. ft.	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890	-\$10,890
Subtotal Phase I		82,100 sq. ft.	-\$800,215	-\$1,243,425	-\$1,465,030							
Phase II: Black Box Theater, Multipurpose/Gym, Classrooms & Labs	\$100.00 per sq. ft.	8,770 sq. ft.	N/A	N/A	N/A	N/A	-\$877,000	-\$877,000	-\$877,000	-\$877,000	-\$877,000	-\$877,000
Total Annual O&M			-\$800,215	-\$1,243,425	-\$1,465,030	-\$1,465,030	-\$2,342,030	-\$2,342,030	-\$2,342,030	-\$2,342,030	-\$2,342,030	-\$2,342,030
SCENARIO 1: ANNUAL REVENUES												
Community Center	45% of expenses		\$29,917 (5)	\$179,500 (5)	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889	\$398,889
Subtotal Phase I			\$29,917	\$179,500	\$398,889							
Phase II: Performing Arts, Multipurpose/Gym, Classrooms & Labs	23% of expenses		N/A	N/A	N/A	N/A	\$201,710	\$201,710	\$201,710	\$201,710	\$201,710	\$201,710
Scenario 1 Total Annual Revenues			\$29,917	\$179,500	\$398,889	\$398,889	\$600,599	\$600,599	\$600,599	\$600,599	\$600,599	\$600,599
Initial Balance Phase I			-\$770,298	-\$1,063,925	-\$1,066,141							
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$675,290	-\$675,290	-\$675,290	-\$675,290	-\$675,290	-\$675,290
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,741,431	-\$1,741,431	-\$1,741,431	-\$1,741,431	-\$1,741,431	-\$1,741,431
SCENARIO 2: ANNUAL REVENUES												
Community Center	40% of expenses		\$39,889 (5)	\$239,333 (5)	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852	\$531,852
Subtotal Phase I			\$39,889	\$239,333	\$531,852							
Phase II: Performing Arts, Multipurpose/Gym, Classrooms & Labs	30% of expenses		N/A	N/A	N/A	N/A	\$263,100	\$263,100	\$263,100	\$263,100	\$263,100	\$263,100
Scenario 2 Total Annual Revenues			\$39,889	\$239,333	\$531,852	\$531,852	\$794,952	\$794,952	\$794,952	\$794,952	\$794,952	\$794,952
Initial Balance Phase I			-\$760,326	-\$1,004,092	-\$933,178	-\$933,178	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078
Initial Balance Phase II			N/A	N/A	N/A	N/A	-\$613,900	-\$613,900	-\$613,900	-\$613,900	-\$613,900	-\$613,900
Initial Balance at Buildout			N/A	N/A	N/A	N/A	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078	-\$1,547,078

(1) Lease for full square footage assumed to begin at the start of the lease term.
 (2) Parkade Court may continue to utilize a portion of the leased space. To the extent that this occurs, the County could receive a credit for up to 50% percent of the total lease cost.
 (3) Landscape maintenance cost assumed to be for an area of 1 acre, beginning at full cost in Year 1.
 (4) Assumes that full annual operating costs will not be reached until year 3. Applies 25% of cost in year 1 and 75% of cost in year 2. Subject to further refinement.
 (5) Assumes that full annual revenues will not be reached until year 3. Applies 30% of revenue potential in year 1 and 40% of revenue potential in year 2. Subject to further refinement.
 Source: New Economics & Advisory.
 Prepared by New Economics & Advisory, November 2016.

3.9 Illustrative Operating Budget
Optional Outdoor Aquatic Facility (2015\$)

Item	Metric (per unit)	Units	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
ANNUAL EXPENSES												
Pool Maintenance	\$15.00 per sq. ft.	12,000 sq. ft.	-\$180,000	-\$180,000	-\$180,000	-\$180,000	-\$180,000	-\$180,000	-\$180,000	-\$180,000	-\$180,000	-\$180,000
Landscape Maintenance (1)	\$0.25 per sq. ft.	87,120 sq. ft.	-\$21,780	-\$21,780	-\$21,780	-\$21,780	-\$21,780	-\$21,780	-\$21,780	-\$21,780	-\$21,780	-\$21,780
Total Annual O&M			-\$201,780									
ANNUAL REVENUES												
Aquatic Facility	75% of expenses		\$151,335	\$151,335	\$151,335	\$151,335	\$151,335	\$151,335	\$151,335	\$151,335	\$151,335	\$151,335
Total Annual Revenues			\$151,335									
Initial Balance			-\$50,445									

(1) Landscape maintenance cost assumed to be for an area of 2 acres, beginning at full cost in Year 1.
 Source: New Economics & Advisory.
 Prepared by New Economics & Advisory, November 2016.

3.10 *Illustrative Operating Budget*
Optional Indoor Aquatic Facility (20155)

Item	Metric (per unit)	Units	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
ANNUAL EXPENSES												
Pool Maintenance	\$30.00 per sq. ft.	25,000 sq. ft.	-\$750,000	-\$750,000	-\$750,000	-\$750,000	-\$750,000	-\$750,000	-\$750,000	-\$750,000	-\$750,000	-\$750,000
Landscape Maintenance [1]	\$0.25 per sq. ft.	10,890 sq. ft.	-\$2,723	-\$2,723	-\$2,723	-\$2,723	-\$2,723	-\$2,723	-\$2,723	-\$2,723	-\$2,723	-\$2,723
Total Annual O&M			-\$752,723									
ANNUAL REVENUES												
Aquatic Facility	80% of expenses		\$602,178	\$602,178	\$602,178	\$602,178	\$602,178	\$602,178	\$602,178	\$602,178	\$602,178	\$602,178
Total Annual Revenues			\$602,178									
Initial Balance			-\$150,545									

[1] Landscape maintenance cost assumed to be for an area of 104 acres, beginning at full cost in Year 1.
Source: New Economics & Advisory.
Prepared by New Economics & Advisory, November 2014.

Appendix A: Capital Funding Case-Study Research

A-1 Case Study Captial Funding Overview -- Emeryville
Emeryville

Items	Amount	% of Total
Estimated Cost	\$90,600,000	
Year Built	2015 UC	
Facility Size (sq. ft.)		
Admin, Wellness Center, School/ Community Library, Learning Center, Multi-Purpose Room & Gym	129,805	
Renovated Sports Recreation and Outdoor Space Uses	233,790	
Total Facility Size	363,595	
Funding Sources		
School District Measure J Bonds	\$65,600,000	72%
City/Successor Agency Redevelopment Bond Proceeds	\$25,000,000	28%
Total	\$90,600,000	100%

Prepared by New Economics & Advisory, October 2015.
Source: City Council Memorandum Regarding Master Joint Operating Agreement, July 22, 2013.

A-2 Case Study Captial Funding Overview -- Mill Valley
Community Center & Indoor Pool

Items	Amount	% of Total
Estimated Cost	\$12,000,000	
Year Built	2001	
Facility Size (sq. ft.)	37,000	
Funding Sources		
Certificate of Participation	\$6,000,000	50%
Community Donation	\$6,000,000	50%
Total	\$12,000,000	100%

Prepared by New Economics & Advisory, October 2015.
Sources: City of Mill Valley website, www.cityofmillvalley.org; BSA Architects website, www.bsaarchitects.com, accessed November 17, 2015; and City staff, November 13, 2015.

A-3 Case Study Capital Funding Overview -- Truckee
Truckee

Item	Amount	% of Total
Truckee Community Recreation Center		
Year Built	2010	
Facility Size (sq. ft.)	39,600	
Funding Sources		
Certificates of Participation	\$15,000,000	75%
Reserves	\$5,000,000	25%
Subtotal	\$20,000,000	100%
Truckee Community Aquatic Center		
Year Built	2016 UC	
Facility Size (sq. ft.)	25,000	
Funding Sources		
Reserves	\$7,200,000	78%
Donations	\$2,000,000	22%
Subtotal	\$9,200,000	100%

Prepared by New Economics & Advisory, October 2015.
Sources: City Council Memorandum Regarding Master Joint Operating Agreement, July 22, 2013, and City staff October 2015.

A-4 Case Study Capital Funding Overview -- Agoura Hills/Calabasas
Agoura Hills/Calabasas Community Center

Items	Amount	% of Total
Estimated Cost	\$4,600,000	
Year Built	1999	
Facility Size (sq. ft.)	30,000	
Funding Sources [1]		
Santa Monica Mountains Conservancy	\$600,000	13%
Los Angeles County Park Bond Act	\$100,000	2%
Countrywide Home Loans (donation)	\$100,000	2%
Proposition A	\$3,800,000	83%
Total	\$4,600,000	100%

Prepared by New Economics & Advisory, October 2015.

[1] No general funds used for this project.

Sources: "Agoura Hills: New Park Cause for Celebration for Local Man," Los Angeles Times, October 1994; "Community Center Gains State Funding," Los Angeles Times, August 1998; "Kuehl Seeks Funds for Community Center," May 1997; and community center staff, October 2015.

A-5 *Case Study Capital Funding Overview -- Dublin
Community and Aquatic Center*

Item	Amount	% of Total
Shannon Community Center		
Year Built	2009	
Facility Size (sq. ft.)	19,760	
Funding Sources		
Private Development	\$4,385,632	40%
Workforce Housing Grants	\$1,127,876	10%
General Fund	\$5,553,697	50%
Subtotal	\$11,067,205	100%
Dublin Senior Center		
Year Built	2005	
Facility Size (sq. ft.)	15,200	
Funding Sources		
General Fund	\$4,200,000	67%
Impact Fees	\$2,100,000	33%
Subtotal	\$6,300,000	100%
Emerald Glen Rec. & Aq. Center		
Year Built	2017 UC	
Facility Size (sq. ft.)	31,000	
Funding Sources		
General Fund	\$3,000,000	7%
Impact Fees	\$40,800,000 [1]	93%
Subtotal	\$43,800,000 [2]	100%

Prepared by New Economics & Advisory, October 2015.

[1] Impact fees collected over the last 10 years.

[2] Cost includes 10% contingency.

Source: City recreation staff, October 2015.

A-6 *Case Study Capital Funding Overview -- Citrus Heights
Citrus Heights*

Items	Amount
Estimated Cost	\$13,000,000
Year Built	2009
Facility Size (sq. ft.)	29,173
Funding Source	
General Fund Reserves	\$13,000,000
Total	\$13,000,000

Prepared by New Economics & Advisory, October 2015.

[1] No general funds used for this project.

Sources: City of Citrus Heights FY 2015-2016 Annual Budget and City staff November 2015.

A-7 Case Study Capital Funding Overview -- Natomas
North Natomas Aquatic & Community Center

Items	Amount	% of Total
North Natomas Aquatic & Community Center		
Year Built	NYB	
Facility Size (sq. ft.)	28,946	
Estimated Cost	\$26,000,000	
Funding Sources [1]	N/A	
Public Facility Fee	\$8,100,000	31%
Habitat Conservation Program Fees	\$200,000	1%
Joint Use Agreement w/ NUSD	\$5,000,000	19%
Greenbriar Development Funding	\$2,000,000	8%
Naming Rights - Private	\$1,000,000	4%
Sale of City Owned Land	\$1,700,000	7%
General Fund	\$8,000,000	31%
Total	\$26,000,000	100%

Prepared by New Economics & Advisory, October 2015.

[1] Estimate.

Source: BCA staff, June 24, 2015.

A-8 Case Study Capital Funding Overview -- Elk Grove
Elk Grove Aquatics Complex

Items	Amount	% of Total
Elk Grove Aquatics Complex		
Year Built	NYB	
Facility Size	13 Acres	
Estimated Cost [1]	\$20,400,000	
Funding Sources [2]		
City Laguna Ridge CIP CFD	\$14,000,000	69%
Unknown	\$6,400,000	31%
Total	\$20,400,000	100%

Prepared by New Economics & Advisory, October 2015.

[1] Reflects lowest bid presented. City Council rejected recent bids. City engineers will revisit project estimating cost to be around \$20 million.

[2] The City has committed up to \$14 million towards construction through various CFDs within Laguna Ridge (Capital Improvement Fees). Additional funding sources pending City engineer updates.

Source: City of Elk Grove staff, November 2015.

A-9 Case Study Capital Funding Overview -- Roseville
Roseville

Items	Amount	% of Total
Maidu Community Center		
Year Built	1990	
Facility Size (sq. ft.)	20,000	
Estimated Cost	\$2,600,000	
Funding Sources [1]	N/A	
Mike Shellito Indoor Pool		
Year Built	2009	
Facility Size (sq. ft.)	24,548	
Estimated Cost	\$12,700,000	
Funding Sources		
Park Impact Fees	\$12,700,000	100%
Total	\$12,700,000	

Prepared by New Economics & Advisory, October 2015.

[1] Not analyzed because this facility was developed more than 10 years ago.

Sources: City of Roseville Parks, Recreation & Libraries Department staff, September 2015, November 2015; Sacramento Business Journal article, July 2010 (facility size); and "The Magic of Maidu," The Press Tribune Newspaper, March 30, 2005.

A-10 Case Study Capital Funding Overview -- Fairfield
Allan Witt Indoor Aquatic Center

Items	Amount	% of Total
Community Center		
Estimated Cost		
Year Built	1970	
Facility Size (sq. ft.)	27,000	
Funding Sources		
Unknown	\$0	
Total Funding Sources	N/A	N/A
Aquatics Complex		
Estimated Cost		
Year Built	2009	
Facility Size (sq. ft.)	80,000	
Funding Sources		
Parks & Recreation Developer Fees	N/A	N/A
State Grant	\$1,800,000	14%
Total Funding Sources	\$13,000,000	100%

Prepared by New Economics & Advisory, October 2015.

Sources: Danny Bernardini, The Vacaville Reporter, January 2010, City of Fairfield Parks & Recreation staff, November 2015.

B-2 *ARD 10-Year CIP Improvements*
Regional Park Projects

Year/Item	Total Cost	Reserve Portion	
		Amount	% of Total Cost
Regional Park Improvements-- 10 Year CIP			
FY 2015/16			
Dry Creek Picnic ADA Improvements	\$15,000		0%
Reg Shop POT	\$40,000		0%
Pickleball Court Conversion	\$24,000	\$15,750	66%
Permanent Stage	\$100,000	\$35,000	35%
Security cameras	\$25,000		0%
FY 2017/18			
Kiosks	\$10,000	\$10,000	100%
POT tennis courts	\$41,500	\$41,500	100%
FY 2018/19			
Tennis courts surfaces	\$100,000	\$100,000	100%
FY 2021/22			
M.P. Field impr. incl. plan/CEQA	\$250,000	\$90,000	36%
FY 2022/23			
Pond Leak Repair	\$95,000	\$95,000	100%
FY 2023/24			
Upgrade water system	\$50,000	\$50,000	100%
Pond mucking	\$75,000	\$75,000	100%
Total	\$825,500	\$512,250	62%
<i>Average Annual Expenditures</i>		\$64,031	
Total Improvements 10-Year CIP	\$4,760,079	\$1,350,400	28%

Prepared by New Economics & Advisory, November 2015.
Source: ARD CIP List, November 2015.

Appendix C: Case-Study Research Summary Tables

C-1 **Operating Budget - Black Box Theatre**
2014/15

Item	Amount	Per Sq. Ft.	As a % of Expenses
West Sacramento Black Box Theater			
Expenses [1]	2,080		
Salaries & Benefits	\$109,833	\$52.80	
Operations & Maintenance	\$105,066	\$50.51	
Subtotal Expenses	\$214,899	\$103.32	
Revenues			
Rentals	\$14,300	\$6.88	
Subtotal Revenues	\$14,300	\$6.88	7%

Prepared by New Economics & Advisory, November 2015.

[1] New Economics estimate based on community center revenues. Subject to further refinement pending City staff input.

Sources: City of West Sacramento, Black Box Theatre promotional packet and City staff, November 2015.

C-2 **Operating Budget Exerpts- ARD**
FY 2014/15

Item	Amount		As % of Total Exp.
	Total	Per Sq. Ft.	
Administrative/Overhead Costs			
Regional Community Center (FY 2013/14)	\$20,200	\$14.80	20%
Canyon View Community Center (FY 2013/14)	\$28,000	\$1.51	19%
Canyon View Community Center (FY 2012/13)	\$23,900	\$1.29	16%
Facilities & Ground Maint. Expenses (Canyon View)			
Operations & Supplies	\$5,280	\$0.29	N/A
Utilities Expense	\$32,804	\$1.77	N/A
Building & Grounds	\$19,777	\$1.07	N/A
Salaries	\$33,086	\$1.79	N/A
Subtotal Facilities & Ground Maint. Exp.	\$90,947	\$4.92	N/A
Sierra Pool			
Expenses	18,000		
Salaries & Benefits	\$85,232	\$4.74	58%
Programming	\$11,049	\$0.61	8%
Operations & Supplies	\$2,575	\$0.14	2%
Subtotal Programming & Supplies	\$13,624	\$0.76	9%
Maintenance	\$17,105	\$0.95	12%
Utilities	\$27,036	\$1.50	18%
Professional Services	\$295	\$0.02	0%
Fixed Asset Purchases	\$3,877	\$0.22	3%
Subtotal Misc.	\$4,172	\$0.23	3%
Subtotal Expenses	\$147,169	\$8.18	100%
Revenues			
Services	\$110,172	\$6.12	75%
Rents & Concessions	\$12,196	\$0.68	8%
Subtotal Revenues	\$122,368	\$6.80	83%
Room/Facility Rental Revenue			
Canyon View Community Center	18,500		
Sierra Room	\$10,377	\$0.56	N/A
Sunset Room	\$390	\$0.02	N/A
Canyon View Room	\$1,745	\$0.09	N/A
Foothills Room	\$5,618	\$0.30	N/A
Board Room	\$140	\$0.01	N/A
Subtotal CVCC Room Rentals	\$18,270	\$0.99	N/A
Kitchen Rental	\$1,542	\$0.08	N/A
Gym (Regional Park)	1,365		
Recreation (sports)	\$3,329	\$2.44	N/A
Regular	\$17,170	\$12.58	N/A
Subtotal Room Rental Revenue	\$41,676	\$30.53	N/A

Prepared by New Economics & Advisory, November 2015.

Sources: Auburn Rec & Park District (ARD) Profit & Loss, 04/01/2014-03/31/2015; ARD Facilities & Ground Revenues (Rent and Concessions); ARD 2015-16 Budget; and Auburn Rec & Park staff, November 2015.

C-3 Operating Budget - Agoura Hills/Calabasas
FY 2014/15

Item	Amount		As % of Expenses
	Total	Per Sq. Ft.	
Agoura Hills/Calabasas Community Center			
Expenses	30,000		
Admin	\$385,387	\$12.85	28%
Fitness	\$285,177	\$9.51	21%
Teen	\$34,359	\$1.15	2%
Rental	\$97,649	\$3.25	7%
Classes/Programs/Events	\$270,520	\$9.02	20%
Rockwall	\$22,498	\$0.75	2%
Subtotal Gen Classes & Prog.	\$293,018	\$9.77	21%
Maintenance	\$281,862	\$9.40	20%
Total Operating Expenditures	\$1,377,452	\$45.92	100%
Revenues			
Fitness	\$708,000	\$23.60	51%
Subtotal Fitness	\$708,000	\$23.60	51%
Classes/Programs/Events	\$310,000	\$10.33	23%
Rock Wall	\$10,250	\$0.03	1%
Subtotal General Programs	\$320,250	\$1.12	23%
Teen Programs	\$34,500	\$1.00	3%
Rentals	\$168,500	\$1.73	12%
Misc. Revenue	\$131,000	\$0.48	10%
Total Operating Revenues	\$1,362,250	\$60.55	99%

Prepared by New Economics & Advisory, November 2015.
Source: Courtesy of Mike Shellito Consulting, Approved Expenditures, FY 2014-2015.

C-4 Operating Budget - Citrus Heights
FY 2014/15

Item	Amount		As % of Expenses
	Total	Per Sq. Ft.	
Citrus Heights Community Center			
Expenses	29,173		
Personnel	\$187,613	\$6.43	52%
Operating	\$170,700	\$5.85	48%
Total Expenses	\$358,313	\$12.28	100%
Revenue			
Facility Rental Fees	\$358,313	\$12.28	100%
Total Revenues	\$358,313	\$12.28	100%

Prepared by New Economics & Advisory, November 2015.
Source: City of Citrus Heights Annual Budget, Community Center Management, FY 2015-2016.

C-5 **Operating Budget - City of Fairfield**
FY 2015/16 Budget

Item	Amount		As % of Expenses
	Total	Per Sq. Ft.	
Aquatics Complex at Allan Witt Park	80,000		
Expenses	\$1,000,446	\$12.51	
Revenues	\$439,500	\$5.49	44%

Prepared by New Economics & Advisory, November 2015.

Source: City of Fairfield staff, November 23, 2015.

C-6 **Operating Budget - Mill Valley**
FY 2015/16 Budget

Item	Amount		As % of Expenses
	Total	Per Sq. Ft.	
Mill Valley Community Center and Aquatic Facility			
Expenditures	37,000		
Aquatic & Fitness	18,500 [1]		
Salaries & Benefits	\$974,813	\$52.69	65%
Equipment & Supplies	\$355,150	\$19.20	24%
Utilities	\$82,920	\$4.48	6%
Maintenance	\$86,000	\$4.65	6%
Subtotal Aq. & Fitness	\$1,498,883	\$81.02	100%
Community Center	18,500 [1]		
Salaries & Benefits	\$429,824	\$23.23	41%
Equipment & Supplies	\$498,145	\$26.93	47%
Utilities	\$72,450	\$3.92	7%
Maintenance	\$35,100	\$1.90	3%
Subtotal Comm. Ctr.	\$1,054,019	\$56.97	100%
Revenues			
Membership	37,000		
On-Site Day Fees	\$200,000	\$5.41	13%
Passes	\$444,000	\$12.00	30%
Subtotal Membership	\$644,000	\$17.41	43%
Fitness/Aquatics	18,500		
Fitness/Aquatics Classes	\$232,750	\$12.58	16%
Aquatic Fees	\$400,000	\$21.62	27%
Subtotal Fitness/Aquatics	\$632,750	\$34.20	42%
Programs			
Programs-Comm. Ctr.	\$410,504	\$22.19	39%
Subtotal Programs	\$410,504	\$11.09	39%
Total Revenues	\$1,687,254		

Prepared by New Economics & Advisory, November 2015.

[1] New Economics estimated community center and aquatic facility sq. ft. based on facility layout.

Sources: City of Mill Valley, City Budget Detail, 2014-2015; City of Mill Valley Statement of Revenues and Expenditures, General Fund, 2014/15-2015/16; City of Mill Valley Fiscal Year 2015/2016 Budget Revision; and city staff, November 2015.

C-7 **Operating Budget - Roseville**
FY 2014/15

Item	Amount		As a % of Expenses
	Total	Per Sq. Ft.	
Shellito Indoor Pool	24,548		
Expenses			
Salaries & Benefits	\$522,765	\$21.30	66%
Equipment & Supplies	\$86,773	\$3.53	11%
Utilities	\$162,300	\$6.61	20%
Maintenance	\$24,000	\$0.98	3%
Total Expenses	\$795,838	\$32.42	100%
Revenues			
Aquatic Classes/User Fees			
Swim Lessons	\$350,000	\$14.26	44%
Fitness	\$255,000 [1]	\$10.39	32%
Rec Swim	\$73,500	\$2.99	9%
Classes	\$21,000 [2]	\$0.86	3%
Competitive Programs	\$18,000 [3]	\$0.73	2%
Subtotal User Fees	\$717,500	\$29.23	90%
Facility Rentals			
Facility Rentals	\$8,000	\$0.33	1%
Concessions/Boutique	\$7,000	\$0.29	1%
Subtotal Facility Rentals	\$15,000	\$0.61	2%
Birthday/Special Events			
Birthday Parties	\$38,500	\$1.57	5%
Special Events	\$5,100	\$0.21	1%
Subtotal Birthday/Special Events	\$43,600	\$1.78	5%
Total Revenues	\$776,100	\$31.62	98%
Maidu Community Center	20,000		
Expenses	\$400,989	\$20.05	
Revenues	\$231,135	\$11.56	58%

Prepared by New Economics & Advisory, November 2015.

[1] Includes membership and drop-ins.

[2] Includes community CPR, first aid, Lifeguard training, and swim instructor certificates.

[3] Revenue from competitive swim clinics and lessons.

Source: City of Roseville staff, November 2015.

C-8 **Operating Budget - Truckee**
FY 2012/13

Item	Amount		As a % of Expenses
	Total	Per Sq. Ft.	
Truckee Recreation Community Center	39,600		
Recreation Expenses			
Salaries & Wages	\$184,774	\$4.67	51%
Supplies	\$9,103	\$0.23	3%
Maintenance	\$45,003	\$1.14	12%
Utilities	\$122,574	\$3.10	34%
Total Expenses	\$361,454	\$9.13	100%
Revenues			
Rentals	\$17,293	\$0.44	5%
Kitchen	\$3,673	\$0.09	1%
Toddler	\$35,425	\$0.89	10%
Teen	\$39,371	\$0.99	11%
Adult/General	\$12,427	\$0.31	3%
Fitness	\$26,057	\$0.66	7%
Total Revenues	\$134,246	\$3.39	37%

Prepared by New Economics & Advisory, November 2015.

Source: Truckee-Donner Recreation and Park District, Profit & Loss Statement, 2012-2013 and Truckee-Donner Park District staff, November 2015.

C-9 *Operating Budget - Woodland*
FY 2015/16

Item	Amount		As a % of Expenses
	Total	Per Sq. Ft.	
<u>Charles Brooks Swim Center (outdoor)</u>		8,000	
Expenses [1]	\$300,000	\$37.50	
Revenues	\$145,000	\$18.13	48%
Renovation (2015)	\$1,000,000		

Prepared by New Economics & Advisory, November 2015.
[1] Estimate from City staff, November 13, 2015.
Source: City of Woodland Adopted Budget FY 2015-2016 and City staff, November 13, 2015.

C-10 *Operating Budget - Fort Bragg*
Recommended Operating Budget (2015)

Item	Amount		As a % of Expenses
	Total	Per Sq. Ft.	
<u>CV Star Community Center & Spath Aquatic Center [1]</u>		40,000	
Expenses			
Salaries & Benefits	\$913,250	\$22.83	60%
Other Expenses	\$27,892	\$0.70	2%
Outreach	\$27,840	\$0.70	2%
Subtotal Eq. & Supplies	\$55,732	\$1.39	4%
Operations [2]	\$158,235	\$3.96	10%
Maintenance	\$74,680	\$1.87	5%
Utilities	\$314,483	\$7.86	21%
Subtotal Expenses	\$1,516,380	\$37.91	100%
Revenue			
Admin & Overhead	\$27,628	\$0.69	2%
Programs	\$566,755	\$14.17	37%
Subtotal Expenses	\$594,383	\$14.86	39%

Prepared by New Economics & Advisory, November 2015.
[1] Recommendations from Operational Assessment & Analysis. Expenses and revenues are from different tables within report with expenses still in the \$1.5 million range.
[2] Classifying as facility rentals. Subject to further refinement.
Sources: Mendocino Coast Recreation & Park District, Operational Assessment and Analysis Findings and Recommendations, March 24, 2015.

C-11 *Operating Budget - Dublin*
Nominal \$

Item	Amount		As a % of Expenses
	Total	Per Sq. Ft.	
Shannon Community Center		20,088	
Expenses	\$307,437	\$15	
Revenues	\$153,719	\$8	50%
Dublin Senior Center		15,500	
Expenses	\$561,772	\$36	
Revenues	\$95,501	\$6	17%
Stager Community Gym		6,002	
Expenses	\$62,988	\$10	
Revenue	\$31,494	\$5	50%
Dublin Swim Center		9,800	
Expenses	\$706,227	\$72	
Revenues	\$282,491	\$29	40%
Total Cost Recovery (Citywide)			
Special Events	50% - 70%		
Facility Operations & Rentals	50%		
Aquatics	0% - 115%		
Sports Programs	0% - 379%		
Senior Center Programs	0% - 6%		
Preschool Programs	46% - 144%		

Prepared by New Economics & Advisory, November 2015.

Source: Provided courtesy of Shellito Consulting, November 2015, fiscal year unknown.

Appendix D: User Fee Rates

D-1 Facility Usage Fees – The Auburn Area Recreation & Parks District (ARD)
Canyon View Community Center and Sierra Pool (2014-2015\$)

Description	Residents	Non-Resident
Classes/Activities/Additional Services		
Leagues & Camps	\$125-\$250	
Large Group Classes/Events	\$10-\$20	
Classes	\$20-\$75	
Sierra Pool		
Drop-In	\$2-\$3	
Individual Passes	\$60	\$65
Family 5-Pass	\$155	\$160
Additional Family Members	\$15	\$18
Purchased before May 31	\$140	\$145
Canyon View Comm. Ctr. (CVCC)		
	<i>Group A/B [1]</i>	<i>Group C/D [1]</i>
Indoor Facilities		
Sierra Room	\$45	\$70
Foothills Room	\$40	\$65
Lakeside Room	\$40	\$65
Canyon View Room	\$35	\$55
Board Room	\$40	\$50
Sunset Room	\$30	\$45
Gym (Regional Park)		
Regional & Rec Gym [2]	\$39	N/A
Sports-Related Events	\$50	N/A
Non-Sport Related Event [3]	\$80	N/A
Outdoor Facilities		
	<i>Res. Full-Day</i>	<i>Non-Res. Full-Day</i>
Gazebos		
Front	\$40	\$60
Back	\$90	\$100
Pool Rental [3]		
	<i>Per Hour</i>	<i>Per Hour</i>
Marsha Skinner Pool	\$200	\$300
Splash Pool	\$150	\$250
Meadow Vista Pool	\$150	\$250

Prepared by New Economics & Advisory, November 2015.

[1] Hourly rate. Group A/B = youth activities sponsored or conducted by volunteers; meetings or smaller activities by resident, civic or service organizations; and non-profit groups where no fee is charged for participation. Group C/D = Private citizens' social events sponsored by business, corporation, or other firms where their interest is profit-making.

[2] Includes a \$30 custodial fee.

[3] Requires a minimum of 2 hour rental.

[4] Groups over 100 require a custodial fee of \$60.

Source: www.aubumrec.com, accessed November 10, 2015.

D-2 Facility Usage Fee – Agoura Hills/Calabasas
Agoura Hills/Calabasas Community Center (2015\$)

Description	Junior/Students	Adults (23 to 61)	Adult Couples	Seniors (62+)	Senior Couples	Group/Family
Fitness Prices						
Fitness Center & Basketball Gym						
Per Visit	\$1-\$5	\$7		\$5		
12-Visits	\$50	\$70		\$50		
Featured Fitness Classes						
1 Class	\$6	\$8		\$6		
12-Class Pass	\$60	\$80		\$60		
Monthly Membership	\$26	\$42	\$56	\$28	\$43	\$70
Classes/Activities/Additional Services						
						<i>Punch Pass [1]</i>
Badminton (per visit)	\$1-\$5	\$5.00	\$5.00	\$5.00		\$50
Basketball	\$1-\$5	\$7	N/A	\$5		
Fencing	\$15	\$15	N/A	\$15		\$75 [2]
Pickleball	\$3	\$3	N/A	\$3		\$30
Volleyball	\$5	\$5	N/A	\$5		\$50
Fitness Classes	\$30-\$75	\$30-\$75		\$30-\$75		
Workshops & Activities						
Rockwall						
Individual (daily)	\$3-\$7	\$7		\$7		
One Person (1-mth membership)						\$30
Two People (1-mth membership)						\$45
Three People (-mth. membership)						\$54
Add Rockwall to Fitness Membership				\$15 + \$9/each family member		
Child Watch Program [3]						
	<i>Per Child</i>					
Member	\$4.00					
Non-Member	\$5.00					
Additional child	\$2.00					
Multi-Purpose Room (per hour)						
			<i>Max Occ.</i>	<i>Mon-Thru</i>	<i>Fri-Sun</i>	
Agoura			86	\$55	\$75	
Las Virgenes			90	\$55	\$75	
Calabasas			150	\$85	\$105	
Activity				\$70	\$70	
Basketball Court				\$150	\$150	
Gymnasium				varies	varies	
Rock Wall [4]				\$150	\$150	
Additional Rentals (per hour)						
Patio				\$75.00		

Prepared by New Economics & Advisory, November 2015.

[1] Punch Pass = buy 10 passes, get 2 free.

[2] Unlimited monthly pass.

[3] Punch pass available.

[4] Price includes staff supervision. Room rentals of 1.5 hours or longer includes Activity Studio and automatic security deposit will be charged.

Source: www.ahccc.org, accessed November 4, 2015.

D-3 Facility Usage Fee -- Citrus Heights
Citrus Heights Community Center (2015\$)

Item	Deposit	Resident, Business, or Nonprofit	
		Nonprofit	Non-Resident
Party and Meeting Rentals [1]			
Community Hall (8 hour min.)		<i>per hour</i>	<i>per hour</i>
Full Hall	\$1,000	\$175	\$225
2/3 Hall	\$700	\$125	\$175
1/3 Hall	\$400	\$75	\$125
Flex Rooms (4 hour min.)			
South Flex Room A/B/C	\$400	\$95	\$110
South Flex Room A	\$300	\$68	\$75
South Flex Room B or C	\$200	\$51	\$57
East Flex Room A-D	\$400	\$100	\$120
East Flex Room A, B, C, or D	\$100	\$45	\$50
North Flex Room A & B	\$300	\$90	\$100
North Flex Room A or B	\$175	\$50	\$60
Pre-Function & Reception Hall (6 hour min.)			
Room 101	\$200	\$100	\$105
Community Senior Center (2 hour min.)			
Center, Lounge w/ Patio	\$200	\$95	\$105
Kitchen Facilities (2 hour min.)			
Full Kitchen Room 107 A/B	\$1,000	\$70	\$95
Kitchen Room 107 A or B	\$500	\$60	\$85
Basic Catering Fee	\$350	\$400	Non-Approved Caterer
Special Event Packages (8 hours min.)			
Small Event		<i>per hour</i>	<i>per day</i>
1/3 Community Hall or	\$700	\$135	\$160
Medium Event			
2/3 Hall and 1/2 Kitchen Use	\$1,200	\$175	\$200
Large Event			
Full Community Hall and Full Kitchen Use	\$1,400	\$200	\$225
Fundraising Package (10 hour min.)			
Large Package:			
Full Hall, South Flex Rooms, East Flex Rooms, and Full Kitchen	\$2,600	\$325	\$425
Small Package:			
2/3 Hall, South Flex Rooms, and Kitchen A or B	\$1,400	\$195	\$250

Prepared by New Economics & Advisory, November 2015.
[1] Security is an additional \$63/hr. based on the type of event and if alcohol is served.
Source: www.citrusheights.net, accessed November 5, 2015.

D-4 Facility Usage Fees -- Fairfield
Allan Witt Aquatic Complex

Description	Children (under 48 inch.)	General	Family (2 ppl.)	Family (3 ppl.)	Family & Friends (4 ppl.)	Seniors & Spectators
Daily Admission (Summer)	\$8	\$10	N/A	N/A	\$32	\$8
Monthly Passes	\$70	\$85	\$160	\$225	\$300	N/A
Classes/Activities/Additional Services						
Fitness Classes [4]						
Drop-In		\$6				
10-Visit Pass		\$50				
Monthly Pass		\$40				
Swim Lessons						
Swim Camp		\$60				
Drop-In		\$65/day				
1/2 Day		\$85/day				
Regular Care		\$145/week				
Extended Care		\$160/week				
Summer Camp						
Regular Care		\$140/week				
Extended Care		\$165/week				
Aquatics Complex Party Rentals						
15-Guests Birthday Party (3 hrs.) [2]					\$300	
Each Additional Guests		\$5 (Fall, Winter, Spring); \$7 (Summer)				
Sports Team/End of School						
Year Pool Parties (2 hrs.) [3]		\$6				
Exclusive		Varies				
Non-Exclusive		Varies				
Group Rates		Varies				

Prepared by New Economics & Advisory, November 2015.
[1] Children 2 and under are free.
[2] Includes party room for 90 min., full use of all indoor attractions from 12pm - 3pm, three large pizzas, and 3 pitchers of select beverage.
[3] Includes outdoor waterslides, indoor pool with retractable roof, lazy current, children's play area, diving board, sprays and multiple water, and many more.
[4] Activities include lap swim, water aerobics, and walking.
Source: www.fairfield.ca.gov, accessed November 9, 2015.

D-5 Facility Usage Fees – Fort Bragg
CV Starr Comm. Ctr. and Spath Aquatic Facility (2015\$)

Description	Adult (18 to 61)	Youth & Seniors	Couples	Family [1]
Center Membership Passes [2]				
Daily Drop-In Fee				
Resident	\$7	\$5		\$18
Non-Resident	\$11	\$9		\$30
10-Visit Pass				
Resident	\$60	\$45		N/A
Non-Resident	\$100	\$75		
1 Month Pass				
Resident	\$60	\$35	\$100	\$125
Non-Resident	\$60	\$35	\$100	\$125
Monthly Pass				
Resident	\$50	\$30	\$80	\$105
Non-Resident	\$50	\$30	\$80	\$105
12 Month Pass				
Resident	\$540	\$324	\$864	\$1,134
Non-Resident	\$540	\$324	\$864	\$1,134
Classes/Activities/Additional Services				
Swim Lessons	\$35 - \$45	\$35 - \$45		
Kids Corner		\$6 or \$5/month		
First Friday Fun Night		\$10/day		
Kids Night Out		\$15/day		
Pre-School Classes		\$50/class		
School Age Classes		\$20-\$40/class		
Middle/High School Classes				
Saturday Night Fever		\$3/night		
Events	\$50 - \$130/event			
Lifeguard/First Aid/CPR		\$185		
Adult Classes		Free - \$175		
Party and Meeting Rentals				
	<i>per hour</i>			
Swim Party (15 ppl., 25 max.) [3]	\$125.00			
Swim Party (30 ppl., 50 max.) [3]	\$225.00			
Multi-Purpose Room				
	<i>per hour</i>	<i>per day</i>		
Small (room 1 or 2)	\$35.00	\$160.00		
Combined (room 1 +2)	\$60.00	\$250.00		
Aerobics Studio	\$70.00	N/A		
Pool & Water Park Rental [4]				
	<i>per hour</i>			
All Aquatic Facilities	\$410.00			
Leisure/Activity Pool (no water park features)	\$110.00			
Water Slide & Lazy River	\$160.00			
Competition Pool	\$110.00			

Prepared by New Economics & Advisory, November 2015.
 [1] Family – 1-2 adults with minor, dependent children residing in same household (5 person max.).
 [2] Membership passes include access to: fitness classes, lap swimming, leisure pool, lazy river, water slide, fitness room, locker room and shower facilities.
 [3] Swim party is for up to 15 people and includes 2 hours use of party room and 15 admissions. \$5 for each additional swimmer.
 [4] Requires a 2 hour minimum.
 Source: www.starcenter.net, accessed November 4, 2015.

D-6 Facility Usage Fee -- Mill Valley
City of Mill Valley Aquatics & Fitness Center (2015\$)

Description	Mill Valley		Greater MV & Beyond		
	Residents	Nonprofits	Non-Residents	Nonprofits	Commercial
Group Exercise Class Fees					
Drop-In	\$13/class				
12-Class Pass	\$125				
24-Class Pass	\$240				
Monthly Unlimited Pass	\$80				
Membership Pass [1]					
	<i>Under 2</i>	<i>Youth (2-18)</i>	<i>Adults (19-59)</i>	<i>Seniors (60+)</i>	<i>Adult Aide Fee</i>
Residents					
Drop-In	No Charge	\$7	\$9	\$8	\$3
20-Visit Pass	No Charge	\$95	\$135	\$110	
Annual Pass	No Charge	\$285	\$505	\$395	
Non-Residents					
Drop-In	No Charge	\$8	\$10	\$9	\$3
20-Visit Pass	No Charge	\$115	\$150	\$130	
Annual Pass	No Charge	\$380	\$610	\$490	
Special Group Packages [2]					
	<i>2 Seniors</i>	<i>2 Adults</i>	<i>1 Senior/ 1 Adult</i>	<i>1 Youth/ 1 Adult</i>	<i>2 Youth/ 2 Adult</i>
Residents					
Annual Pass	\$560	\$735	\$675	\$800	\$860
Non-Residents					
Annual Pass	\$710	\$885	\$830	\$1,000	\$1,150
Pool Rental [3]					
Pool	\$150		\$175	\$175	\$200
Lifeguard [4]	\$20		\$20	\$20	\$20
Facility Attendant [4]	\$15		\$15	\$15	\$15

Prepared by New Economics & Advisory, November 2015.
 [1] Grants access to Mill Valley Aquatics & Fitness Center.
 [2] Additional youth rate ranges between \$65-\$85.
 [3] Hourly rate. Requires a \$500 deposit.
 [4] Hourly rate for each lifeguard or facility attendant.
 Source: www.cityofmillvalley.org, accessed November 5, 2015.

D-7 Facility Usage Fee -- Roseville
Shellito Indoor Pool, Roseville Aq.. Complex, and Maidu Community Ctr. (2015\$)

Description	Teen/ 2nd Adult	Adult (13+)	Family	Additional Family
Pool Membership [1]				
Monthly Memberships	\$25	\$39	\$79	\$15
Annual Memberships		\$375	\$199	
Corporate Memberships [2]		\$199		
Punch Card				
20-Visits		\$95		
10-Visits		\$50		
Pool Parties				
Mike Shellito Indoor Pool				
Birthday Parties during Recreational Swim (1 Hour)				
1-10 Children			\$180	
11-20 Children			\$260	
Private Weekend Parties (2 Hours)			\$200	
Roseville Aquatics Complex				
Birthday Parties during Recreational Swim (1 Hour)				
1-10 Children			\$180	
11-20 Children			\$260	
Private Weekend Parties (2 Hours)			\$300	
Maidu Community Center Fitness Classes				
Chair Fitness/Yoga Classes		\$26-\$40/class		
Drop-In Rate		\$8		
Monthly		\$39		
Additional Adult/Teen		\$25		
Family (4 per household)			\$79	
Annual Membership		\$375		
Additional Adult/Teen		\$199		
Punch Card				
10-Visits			\$50	
20 Visits			\$95	
Maidu CC Facility Rentals [3]				
	<u>Resident & Nonprofit</u>	<u>Non- Resident</u>	<u>Commercial</u>	
Reception Hall	\$51	\$56	\$64	
Mtg. Room 1	\$45	\$50	\$57	
Mtg. Room 2	\$95	\$105	\$119	
Mtg. Room 1 & 2	\$39	\$43	\$49	
Arts & Crafts Room	\$83	\$91	\$104	
Dance Studio	\$45	\$50	\$57	
Senior Activity Room	\$51	\$56	\$64	
Senior Meeting Room	\$37	\$41	\$46	
Senior Lounge				

Prepared by New Economics & Advisory, November 2015.
 [1] Membership passes are for Mike Shellito Indoor Pool and Roseville Aquatics Complex.
 [2] 12-month membership.
 [3] Rates per hour. Weekend rates vary and require a minimum booking time.
 Source: www.roseville.ca.us, accessed November 5, 2015.

D-8 Facility Usage Fees -- Truckee
Truckee Community Center (2015\$)

Description	Drop-Ins	Monthly	Quarterly	Annual		
Fitness Membership						
Adult	\$6.00	\$39.00	\$85.00	\$280.00		
Youth (10-13)	\$4.00	\$25.00	\$65.00	\$200.00		
Seniors (62+)	\$5.00	\$30.00	\$75.00	\$210.00		
Classes/Activities/Additional Services [1]						
	<u>Fee</u>	<u>Per Hour</u>				
Childcare						
Kindergarten Care			\$4.50			
Kings Beach Care			\$4.50			
After School Care			\$4.50			
Drop-Ins		\$2.50	\$3.00			
School Min. Days (once a month)		\$20.25				
Punch Cards						
10-Hours		\$50.00	\$5.50			
		<u>Per Day/Class</u>				
Kings Beach Min. Day		\$22.50				
Programs/Events						
Boy Sports Day		\$10				
Snow Day		\$36-\$43				
Aikido		\$10-\$25				
Cooking Class		\$18-\$20				
Babysitting Training		\$80				
Hockey Sills		\$50				
Camps/Long Workshops						
Winter Wonder Days		\$117-\$156				
Basketball league		\$85				
Climbing Classes		\$105				
Flag Football		\$85				
Beginning Acrylic Painting		\$85				
Interior Design Principles		\$125				
Facility Rental [2]						
	<u>Youth</u>	<u>Non-Profit</u>	<u>Non-Profit Special [3]</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Commercial Special [3]</u>
Full Gym	\$75.00	\$75.00	\$100.00	\$100.00	\$125.00	\$150.00
Half Gym	\$50.00	\$50.00	\$75.00	\$75.00	\$100.00	\$150.00
Meeting Rooms	\$10.00	\$15.00	\$15.00	\$15.00	\$20.00	\$40.00
Conference Room	\$5.00	\$5.00	N/A	\$10.00	\$15.00	\$30.00
Res Fees	\$10.00	\$10.00	\$20.00	\$10.00	\$15.00	\$20.00

Prepared by New Economics & Advisory, November 2015.
 [1] Not a complete list of activities. Contact the facility for additional classes and workshops offered.
 [2] Restrictions and deposits may apply. Contact the facility for additional information.
 [3] Special rates = money is collected by the group conducting the event.
 Sources: Truckee-Donner Recreation & Park District 2015-16 Fall/Winter Activity Guide and Truckee-Donner Recreation & Park District staff,
 November 13, 2015.

D-9 Facility Usage Fee -- Woodland
Charles Brooks Swim Center (2015\$)

Description	Residents	Non-Residents	Commercial/ Fundraisers	Deposit
Water Exercise & Lap Swim Fees				
Per Visit	\$4			
10-Visit Pass	\$30			
Monthly Pass	\$40			
Classes/Activities/Additional Services [1]				
Lifeguard Training	\$215			
Toddler Time	\$15-\$20			
Father/Daughter Dance	\$35-\$85			
Dance Class (Hip Hop, Ballet, etc.)	\$45-\$96			
Karate/Jujitsu/Martial Arts	\$25-\$35/month			
Youth Basketball League	\$95-\$105			
Adult Volleyball	\$245/team			
Adult Softball	\$355-\$415			
Adult Basketball	\$80/player			
Senior Ceramics/Art Workshop	\$5/month			
Party and Meeting Rentals (per room, 2 hr. min.)				
Banquet Room	\$125	\$130	\$175	\$500
Meeting Room 1, 2, 3, or 4	\$50	\$60	\$70	\$200
Gym (whole)	\$330	\$363	\$440	\$500
Gym (Court A or Court B)	\$165	\$182	\$220	\$500
Arts & Craft Room	\$50	\$60	\$70	\$200
Warren Meyer Game Room	\$50	\$60	\$70	\$200
Lobby	\$100	\$120	\$132	\$200
Youth Center	\$75	\$90	\$100	\$500
Kitchen	\$150	\$150	\$150	\$1,000
Package Rates				
Gym	\$2,000	\$2,400	\$2,640	\$1,000
Gym & Kitchen	\$2,600	\$2,860	\$3,080	\$2,000
Youth Center	\$1,000	\$1,200	\$1,500	\$1,000
Banquet Rm., Kitchen, Patio	\$2,300	\$2,550	\$2,750	\$1,000
Meeting Room 1, 2, 3, 4	\$120	\$1,400	\$1,500	\$500

Prepared by New Economics & Advisory, November 2015.

[1] Reflects a range of classes. Prices vary depending on the class and schedule. See recreation guide for actual rates.

Sources: www.cityofwoodland.org, accessed November 7, 2015; and City of Woodland Community Services Department, Rec Guide Fall/Winter 2015-2016.