



# City of Sacramento City Council

915 I Street, Sacramento, CA, 95814

[www.CityofSacramento.org](http://www.CityofSacramento.org)

**Meeting Date:** 2/22/2011

**Report Type:** Staff/Discussion

**Title:** Sacramento Zoo / Sutter's Landing Zoo Feasibility Study

**Report ID:** 2011-00115

**Location:** Sutter's Landing Regional Park (District 3) and Land Park (District 4)

**Recommendation:** Review and comment on the Sutter's Landing Zoo Feasibility Study Final Report and Sacramento Zoological Society presentation for mid-term improvements at existing Land Park location.

**Contact:** Scot Mende, New Growth & Infill Manager, (916) 808-4756; J.P. Tindell, Park Planning & Development Manager, (916) 808-1955; Mary Healy, Executive Director, Sacramento Zoological Society, (916) 808-5886

**Presenter:** Scot Mende, New Growth & Infill Manager, 808-4756; J.P. Tindell, Park Planning & Development Manager, 808-1955; Mary Healy, Executive Director, Sacramento Zoological Society, 808-5886

**Department:** Community Development Dept / Dept of Parks & Recreation; Dept. of Convention, Culture & Leisure

**Division:** New Growth

**Dept ID:** 21001223

## Attachments:

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- 1-Description/Analysis
  - 02-Background
  - 03-1988 Resolution
  - 04-Powerpoint City
  - 05-Powerpoint Zoo
  - 06-SECTION A - Sutter's Landing Regional Park
  - 07-SECTION B - Sutter's Landing Regional Park: Site Engineering Criteria
  - 08-SECTION C - Overview of Potential Visitor Markets & Competition
  - 09-SECTION D - Regional Funding: Benchmarks
  - 10-SECTION E - Analysis of Alternative Zoo Locations
  - 11-SECTION F - Alternative Uses for Sutter's Landing Regional Park
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**City Attorney Review**

Approved as to Form  
Matthew Ruyak  
2/17/2011 8:15:19 AM

**City Treasurer Review**

Prior Council Financial Policy Approval or  
Outside City Treasurer Scope  
Russell Fehr  
1/20/2011 3:33:06 PM

**Approvals/Acknowledgements**

Department Director or Designee: Barbara E. Bonebrake - 2/15/2011 9:15:56 AM

Assistant City Manager: Cassandra Jennings - 2/16/2011 5:43:17 PM



## Description/Analysis

**Issue:** This meeting will be an overview of 2 years of work by the City and Zoological Society studying future opportunities at Sutter’s Landing Regional Park for the Sacramento Zoo. The City Parks & Recreation and Community Development Departments and Sacramento Zoological Society staff are gathering information to develop recommendations based on: Zoo consultant report, Zoo staff expertise, and stakeholder / public input. The purpose of this Council workshop is to receive Council and public feedback on work done to date.

### **Policy Considerations:**

The City’s adopted General Plan (Education, Recreation and Culture Element) identifies an overarching theme: “The City of Sacramento recognizes the importance of providing quality education, cultural services, and recreation and parks in making Sacramento a great place to live and do business. Access to education, good jobs, active recreational opportunities, and participation in the arts enhances the city’s livability for residents. In addition, a skilled workforce and an engaging cultural environment are important in attracting new industries to the community to keep the city’s economy healthy.”

Section ERC-5 (Museums, Zoo, and Other Major Destination Attractions) identifies: Policies in this section facilitate the continued operation and new development of diverse facilities and programs that are accessible to residents and visitors alike and maintain and strengthen Sacramento’s role as the primary center of culture in the region. These major destination attractions provide important local opportunities for residents and school children to learn about history, science, art, culture, wildlife species, and the environment.”

- Policy ERC 5.1.1 Development and Expansion of Attractions. The City shall support the development and expansion of world-class destination attractions throughout Sacramento including museums, zoos, and the Sacramento River and American River waterfronts.
- ERC 5.1.2 New Zoo. The City shall support the relocation of the existing Sacramento Zoo to facilitate its expansion.
- ERC 5.1.3 Educational Activities. The City shall support expanded educational activities at the city’s cultural facilities (e.g., Fairytale Town, Sacramento Zoo, Discovery Museum Gold Rush History Center, Crocker Art Museum, Discovery Museum Science & Space Center, and performing arts venues).

In December 1988, the City Council adopted Resolution 88-1076 which identified that any expansion beyond the current zoo fence would require a new EIR. The City’s intent in the 1988 Master Plan was that “any further expansion of the Sacramento Zoo or construction of ancillary facilities for the zoo shall take place elsewhere than in William Land Park”. On April 22, 2003, the City Council adopted Resolution 2003-208 which approved the Sacramento Zoo Vision / Concept Plan.

## **Environmental Considerations:**

**California Environmental Quality Act (CEQA):** Not applicable; this presentation is for review and comment only. For any subsequent detailed analysis of Land Park, previous environmental studies have been prepared in conjunction with the 1988 and 2002 Land Park Master Plan. These studies identified air quality, traffic, parking, noise, and tree & cultural resources potential impacts.

**Sustainability Considerations:** The Zoo Feasibility Study is preliminary; as more specific recommendations and projects are approved, their consistency with existing City policies and plans for Sustainability and Climate Action will be analyzed, including the region's Greenprint. Interest has been expressed that the Zoo's future needs to exemplify Best Practices for Sustainable design and management, and environmental stewardship education.

**Committee/Commission Action:** On July 1, 2010, the City's Parks & Recreation Commission received the same informational presentation as will be presented to City Council. The Commission recommended that staff identify a process for deciding what kind of zoo the City wants; and start the process for selecting a preferred site for a future zoo.

**Rationale for Recommendation:** This report is a workshop only; no recommendation is being made by staff, pending the outcome of the public workshop vetting process.

**Financial Considerations:** Today's traditional nonprofit zoos are not financially self-sustaining without a significant influx of outside funding. Funding for a relocation/ expansion would need to be supported primarily through a regional funding initiative (public/private partnership). No specific financial information is available at this time.

**Emerging Small Business Development (ESBD):** No goods or services are being purchased under this report.



## Background

The feasibility study and public presentations materials are available on the City New Growth – Sutter’s Landing Area website:

<http://www.cityofsacramento.org/dsd/planning/new-growth/SuttersLanding.cfm>

Of particular interest on the website include:

- Feasibility Study Section A: Introduction & Overview
- Feasibility Study Section E: Alternative site locations for a future zoo
- Feasibility Study Section F: Alternative uses for Sutter’s Landing Regional Park
- Materials & Comments from April 21 & 28, 2010, community meetings.

For the past three years, the Community Development Department has been studying Sutter’s Landing Regional Park in terms of its potential long term uses. The Sacramento Zoological Society Long Range Planning Committee had identified Sutter’s Landing Regional Park as their preferred site for an expanded zoo of the future.

Two community workshops were held in April 2010 to present staff’s findings and to solicit public feedback on the technical products prepared to date. The public comments from the community meetings are available on the website shown above. Staff intends to use the information from the technical reports as well as feedback from the public meetings to formulate recommendations to be presented to City Council for their direction. These meetings were held on April 21, 2010, at Belle Cooleage Community Center and on April 28, 2010, at the Hart Senior Center. Each was attended by an estimated 70 people.

It should be emphasized that:

- The decision and actions to move forward with a zoo of the future are long range planning activities (a 20 year timeframe).
- There are no imminent plans to move or expand the zoo; options are provided for preliminary consideration.
- The community and PRC workshops are an important step in exploring those options for the long term future of the zoo.

The Feasibility Study concluded that:

- The current 14 acre site of the Land Park zoo is not sustainable for the future. The changing exhibit requirements, increasing operating costs, and stagnant revenues, are resulting in a zoo that offers fewer exhibits. Parking is limited and cannot fully accommodate visitors on weekends or during busy seasons.
- Sutter’s Landing Regional Park is not well suited for a zoo. The site poses a number of tough challenges (e.g., building new access roads and constructing zoo facilities on a former landfill).
- Initial findings are that other sites are potentially better suited for a future zoo.
- Physically, Land Park could potentially accommodate a modest expansion.

### Current 14-Acre Zoo Site Not Sustainable

- Much of the current 14-acre site in Land Park is either built out or has mature tree growth that must be protected.
- Land Park site is land locked (i.e. surrounded by existing development).
- Parking is limited and cannot fully accommodate visitors on weekends or during busy seasons.
- The Association of Zoos & Aquariums (the accrediting association) sets forth animal husbandry guidelines which are constantly evolving but almost always require more space.
- With the Zoo limited to the current footprint, husbandry guidelines have resulted in a shrinking animal collection.
- With fewer animals on display, it is difficult to justify increases in admission prices that are necessary to meet higher operating costs.
- City revenue support is diminishing in the current budget climate.
- There is no room for high-end premium experiences (e.g., restaurant, conference, hotel facilities, entertainment venues, fee-based animal encounters).

### Evaluation Criteria for a New Zoo

The consultant study was prepared under the following Strategic Assumptions:

- City will provide at no cost:
  - Zoo site at 50-100 acres
  - Access road capable of serving the zoo
- Funding for the relocation/expansion will be supported primarily through a regional funding initiative (public/private partnership)
- Facility improvements could be phased in over a number of years

### Sutter's Landing Regional Park Suitability for Zoo

- Access
  - Sutter's Landing Regional Park is currently served only by 28<sup>th</sup> Street, over the railroad tracks. This route is neither clear nor safe for the increased volume of traffic that a zoo would generate.
  - The City has proposed a new roadway, the Sutter's Landing Parkway, to connect Hwy. 160 to Business 80; the cost of this roadway is at least \$17 million; with a fully improved roadway, at least \$40 million.
- Assembly of Parcels
  - The City owns the former landfill site, but does not yet own surrounding properties, including the Harbor Sand & Gravel operation which creates dust, noise, and heavy truck traffic incompatible with a zoo.
- Cost Premium of Construction on former landfill
  - Construction costs will be significantly higher (to account for ground settling and special drainage treatment); thus, it is expected that construction of a zoo on this site would cost \$625K/acre (\$30 million total for a 50 acre zoo) above the "normal" costs of constructing a zoo on a site without landfill issues.

In addition to Sutter's Landing Regional Park, the consultant conducted preliminary evaluations of other potential sites:

- Natomas Joint Vision
  - This land area has no land use entitlements or habitat conservation permits.
- Arco Arena area
  - This site is part of the Convergence proposal
- Job Corps / Delta Shores Regional Park
  - The southern portion of the Job Corps site has not yet been surplus by the federal government
- North Natomas Regional Park
  - Already programmed for other uses
- Haggin Oaks Golf Course
  - This would require reconfiguration of the existing golf course and there may be competition from other potential users
- Cal Expo
  - This site is part of the Convergence proposal
- Granite Regional Park – east basin
  - This site is difficult to evacuate in the event of drainage pump failure
- Bartley Cavanaugh Golf Course
  - This site would require reconfiguration or elimination of the existing golf course

Note: The top three sites that surfaced from this initial assessment were Natomas Joint Vision, Arco Arena, and Job Corps, though each of these sites have challenges.

#### Additional Option: Enhancement of Existing Zoo

Staff also asked the consultant to comment on the relative opportunities and constraints of expanding the existing zoo. The consultant concluded that a physical expansion could focus on providing additional parking, improving general traffic flow and school bus drop-off, improving the front entrance, and providing new exhibits, which could include animal interaction. The zoo could potentially expand beyond the current zoo fence as follows:

- by more efficiently utilizing "spaghetti" road space/asphalt in Land Park;
- if Funderland closed and the zoo could expand there; or
- toward Fairytale Town, ballfields, or the golf course, without violating the integrity of those areas



# RESOLUTION No. 88-1076

Adopted by The Sacramento City Council on date of

DEC 13 1988

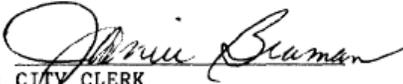
RESOLUTION APPROVING ALTERNATIVE B-3 MODIFIED OF ZOO-2002:  
MASTER PLAN FOR THE SACRAMENTO ZOO AND SURROUNDING AREA; AND  
ESTABLISHING THE LAND PARK SPECIAL REVENUE FUND ACCOUNT

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

1. That Alternative B-3 Modified of Zoo 2002: Master Plan for the Sacramento Zoo and Surrounding Area, incorporated herein by reference and attached as Attachment I, is hereby approved. Any expansion of the Zoo beyond the exterior boundaries delineated in B-3 Modified of Zoo-2002: Master Plan for the Sacramento Zoo and Surrounding Area Environmental Impact Report, as shown in Attachment I, will require a new EIR.
2. That the need to commit funds for implementation of Alternative B-3 Modified of the Sacramento Zoo Master Plan, and the need to renovate Land Park, requires the establishment of the Land Park Special Revenue Account. Revenues from park permits and amphitheatre and ball field rentals (in paragraph three below) are to be deposited in the Land Park Special Revenue Account as outlined in Attachment II.

  
MAYOR

ATTEST:

ACTING  
Assistant CITY CLERK 

CONDITIONS PERTAINING TO ZOO-2002: MASTER PLAN FOR THE  
SACRAMENTO ZOO AND SURROUNDING AREA

1. The formal gardens at the north of the Zoo shall be maintained outside the fenceline for public use.
2. The City Engineer indicates that a left turn lane on Sutterville Road entering Land Park Drive appears to be feasible. This project will be submitted and prioritized as part of the normal Street Division CIP budget process.
3. New off-street parking facilities shall not be constructed in William Land Park. Additional off-site parking during peak weekend and holiday periods shall be obtained (if feasible) at the State of California leased office space on Sutterville Road.
4. No pedestrian or other overcrossing or undercrossing traversing Land Park Drive shall be constructed.
5. No lights, with the exception of security lighting, and amplified sound shall be placed on the open space/picnic area of the Zoo located at the northwest corner of the zoo boundaries so as to minimize impact on the adjacent residential area.
6. New perimeter fencelines shall have landscaping installed to improve their unsightly appearance.
7. No animal exhibits or commercial or restroom facilities shall be constructed below the crestline of the slope on the northwest of the Zoo. The purpose of the northwest slope area of the Zoo is to provide a buffer between animal exhibits and the residential neighborhood and for zoo visitor use. Acceptable uses include picnicking, and other open space park uses.
8. Scheduling of all zoo activities shall be coordinated with other park activities on a master Land Park calendar to minimize the simultaneous promotion of major community events.
9. An education/administration building shall be constructed adjacent to Fairytale Town according to the adopted plan. The building shall be two stories with a footprint between 4,000-6,000 square feet. The purpose of the facility is to provide educational services. As such, the facility shall include meeting space, classrooms and offices associated with the educational programs. All other administrative offices shall be constructed within the Zoo fence line. The facility shall also be available on a reservation basis to community groups for meetings and programs.
10. The final boundaries for the Zoo shall be Land Park Drive on the east and the fence line on the north (as depicted in the adopted Master Plan). Any further expansion of the Sacramento Zoo or construction of ancillary facilities for the Zoo shall take place elsewhere than in William Land Park.

**88-1076**  
**RESOLUTION No. \_\_\_\_\_**

DEC 13 1988



# *Sutter's Landing Zoo Feasibility Study*



**City Council Workshop  
February 22, 2011**

*Presented by Scot Mende  
& J.P. Tindell*



## *Agenda*

- **Evolution of Sacramento Zoo**
- **Sutter's Landing Feasibility Study**
- **Other Options for Zoo**
- **Road Map/Next Steps**
- **Comments & Questions**





## Overview

### City commissioned study identified:

- ✓ **Current site is not sustainable**
- ✓ **Sutter's Landing is not well suited for Zoo**
- ✓ **Other potential sites better suited for future Zoo**
- ✓ **Land Park could potentially physically accommodate modest expansion**

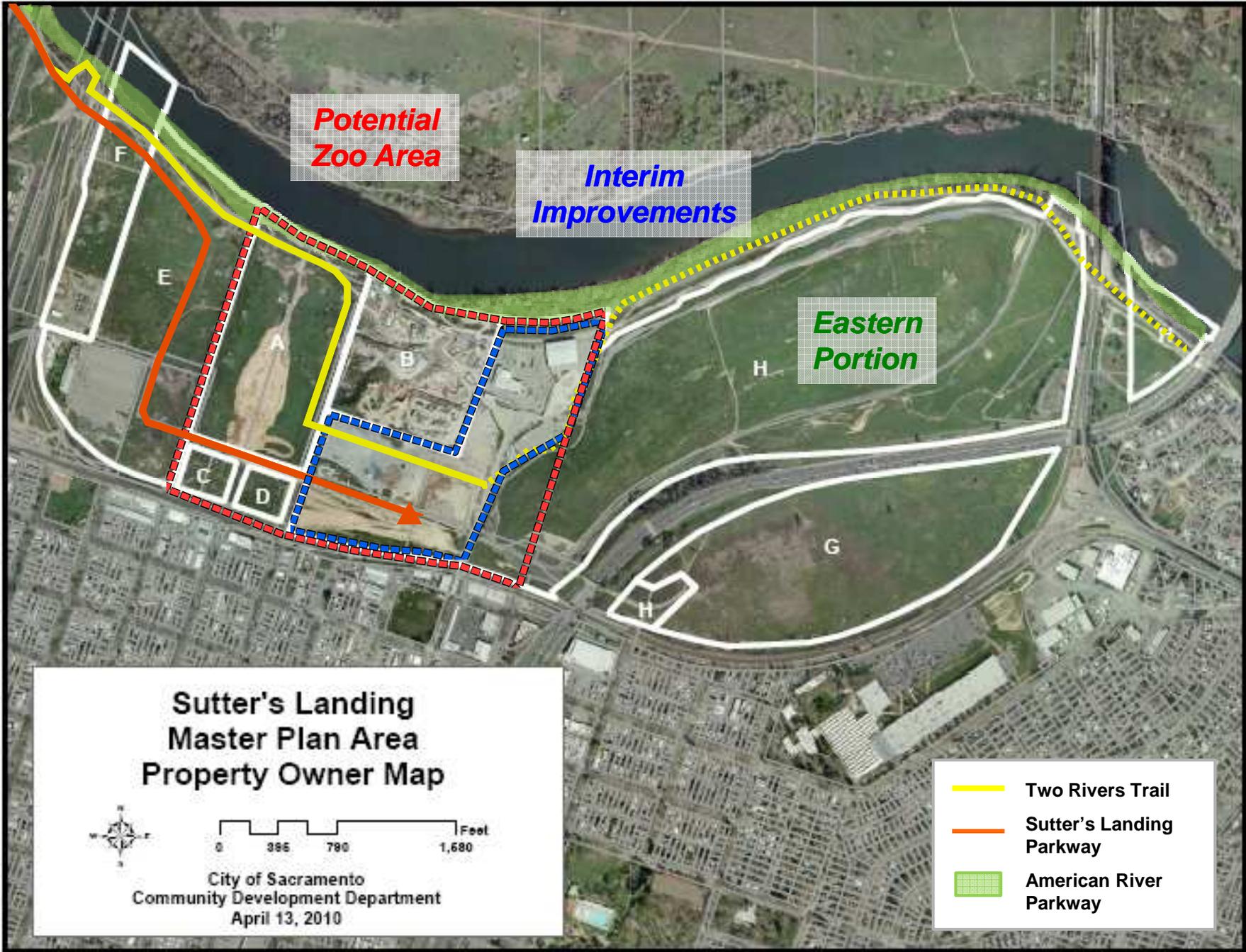


Schultz & Williams

*development, management, marketing*



# *Sutter's Landing Park*



# SUTTER'S LANDING

## INTERIM IMPROVEMENTS

- SHRUB AREAS AND PLANTINGS
- DECOMPOSED GRANITE
- BUILDINGS



CITY OF SACRAMENTO  
Department of Parks and Recreation  
PROJECT MANAGER: Roy Tidman  
WINTER 2008





## *Sutter's Landing Park*

- **All 172 acres are closed 28<sup>th</sup> Street Landfill**
- **2003 Park Master Plan; amended 2006 to include potential for regional destination attractions**
- **Current park uses: Dog Park, river access, trail, indoor skate park**
- **Spring 2011: Basketball/bocce courts, improved parking & signage**
- **Future: bicycling facilities, sports fields; potential expansion; solar facilities; interpretive facilities; habitat restoration along River bank**



***Sutter's Landing***  
***Zoo Feasibility Study***  
***Prepared by Schultz & Williams***



## *Feasibility Study*

- **Determine if Sutter's Landing is best site for future Zoo:**
  - ✓ **Assess site criteria**
  - ✓ **Identify key constraints**
- **If Sutter's Landing is not a feasible site:**
  - ✓ **Identify alternative sites**
  - ✓ **Preliminarily assess Land Park opportunities**
- **Develop plan of action**



## *Sutter's Landing Key Constraints*

- **Access**
  - ✓ **Clear, safe access to site**
  - ✓ **Constructing Sutter Landing Parkway critical**
- **Relocation of non-compatible uses**
- **Financial “penalty” for site development on landfill**
  - ✓ **15% of total construction costs (\$625K/acre “penalty”)**
- **Ground settlement is ongoing**



## *Recommendations of Feasibility Study*

- **Sutter's Landing has challenges**
  - ✓ **Higher site preparation costs**
  - ✓ **Higher cost for access**
  - ✓ **Acquisition of adjacent incompatible use parcels**
- **Consider other viable sites**
- **Expansion or relocation of Land Park site is essential**
- **Any relocation/expansion must be supported through regional funding initiative**



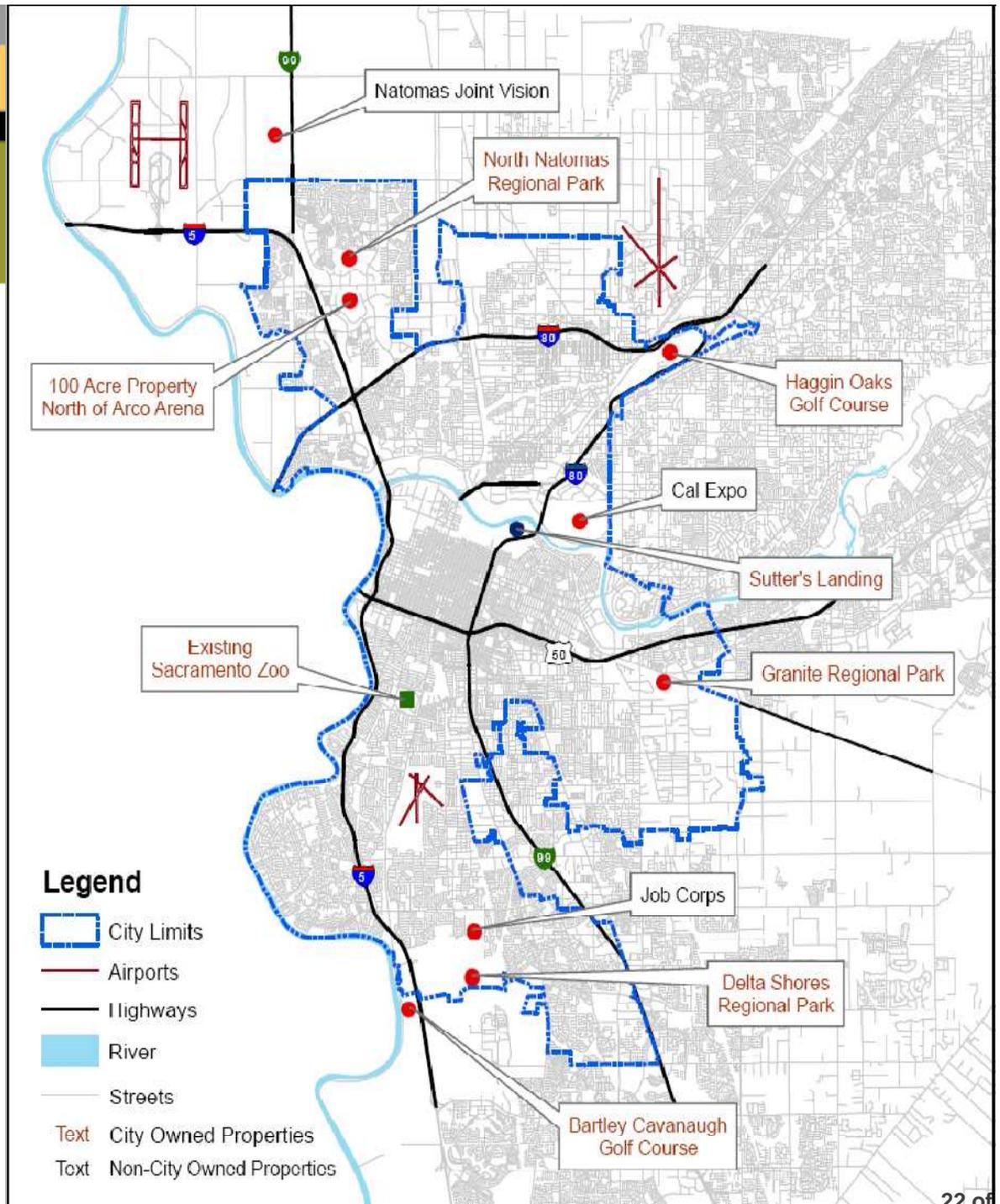
# *Zoo Location Options*



# Alternative Locations

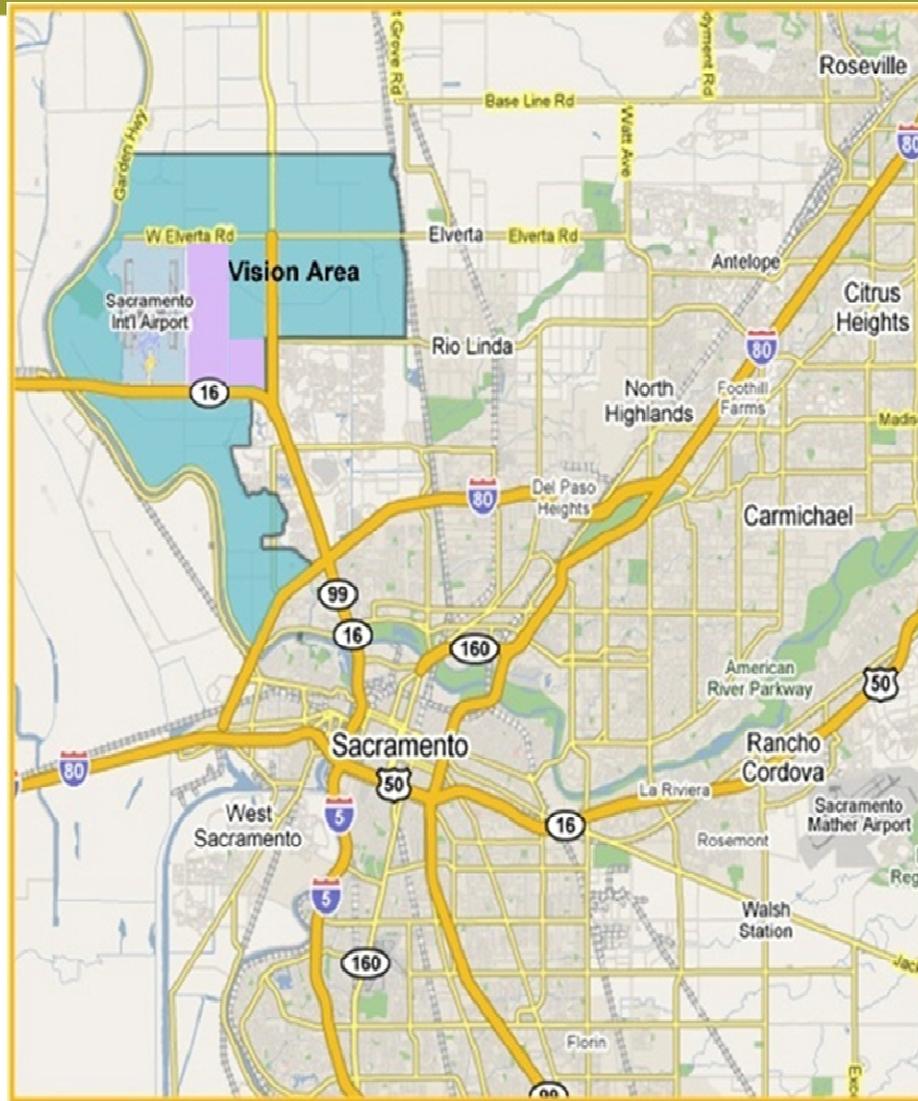
## Primary Sites

- Joint Vision
- Arco Arena
- Job Corps





# Natomas Joint Vision Area





# 100 acres north of Arco Arena





# Job Corps

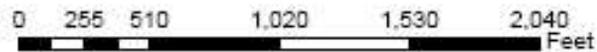




**Legend**

- █ Sacramento Zoo - 14.3 +/- acres
- █ Funderland - 2.5 +/- acres
- █ Fairytale Town - 5.6 +/- acres
- █ Holy Spirit School - 6 +/- acres
- █ Commercial Parcels - 6.39 +/- acres
- █ William Land Golf Course - 85 +/- acres
- █ Ball Fields - 20 +/- acres

**Land Park Acreage**



A. Wacht / June 30, 2010



## *Scenarios for the Future*

- **Relocate to Sutter's Landing Park**
- **Remain at 14 acres at Land Park**
- **Relocate to Alternative Site**
- **Enhancements at Existing Land Park site**



## *Public Outreach*

- **04-21-10 Community Meeting**
- **04-28-10 Community Meetings**
- **07-01-10 Parks & Recreation Commission**
- **Staff meetings with stakeholder groups**



## *Public Comments*

- **Friends of the Zoo**
- **Sutter's Landing neighborhood**
- **Friends of the River Banks (FORB)**
- **LPCA**
- **North Natomas Regional Park neighbors**
- **Born Free USA**



## *Parks & Recreation Commission Comments*

- **Decide what kind of zoo City wants**
- **Start process for evaluating a preferred site for a future zoo**
- **Re-purposing existing utilized park space is far more difficult than re-planning vacant/uncommitted parkland**
- **Decisions and criteria must include financial considerations**
- **Over next 20 years, Zoo must invest to evolve**
- **After 20 years, Zoo must have significantly expanded or moved**



## *Introduction: Zoological Society*

*Purpose: 1<sup>st</sup>  
opportunity  
to talk about  
zoo future*



*Next Up:  
Mary Healy,  
Executive Director  
Sacramento  
Zoological Society*



# Sacramento Zoo 20/20 Vision

City Council  
February 22, 2011

the sacramento  
ZOOLOGICAL  
SOCIETY

# Zoo Visitors

- ◉ **500,000 visitors annually from 24 counties**
- ◉ **Visitation far surpasses any other paid year-round attraction in Sacramento**
- ◉ **Free admission to 100,958 visitors in 2010**



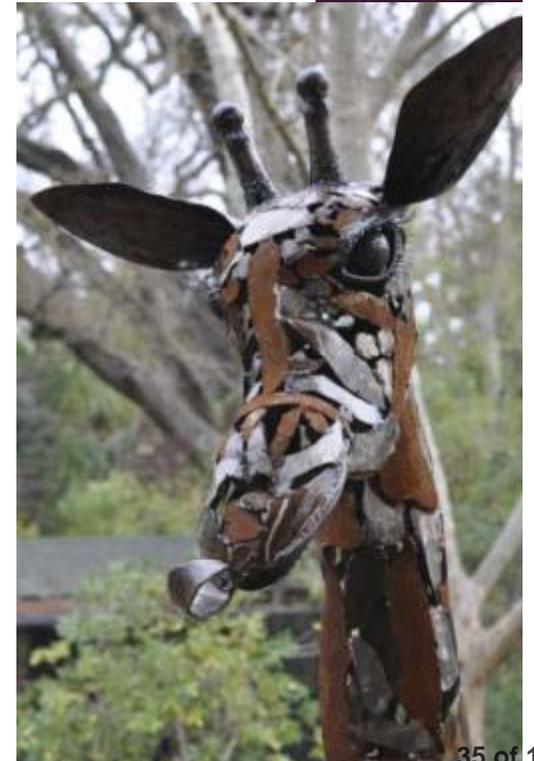
# The Community

- ◉ **The Zoo meets California teaching standards and trains educators in environmental programs**
- ◉ **The Zoo's education programs and presentations reach over 141,000 participants**



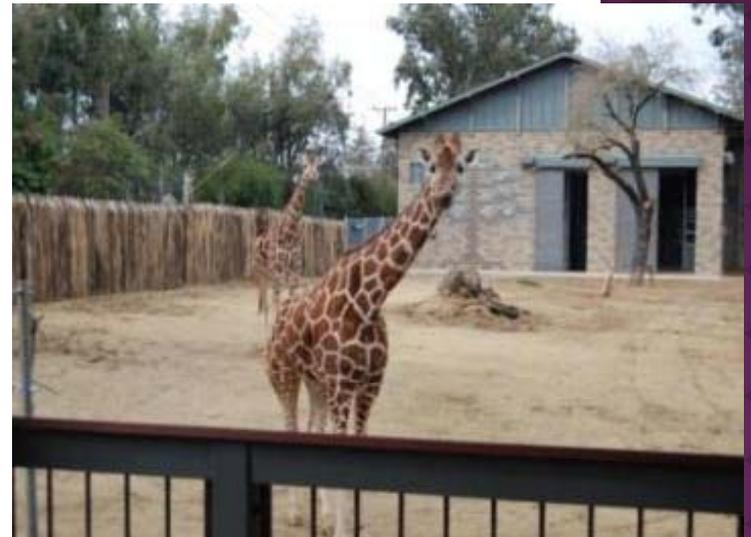
## The Community (cont.)

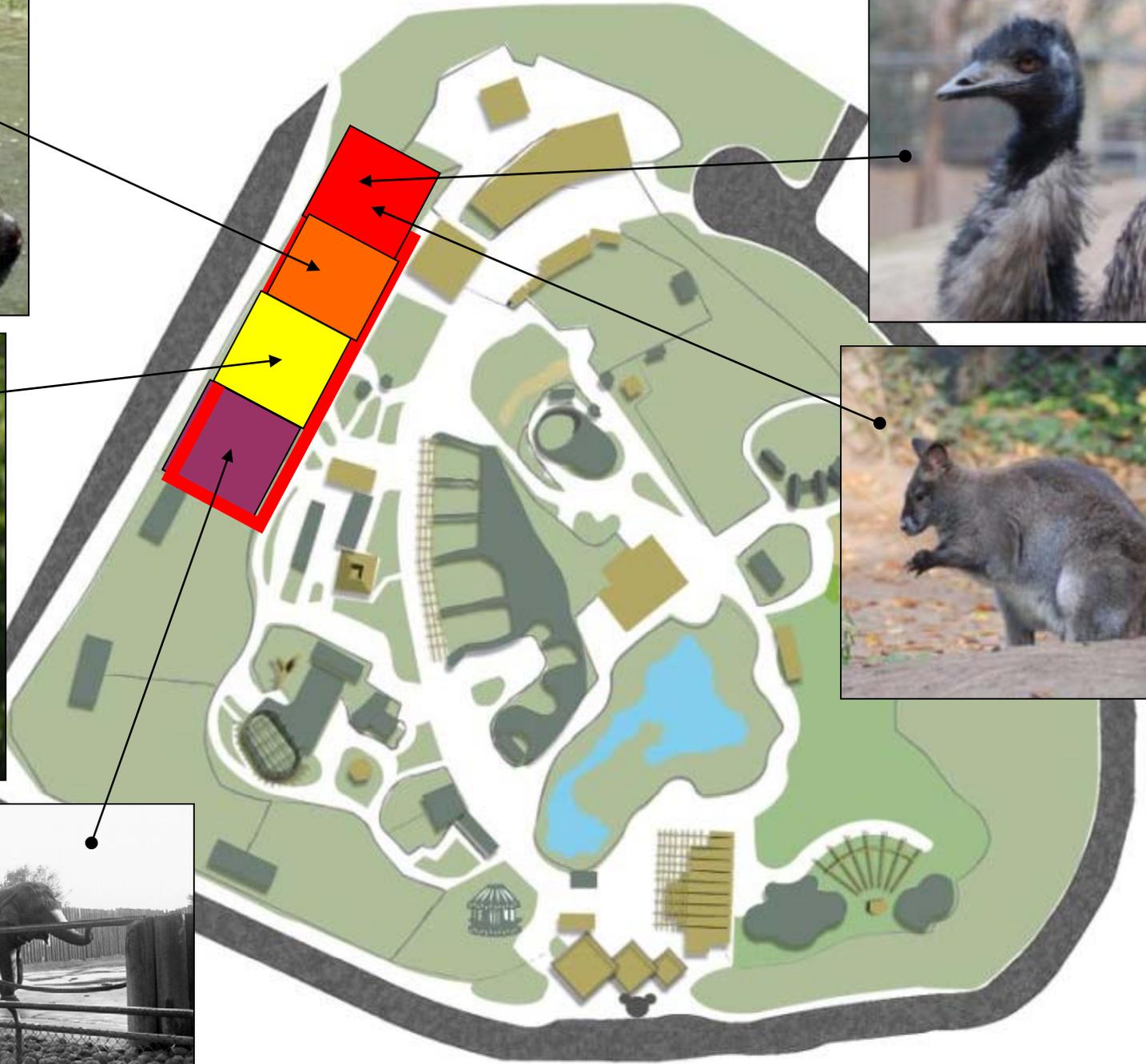
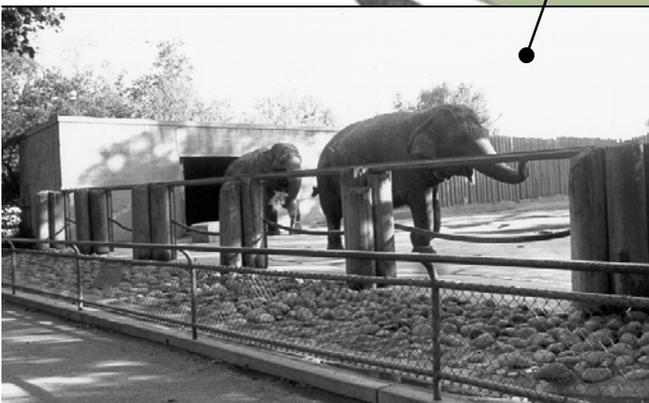
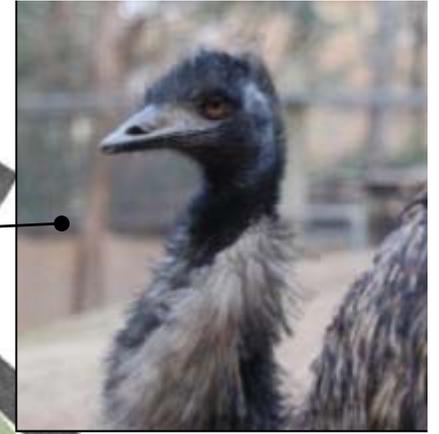
- ◉ **The Zoo supports other nonprofits through donations and partnerships at Zoo events**
- ◉ **Sacramento is one of only 14 capital cities in the U.S. with all of the following: art museum, ballet, symphony, opera and accredited Zoo**



# The Dilemma

- ⦿ **Physical limitations to site**
- ⦿ **The Land Park site is landlocked**
- ⦿ **AZA animal husbandry guidelines constantly evolve but almost always require more space**



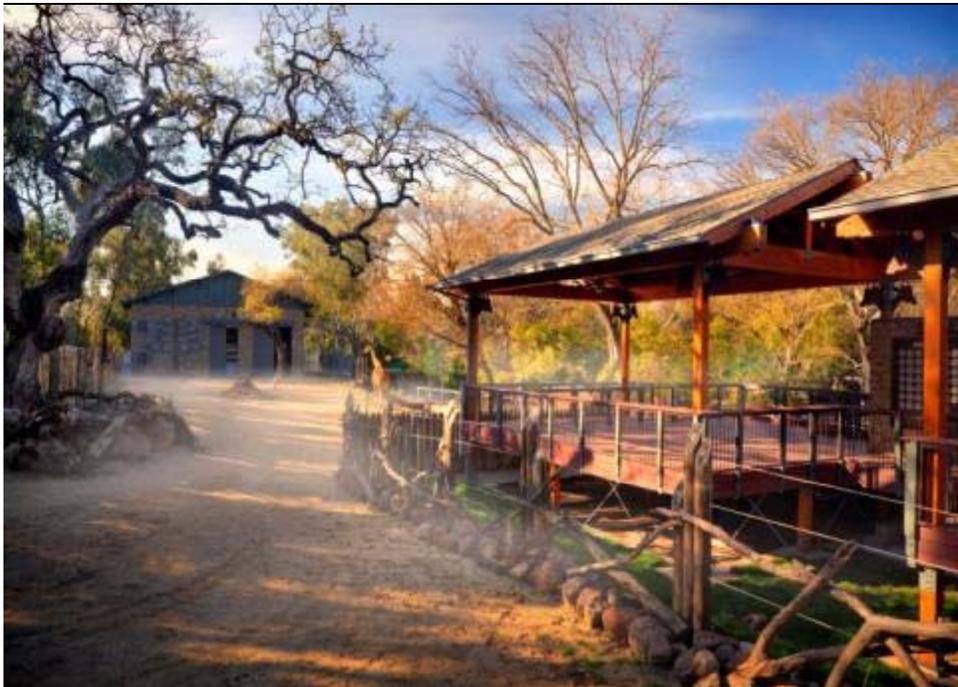


# Old Giraffe Barn





# New & Improved!



## Feeding encounters on the new viewing deck



## Sacramento Zoo vs. Other Zoos in Cities with Similar Metro Populations

(Data from 2007 AZA Report; sorted by population)

Zoo	Metro Population	Total Attendance	Acres	Adult Ticket Price	Dedicated Parking
Denver Zoological Gardens	2,464,866	1,941,789	80	\$ 12.00	YES
Pittsburg Zoo & Aquarium	2,355,712	1,026,642	77	\$ 12.00	YES
Oregon Zoo	2,175,113	1,593,907	48	\$ 9.75	YES
Cincinnati Zoo	2,133,678	1,071,074	75	\$ 13.00	YES
Cleveland Metroparks Zoo	2,096,471	1,208,279	165	\$ 10.00	YES
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>15</b>	<b>\$ 9.00</b>	<b>NO</b>
Central Florida Zoological Park	2,032,496	255,378	25	\$ 10.95	YES
The Maryland Zoo in Baltimore	2,000,000	350,000	80	\$ 11.00	YES
San Antonio Zoo & Aquarium	1,990,675	1,162,315	52	\$ 9.00	YES
Kansas City Zoo	1,985,429	428,565	202	\$ 10.00	YES
Columbus Zoo & Aquarium	1,754,337	1,862,433	200	\$ 10.00	YES
Indianapolis Zoological Society	1,695,037	1,118,200	64	\$ 13.50	YES
<b>Averages</b>	<b>2,064,578</b>	<b>1,040,433</b>	<b>90</b>	<b>\$ 10.85</b>	<b>YES</b>
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>15</b>	<b>\$ 9.00</b>	<b>NO</b>

## Sacramento Zoo vs. Other California Zoos

(Data from 2007 AZA Report; sorted by attendance)

Zoo	Metro Population	Total Attendance	Acres	Adult Ticket Price
San Diego Zoo	2,931,714	3,307,000	125	\$ 22.75
Los Angeles Zoo	12,925,330	1,577,660	115	\$ 10.00
San Francisco Zoo	7,533,384	595,000	75	\$ 15.00
Oakland Zoo	2,000,000	500,000	42	\$ 9.50
Santa Barbara Zoo	401,851	478,917	24	\$ 10.00
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>15</b>	<b>\$ 9.00</b>
Chaffee Zoo (Fresno)	866,772	398,820	19	\$ 7.00
Happy Hollow Zoo (San Jose)	1,682,585	357,756	3	\$ 6.00
Living Desert (Palm Springs)	4,081,371	354,425	200	\$ 12.50
Santa Ana Zoo	12,875,587	268,216	20	\$ 4.00
Charles Paddock Zoo (Atascadero)	254,566	63,046	5	\$ 5.00
<b>Averages</b>	<b>4,331,298</b>	<b>760,677</b>	<b>58</b>	<b>\$ 10.07</b>
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>15</b>	<b>\$ 9.00</b>

# Expenses/Revenue Imbalance

**Increasing  
Costs**



- **Operating Expenses**
- **Labor & Benefits**

**Decreasing  
Revenues**



- **Admission Price Maxed Out**
- **Concessions Flat**

**Earned and contributed income are not going to keep pace with expenses. We are precariously balanced now and rely on City funding.**

# City Council Actions

- ❖ **1988: City Council Resolution 88-1076 (no expansion at Land Park)**
- ❖ **2003: City Council approved Vision Plan**



# Evolution of Long Range Plan

- ❖ **2003: Long Range Planning Committee formed**
- ❖ **2010: The Board's focus shifted due to the following:**
  - Results of the Sutter's Landing Feasibility Study
  - Change in economic climate
  - Change in LPCA



# Board Resolution

*Approved by SZS Board October 13, 2010*

**The Sacramento Zoological Society Board of Directors agrees to enhance and maintain the quality of life for the animals and the quality of the guest experience in Land Park in accordance with the standards of the Association of Zoos & Aquariums (AZA) for the next 20 years.**

**During that time, the Board focus will be on improvements and enhancements that will maximize the Zoo's viability for the future beyond 20 years.**

**In addition, the SZS Board will revisit plans and needs with each AZA accreditation report, and the SZS Board will continue to remain open to future site opportunities.**

# 20 Years / 20 Years

**Position Land Park site to be viable beyond 2030**

- ❖ **AZA Standards**
- ❖ **Revenue Opportunities**
- ❖ **Future Vision of 14 acre Zoo**
  - **Changing Animal Collection**
  - **Emphasize Visitor Experiences**

# Maintain AZA Standards

## Anticipated Project



**Remove old primate exhibits  
(currently Mangabey and Ring-tailed lemurs)**

# Maintain AZA Standards

## Anticipated Project



**Renovate the only remaining outdated grotto exhibit (currently Hyena)**

# Maintain AZA Standards

## Anticipated Project



**River otters – move out animals or renovate  
(Fundraising currently underway!)**

# Maintain AZA Standards

## Anticipated Project



**Renovate or replace Gibbon and  
small mammal exhibits**

# Maintain AZA Standards

## Anticipated Project



**Replace Hornbill aviaries**

# Maintain AZA Standards

## Anticipated Project



**Replace Bateleur eagle exhibit**

# Maintain AZA Standards

## Anticipated Project



## Reptile House improvements

# Potential Revenue Opportunities

## Impact of proposed new front entrance



# Potential Revenue Opportunities

## Impact of proposed new front entrance



# Visitor Safety

(school groups walking to Zoo, crossing Land Park Drive)

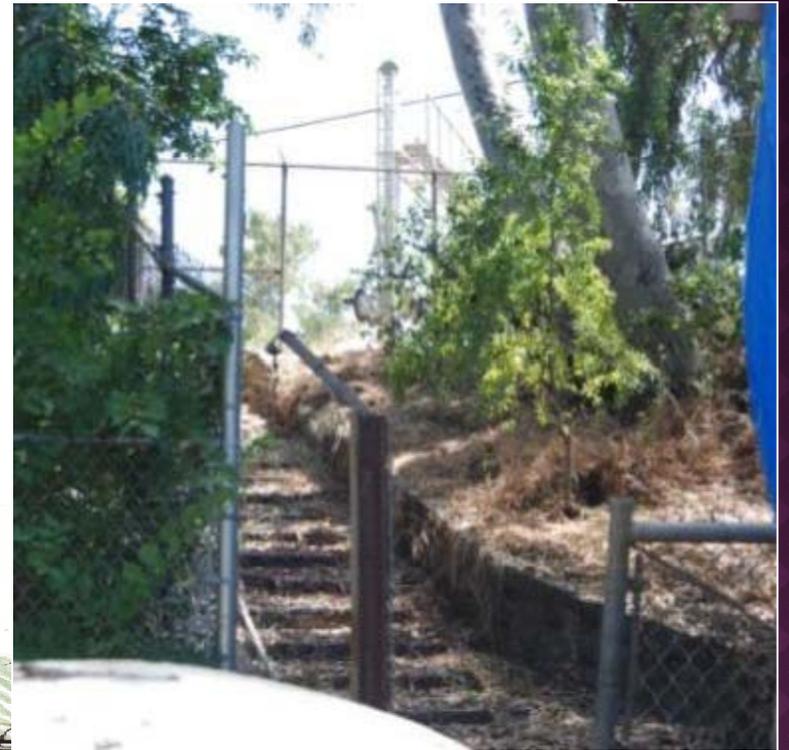
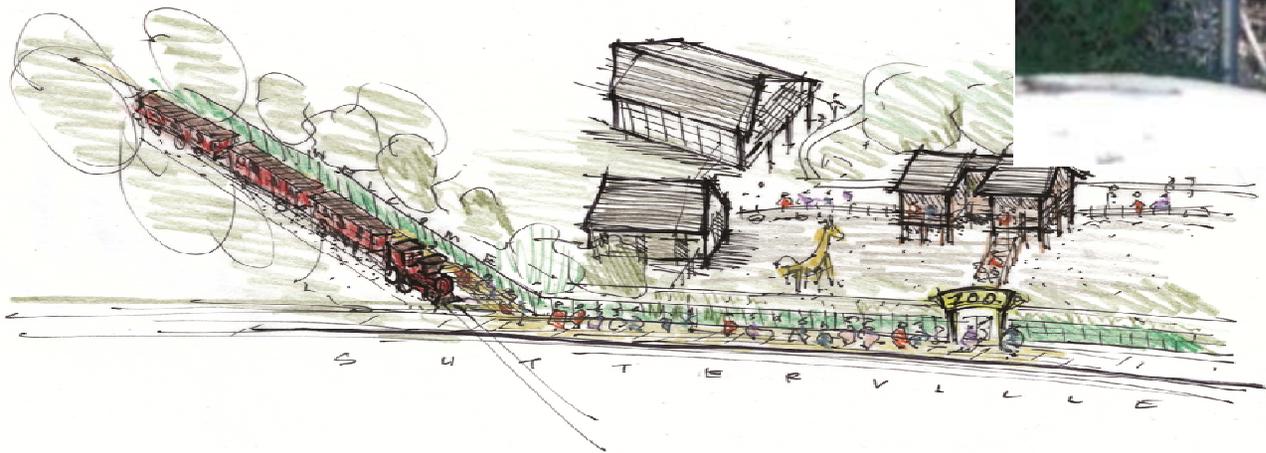


# Bus drop off and roundabout ideas from Urban Land Institute (ULI) workshop



# Potential Revenue Opportunities

## Train from Old Sacramento



# Potential Revenue Opportunities

## Catering / Dining Enhancements



# Potential Revenue Opportunities

## Solutions to Parking Issues

- ❖ **Parking structure in Land Park at site of small lot behind Fairytale Town, by golf course**
- ❖ **Potential across Sutterville Road on commercial sites**
- ❖ **Other ideas?**

# Future Vision of a 14-acre Zoo

Focus on what we can offer and what we do best



- ❖ Education programs



# Future Vision of a 14-acre Zoo

Focus on what we can offer and what we do best

- ❖ Dr. Murray Fowler Veterinary Hospital
- ❖ Guests viewing windows with video & audio
- ❖ Legacy of the science of zoo animal medicine and teaching future zoo veterinarians



# Animal Collection



# Playground and Water Features



# Interactive Experiences



# Activities and Events



# Opportunities for Land Park Site

- ❖ **Continues future viability of Land Park as a whole**
- ❖ **Economic driver for community**
- ❖ **Potential for improved partnership with Land Park neighbors**
- ❖ **New front = New image for Zoo**
- ❖ **Financial impact of new site and new zoo is significant:**
  - Society not in a position to finance cost of holding onto land
  - Estimates of constructing a new zoo from the ground up is \$1.5 - \$2 million per acre

# Challenges at Land Park Site

- ❖ **Significant financial commitment**
- ❖ **Historic review of park is pending**
- ❖ **Culture of large animals**
- ❖ **Small footprint**



# Opportunities for Modest Expansion

- ❖ **Pony Rides**
- ❖ **Funderland**
- ❖ **Swanston Statue area**



# Prioritized Enhancements

Approved by SZS Board October 13, 2010

- 1) Visitor Safety**
- 2) Parking**
- 3) Front Entrance**
- 4) Train from Old Sacramento**
- 5) Modest expansion if venues become available:**
  - **Funderland**
  - **Pony Rides**
  - **Swanston statue area**
- 6) Opportunities at Commercial Properties across Sutterville Road (parking and/or office space)**

# Sacramento Zoo

## Feedback and questions



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# ***Sutter's Landing Regional Park Feasibility Study***

**Public Review Draft Report  
April 9, 2010**



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## **Sutter's Landing Regional Park Feasibility Study**

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## SECTION A - INTRODUCTION & OVERVIEW

The City of Sacramento engaged Schultz & Williams (S&W) to develop a feasibility study to determine if Sutter’s Landing Regional Park (SLRP) is the best site location for the future Sacramento Zoo. As a point of comparison, we were to identify other potential alternative sites that should be considered as the site location of a future Zoo.

The Schultz & Williams team included the following individuals:

- Rick Biddle, Schultz & Williams, Vice President
- John Frawley, Kenwood Investments, CEO of the Aquarium of the Bay
- Bethany Fischer, Kenwood Investments, Project Manager
- Nichols Consulting Engineers, Sacramento, California
- Stantec, Sacramento, California

The development of the feasibility study would not have been possible without the support of the City’s Community Development Department, specifically Scot Mende, Ellen Marshall and Arwen Wacht, along with the leadership and guidance of Mary Healy, Director/CEO of the Sacramento Zoo, and the Project Steering Committee which included Mary Healy, Scot Mende, Ellen Marshall, Terry Kastanis, Jim Naify, Barbara Bonebrake, Becky Bitter, J.P. Tindell and Mary deBeauvieres.

Throughout the study process, the S&W team met with and/or presented to a variety of “project stakeholders” including:

- The Project Steering Committee – guidance & feedback
- Zoo staff – visioning
- The Sacramento Zoological Society Board – updates on key findings
- Members of the Sacramento City Council in which potential site alternatives are located
- Key leadership members of the City’s Policy Advisory Team including representatives from the City Manager’s Office; Parks & Recreation; Convention, Culture & Leisure; Planning; Utilities; and Transportation Departments.
- Representatives of the California Gardens initiative

In the following section of this report, S&W provides an overview of the key findings, recommendations and implementation roadmap. Following this Introduction & Overview section, we have provided additional detailed information about the Sutter’s Landing Regional Park Site Engineering Criteria, Visitation & Marketplace, Funding Models and Alternative Site Locations.

## SUMMARY OF KEY FINDINGS

In the following sections of our report, Schultz & Williams provides additional detailed information on the findings and recommendations from the feasibility study. There are three key summary findings that need to be clearly identified upfront as they integrate with the underlying strategic assumptions that are outlined in the following section:

- ***The “destination” vision for the future Sacramento Zoo is to create the leading wildlife destination that offers fun, learning experiences that promote and celebrate the Zoo’s contributions to raise conservation awareness and inspire new learning opportunities.***
  
- ***The Sutter’s Landing Regional Park site is a very challenging site as the future location for the Sacramento Zoo and its “destination” vision due to the following conditions:***
  - ***Significant upfront investment costs for providing roadmap access to the site – minimum investment of \$17 million; likely to be \$40+ million***
  - ***The “penalty costs” for constructing the next generation of animal exhibits and visitor experiences (with building footings, site grading and water moats among the proposed requirements) on a former landfill is estimated at \$31 million, assuming a 50-acre initial phase construction build-out. This \$625,000 per acre penalty cost exceeds the cost of buying virgin land in the Sacramento region, excluding downtown land.***
  
- ***To expand or relocate the Sacramento Zoo, a regional funding initiative (as defined within this report) must be implemented. The City and the Sacramento Zoological Society must work together to identify and cultivate the “leadership” and “leaders” who will embrace the Zoo’s vision and help to insure its implementation and success. Without this “leadership,” the future Zoo regional funding initiative will not be successful.***

## EXECUTIVE SUMMARY

The Sacramento Zoological Society’s mission is to inspire appreciation, understanding and respect for all living things through stimulating education, wholesome recreation and innovative species management. One of the ways that the Society fulfills its mission is by maintaining the accreditation by the Association of Zoos and Aquariums (AZA). The Sacramento Zoo was first accredited by the AZA in 1975 and since that time, the AZA’s standards for exhibits have required more space per animal. In order to maintain AZA accreditation, the 14-acre Sacramento zoo will need to continue to improve animal habitats, resulting in fewer animals and/or smaller species. To ensure the future of an accredited Zoo, new larger locations or expansion must be explored.

Although Sutter’s Landing Regional Park has no fatal flaws, there are some major challenges for the City to overcome to relocate the Zoo to this site. Schultz & Williams believes that Sutter’s Landing Regional Park would be better served with passive recreational uses (soccer fields, bike trails among them) or as an open space greenway. In addition, there are other viable sites within the Sacramento region that meet or exceed the identified site criteria for the development of the Zoo. With these other viable sites, the capital investment costs to relocate the Zoo would provide a best use of the investment dollars allocated, leverage additional partnerships and serve to build upon existing amenities and services.

### **Recommendations**

- The existing Land Park Zoo is not sustainable in the long term. The expansion or relocation is essential to the long-term needs of the Zoo and the Sacramento region. If a zoo were to be located at Sutter’s Landing Regional Park, this site has unique challenges to overcome such as higher site preparation costs (financial penalties), unfunded high costs for access and acquisition of adjacent incompatible use parcels.

**IF** these challenges could be met and funded by the City, the Sacramento Zoo could be relocated to Sutter’s Landing Regional Park and move forward with its “destination” vision for the Sacramento community.

- There are other viable sites within the Sacramento region to relocate the Sacramento Zoo. Both the privately-owned and publicly-owned land options meet and exceed the site criteria established for relocating the Zoo.
  - These potential viable sites could support the Zoo’s vision of a “destination zoo” and provide exceptional visitor experiences; unique, fun learning opportunities; and a diverse animal collection.
- Any relocation efforts and the significant capital investment costs must be supported through a public/private regional funding initiative (see discussion of strategic underlying assumptions) that must be approved by the community with at least 67% voter approval rating.
- The leadership of the City and the Sacramento Zoological Society could develop a dual strategy for the future Sacramento Zoo:
  1. a modest visitor and cultural attraction within Land Park compatible with a vision of a “regional zoo;” or
  2. a relocated Sacramento Zoo compatible with a vision of a “destination zoo.”

Although the public/private regional funding initiative would need to be established for either strategy, the Zoo could determine that a “modest” vision for the Sacramento Zoo (similar in nature to the expanded Land Park model) is a viable

option. This regional focused vision would have lower upfront total investment cost (in the range of \$100 - \$150 million over time) but would be incompatible with the “destination” vision that the Zoo and Sacramento Zoological Society Board have established as their vision for a future Sacramento Zoo.

### **Strategic Assumptions**

In conducting the feasibility study, S&W identified a number of key underlying strategic assumptions that guided our study activities and our recommendations. The strategic assumptions are summarized below:

1. The City will provide the site free of charge to the Zoo under a long-term lease agreement. Under such lease agreement, the City will forever own the land with the Zoo making leasehold improvements to the land that will become City assets/improvements.
2. The City will provide “access” (roads) to the site at no cost to the Zoo. Such access must be able to support at least one million annual visitors to the site. Access does not need to be directly from the highway as a way-finding signage system could be created to direct visitors to the site.
3. Funding for the facility investment costs (design & construction) will be supported through a public funding initiative such as a regional voter-approved funding initiative for the Zoo and other cultural institutions. Such regional funding initiatives will also include some allocations to support the Zoo’s operating budget/fund.
  - i. Note 1: it is assumed that private fundraising contributions from individuals, corporations and foundations will be raised to support, and further leverage, the investment costs of a new Zoo. However, such funds will be small compared to the public-sector funds generated.
  - ii. Note 2: Regional funding dollars will support operating programs of cultural institutions (currently supported annually by the City’s General Fund) allowing the City to re-allocate some of these resources towards other City initiatives and programs during the life span of the funding initiative.
4. The facility investment costs could be phased in over a number of years to create additional (repeat) reasons to visit the Zoo.
5. The Zoo’s vision for relocating the Sacramento Zoo is to create a destination experience which includes the next generation of animal exhibits and high quality visitor experiences. The new vision is much more compelling than the current vision that supports its current location in Land Park.

## TRENDS AND CHALLENGES FOR THE EXISTING ZOO

The report provides a brief profile of the unique characteristics and trends that Zoos throughout the country are currently experiencing, as it is important for the Sacramento community leadership to better know and understand the important roles that Zoos serve in our communities.

### Zoos Today

- People will continue to look to zoos for safe, fun and engaging experiences to learn about animals and their habitats.
- Visitor expectations of zoo experiences (visitor amenities and animal exhibits) will increase, as providing naturalistic habitats for animals, quality visitor services and comforts, and the highest level of animal care will continue to be the norm in exceeding our visitors' expectations.
  - Creating new and compelling experiences for visitors: animal feedings; emersion experiences with visitors in or driving through the exhibit; night experiences; close encounters with animals and their keepers; water-play venues that relate directly to the adjacent animal exhibit – children and animals simulate roles and play together
- Regardless of the economic climate, the annual visitation to zoos will be stable and in most zoos throughout the country, it will increase from year-to-year as member visits continue to increase and new exhibits and/or experiences are implemented.
- Visitor stay time is increasing as zoos offer high value and fun, quality experiences.
- Visitor spending on food, retail, rides and associated fees are directly related to the length of visitor stay time, which is directly proportional to the size of the zoo.
- Zoos will continue to be the trusted resource in providing compelling wildlife education programs and unique learning opportunities.
- Zoos have been good stewards of funding resources received for capital investment as donors, whether private or public, and visitors have shown confidence in the improvements implemented through increased visitation, renewal of public funding initiatives and an increase in the number of household members.
- The Association of Zoos and Aquariums (AZA) accreditation standards will continue to evolve and become more stringent, necessitating zoos to re-think their animal collection plans, animal habitat size and holding plans and vision.

### **Trends in Zoos: Visitor Experiences**

- Zoos are creating naturalistic animal habitats and visitor experiences that include mixed-use animal species (more than one species in one exhibit), larger habitats for the use of animals and integrated visitor amenities (food, retail and interpretive areas) within habitats.
  - These naturalistic habitats and exhibits demonstrate the connection between the animal and nature
  - Allows zoos to focus on endangered species and species preservation
  - Provides additional opportunities for “face-to-face” encounters with exotic animals
  - Provides opportunities to expand use: day and evening zoo experiences for both the animals and visitors – different animals on exhibit as better suited for night viewing; evening restaurants and events; overnight lodging and/or camping with the animals

### **Trends in Zoos: Funding**

- Public-sector (state, county and city) operating support for zoos has been declining, as lower availability of funds and higher demands on the use of these funds has had a negative impact on the allocation of public sector funds to zoos.
- Recently, due to the economy, corporate and unrestricted contributions from individuals have been declining, while restricted contributions for specific programs or projects has been increasing.
- Despite a decline in school group visits, total visitation to zoos has been increasing as member visits have increased significantly.
- Regional funding initiatives (public/private partnerships) that are voter approved are the primary investment resource to replacing public sector operating revenues (typically General Fund obligations) and serve to leverage future facility improvements that includes a lower participation of private sector contributions/donors.
- Regional funding initiatives (zoo only or as part of a larger cultural attractions funding program) have successfully passed or been renewed. Examples include:
  - *Oregon Zoo*: \$120 million bond package – passed November 2008 as property tax assessment
  - *Fresno Chaffee Zoo*: \$108 million capital & operating package – passed November 2003 as sales tax assessment.
  - *Denver Zoo*: second renewal of 10-year regional funding plan as a sales tax assessment
  - *Salt Lake City/Hogle Zoo*: first renewal of 10-year regional funding plan as a sales tax assessment
  - *Ohio zoos*: Five or ten-year property tax levies for both capital and operating programs --Toledo and Akron among them

- Capital Investment in Zoos: There has been a limited number of full build-out zoos – examples are Indianapolis in the 1980’s; Disney’s Animal Kingdom in the late 1990’s.
  - Typically, zoos construct smaller exhibits or geographic theme concepts (Africa or Arctic themed areas as two examples).
  - One recent on-location full build-out example is the Fresno Chaffee Zoo - \$108 million for 39 acres of renovation and expansion – an average investment cost of \$2.77 million per acre based on the Zoo’s new facility master plan. An industry benchmark for developing exhibits is typically \$1.5 million to \$2.0 million per acre – non-specific to animals, species and/or experiences. Note that the above industry benchmark does not include land costs.
  - Using Fresno’s \$2.77 million per acre investment costs as a benchmark, projected total capital investment to develop a new 60 acre zoo would be \$166 million in 2009 dollars.

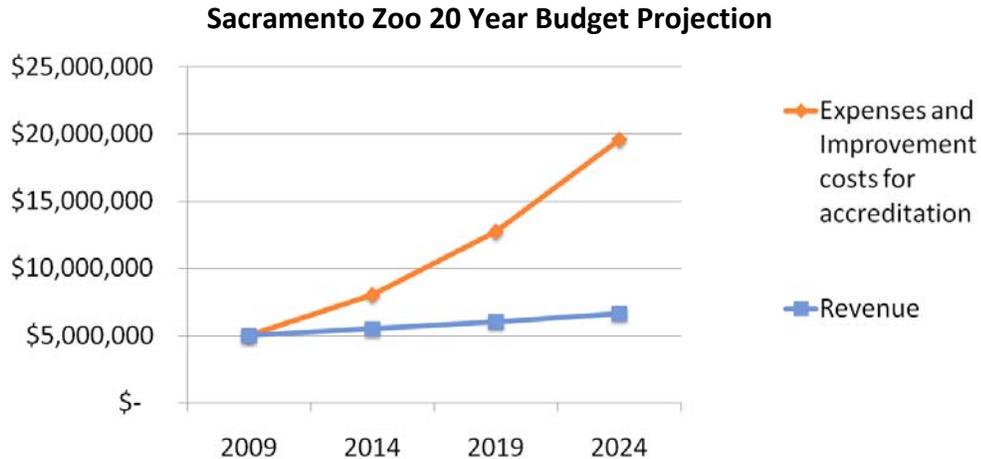
**Trends in Zoos and Their Impact on the Sacramento Zoo**

- Among AZA accredited zoos, the Sacramento Zoo, with its 14 land-locked acres within Land Park, is a very small zoo, considering that it serves a metropolitan area population of 2.1 million residents and a regional tourism marketplace that exceeds 3 million people.
  - Currently, it is estimated that 70% of the Zoo’s annual visitation comes from the Sacramento metropolitan region.
  - Of 11 other AZA accredited zoos with similar metropolitan populations (the benchmarked zoos) – ranging from 1.7 million to 2.4 million residents, the Sacramento Zoo is the smallest zoo in terms of acres – 40% less than the second smallest zoo in terms of acres and 75 acres below the average of the 11 similar metropolitan population zoos. Note: that 3 of the 11 zoos have more than 100 acres to manage and operate.
- With its 14 acres, the Sacramento Zoo continues to attract between 475,000 and 500,000 visitors annually, without a dedicated zoo parking lot. Note: Sacramento Zoo is the only zoo among the benchmark zoos to not have a dedicated parking lot.
  - Parking continues to be a challenge and limits the Zoo’s attendance growth as current daily visitation reaches its “max” between 2,500 and 3,000 visitors, based on the Zoo’s current attendance patterns and visitation peaks.
- Annual City operating revenues to the Zoo will continue to decline – currently the City provides approximately \$600,000 in annual operating support with limited capital investment.
- The current economic climate has created challenges for the Zoo in securing private contributions to support the implementation of the Zoo’s master plan.

### **Financial and Operational Challenges for the Existing Sacramento Zoo**

- Today, the Zoo has a number of financial and operational challenges with no consistent level of sustainability. As we look to the future, the Zoo will face a number of challenges related to its size and lack of ability to expand beyond its existing 14 acres. Specifically, exhibit requirements (larger, naturalistic environments) and animal management guidelines (size of exhibits related to the number and types of species and their holding requirements) will require the Zoo to change its core focus and the species that it exhibits.
  - The change in focus will negatively impact the Zoo’s future revenue opportunities; limit growth in visitation; and potentially limit the growth of visitor experiences and amenities as funding resources will be challenging.
  - The Zoo would most likely not exhibit larger animals as the animal collection will need to shift to smaller animals with a focus on birds, reptiles and insects.
  - Failure to adapt may negatively impact the Zoo’s accreditation status with the AZA as standards continue to increase.
  - Future sustainability in Land Park becomes a significant challenge as “reductions” (scope and scale of exhibits, operating and capital revenues and attendance among them) increase pressures to remain viable.
- We have developed with the support of the Zoo staff the following trend graph that further demonstrates the financial challenges that the Zoo will face in future years without an investment in new exhibits and an expansion of its 14 acres – the “deficit gap” continues to increase (grow) in future years.
  - Note: the trend graph assumes that City support for the Zoo does not increase above its 2009 baseline; operating revenues increase by 2% annually; salaries and related expenses increase by 9% annually; and operating expenses increase by 1% annually.

## **Baseline Trend Projection: Existing Zoo's Operating Revenues & Expenses**



### Assumptions:

Expenses-Wages and benefits historically increase 9% annually. Other expenses have an inflation rate of 1% including \$500,000 every 5 years for accreditation.

Revenue- City Support not increasing. With no new exhibits or increased parking, revenue will not increase more that 2% annually.

## **VISION FOR THE FUTURE SACRAMENTO ZOO**

The Zoo's planning team created the following "destination zoo" vision statement that outlines the Zoo's future strategic direction:

**Create the leading wildlife destination that offers fun, learning experiences that promote and celebrate the Zoo's contributions to raise conservation awareness and inspire new learning opportunities.**

### Achieved through:

- ✓ high-quality animal exhibits and guest experiences
- ✓ exhibiting a diverse collection of animals within compelling exhibits and experiences
- ✓ integrating the Zoo's conservation and education messages in all animal and guest experiences
- ✓ providing excellence in animal care

The vision statement focuses on the following key objectives:

1. Becoming a "leading wildlife destination"...maybe a world-class zoo destination
2. Providing fun, learning experiences for visitors of all ages
3. Promoting the Zoo's mission related to conservation and education
4. Serves as a synergy model for economic growth and partnerships

Although this is a lofty direction for the Sacramento Zoo, it is an achievable vision with the right leadership, commitment and funding.

With the implementation of the future Zoo vision, it is projected that the new Zoo could attract over 1 million visitors annually in its initial phase of openings. With future improvements and site build-out it could attract upwards of 1.5 million visitors annually. In Section C of our report – Overview of Potential Visitor Markets – we have developed an “attendance projection” spreadsheet that supports the initial years’ attendance estimates based on current population trends and market penetration rates that Zoos are experiencing throughout the country – See Projection 1 within Section C.

## **ASSESSMENT OF SITE CRITERIA**

The site has been envisioned (in the Parks & Recreation Master Plan) as a recreation campus – perhaps including a zoo. The Sacramento Zoological Society has expressed an interest in relocating the existing Land Park Zoo to Sutter’s Landing Regional Park. The purpose of the study is to examine whether the Sutter’s Landing Park is the optimal location for a zoo and determine what other potential sites should be considered.

An assessment of Sutter’s Landing Regional Park was completed by Nichols Consulting Engineers of Sacramento utilizing the site criteria that the Zoo’s Long-Range Planning Committee identified in 2006 (see below). The Nichols Consulting Engineers Report can be found in Section B of this report.

The general site criteria or “guiding principles” developed by the Zoo included the following three key components with the underlying assumption that the new Zoo would attract at least 1 million annual visitors upon opening of the initial development phase and upwards of 1.5 million annual visitors in future years as additional phases are completed.

- **Access**
  - Accessible from highways and/or arterials
    - Does not need to be direct access from the highway as a way-finding signage system will direct visitors to the site
  - Centrally located within the Sacramento region
  - Availability of /compatibility with public transit
  - Availability of supporting and complementary uses (hotels, retail and/or other cultural or open space uses)
  
- **Site Development & Construction Feasibility**
  - Availability of 60-100 acres of developable land, including on-site parking
  - Site should have at least 100 year flood protection
  - Stable and constructible soils with no hazardous materials

- Opportunities for public/private partnerships & economic development beyond the initial Zoo investment.
- **Utilities**
  - Site should not pose any unusual challenges to construction of wet and dry utilities

The Nichols engineering assessment (see Section B) reviewed reports, information and findings from previous reports and analysis completed on Sutter’s Landing Regional Park (SLRP). No new site tests or studies were conducted by Nichols.

### **ASSESSMENT OF SUTTER’S LANDING REGIONAL PARK**

There are both opportunities and challenges with relocating the Sacramento Zoo to Sutter’s Landing Regional Park site. The Nichols’ report identifies in detail the findings and limitations for relocating the Zoo to this site. It should be noted that the western portion of the SLRP site would be the Zoo’s primary site location as it is the older portion of the landfill. The eastern end (the newer portion of the landfill) would not be utilized by the Zoo until after the settlement issues are stabilized. Additionally, the City does not control or own some parcels within the study area – specifically the Harbor Sand & Gravel site. Although the acres associated with the Harbor Sand & Gravel site are not critical to the site criteria requirements, having this operation remain at its current location with a new Zoo has a number of negative impacts (noise, traffic flow and appearances among them).

There are a number of very challenging conditions with relocating the Sacramento Zoo to Sutter’s Landing Regional Park. Among them are the significant upfront investment costs for building at SLRP and providing the necessary site amenities.

We have provided a brief summary the Sutter Landing Regional Park opportunities and “deal-breakers” below:

#### **SLRP Site Opportunities**

With SLRP, the positives are “site characteristics” as the river views are very compelling and the open space elements - particularly of the eastern landfill area - are very compelling. The site also offers:

- potential synergy with other cultural attractions along the two rivers
- large contiguous acreage
- a location in close proximity to downtown, public transit and bicycle trails

The fact that this site - minus the acquisition of one or two land parcels - is readily available for development is also a positive, as is the fact that this site has a number of site development options beyond the development of a zoo including passive recreational uses.

### **SLRP Deal-Breakers**

For the Zoo to be developed at Sutter’s Landing, there are a number of “deal-breakers” that without them, the Zoo will fail to be sustainable in the short- and long-term:

- Access to SLRP is limited by the at-grade railroad crossings and lack of direct connection to Hwy 160 or Business 80. The Park needs a new arrival point that is safe and easy for visitors – the proposed Sutter’s Landing Parkway connection would provide direct access to the Park.
- Harbor Sand & Gravel site needs to be relocated. The current use conflicts with visitor experience and is a safety exposure with trucks and noise. Note: this would be an additional upfront investment cost to be incurred by the City prior to any significant development of Sutter’s Landing Regional Park – especially critical for a zoo.
- Financial “penalty” for site development on a former landfill – estimated as a 1 to 2 times incremental increase of 15% of the total construction costs or an estimated \$625,000 per acre incremental “penalty” – the 15% represents the site development portion of the total construction budget, which is where the higher costs would be incurred including:
  - soils stabilization, grading and compaction for building and exhibit infrastructure.
  - special construction for buildings to withstand soil differential settling.
  - Note: the \$625,000 per acre incremental construction penalty cost exceeds the cost per acre of buying virgin land elsewhere in the region, excluding downtown Sacramento land costs. In addition, the penalty costs do not include the replacement cost of the Phase I improvements and park facilities that were recently constructed at Sutter’s Landing Regional Park.
- Methane gas – although a short-term issue, as noted in Section B of the Nichols report, the repeated exposure would appear to be a health risk, based on observations of limited growth of current plants and trees. This would have a negative impact on visitors especially with a 3 – 4 hour on-site visitor stay time.
- Settlement issues: In addition to the higher one-time construction costs, soil differential settlement will be ongoing and will increase the Zoo’s annual maintenance costs – at least a 3% - 5% increase in the Zoo’s total operating budget to cover repairs and maintenance of walkways, roads and paths from site settlement issues.

***Based on the above challenges and the additional costs of constructing a zoo on a former landfill at the Sutter’s Landing Regional Park site, Schultz & Williams has recommended that an assessment of alternative sites for the future Zoo be completed.***

## **ASSESSMENT OF ALTERNATIVE SITES**

A list of potential alternative sites for relocating the Sacramento Zoo were identified with the City's Community Development Department, specifically Scot Mende, Ellen Marshall and Arwen Wacht. The City has provided S&W with a profile of the identified sites utilizing the Zoo's site criteria: access, site development and utilities. Under a separate tab (see Section E) within this report, we have provided excerpts from the City's alternative Zoo locations memorandum dated August 7, 2009.

### **Alternative Locations – Primary Sites**

In total S&W, with the City's Community Development Department, reviewed, visited, and assessed 10 alternative sites within the Sacramento region. After discussions with the Project Steering Committee on each of the alternative sites, we have prioritized the list of potential sites.

The primary (preferred) sites in priority order are:

- Joint Vision Area
- Arco Arena (City's 100 acres north of the arena)
- Job Corps

Although the City's alternative site report provides additional information on each of the alternative sites, we have briefly summarized below the key characteristics of the "preferred" alternative sites.

### **Joint Vision Area**

- The "Boot" area would be the preferred site location adjacent to the highway in the southern portion of the identified area.
- We recognize that the City does not control this land today and therefore may move this site to the secondary site list. However, the location, access and site characteristics are very compelling for a future zoo site.
- The "Boot" or other Natomas Joint Vision sub-areas have no real negatives in terms of the site criteria, although ownership or purchasing the land may be a deal-breaker.
- This site could be used to leverage additional synergy partners (i.e., compatible development/mutually beneficial uses/ partners) that could develop on adjacent parcels.

### **City's 100 Acres north of the Arco Arena**

- The location and amenities are very positive with the lack of adjacent residential properties a significant plus (might be a very big plus compared to the other sites). It is probably the best of the alternative sites, as leveraging existing support amenities is a very positive consideration....shopping, restaurants and maybe hotels.
- Availability of parking and the potential for future Zoo expansion into the existing arena area if the Arena were relocated in the future.
- Access: Adjacent to Del Paso Road and Arena Boulevard - major east-west roads connecting directly to I-5 and adjacent to Truxel Road - a major north-south road connecting directly to I-80.
- Infrastructure (water, sewer and drainage) is already in place.
- The City would need the approval of the Arena owners. The City may have alternative uses for this property that could provide incremental revenues or a new/expanded source of funds to the City.

### **Job Corps Site**

- Access to the site would need to be from the south through Delta Shores and the new planned Cosumnes River Boulevard extension between I-5 and 99
- Development site potential would be less than 100 acres as we have assumed that the existing Job Corps services (training, schools, housing and amenities) would remain.
- The potential for the Job Corps to partner with the Zoo.
- The Zoo/City could leverage additional development and partnerships in the southern region of the City with upside benefits for the community in terms of economic development and new partnerships, with potential jobs that could be created through synergy.
- Requires modifications to the Delta Shores Planned Unit Development and requires compatible design of the adjacent Stone-Boswell vacant 125 acre development site.

### **Expanded Land Park Zoo Site**

In addition to reviewing potential new sites for the Zoo, we have assessed opportunities to expand at Land Park – recognizing that the Zoo would need the support of the Land Park community to expand beyond its current site limits. A very rough bubble diagram of potentially how the Zoo could expand within Land Park is provided below.

Note: the proposed diagram has not been vetted with any stakeholders and therefore is a very preliminary concept.



The concept could be positioned as more than a zoo-only improvement as funding for the expanded Land Park Site could include improving all of Land Park (e.g., golf course, site amenities such as sidewalks and roads, parking and access. Fairytale Town remains as is with improved parking and access. This would require an amendment of the Land Park master plan.

The proposed expanded Land Park concept would be less costly to construct due to phasing and smaller overall footprint compared to the other alternative sites.

### **Expanded Land Park Deal-Breakers & Options**

There are a number of challenges and opportunities with expanding the Land Park site option. If this option for expansion were to move forward, a number of key issues (deal-breakers) would need to be resolved as part of this expansion:

1. Parking: need to develop a dedicated parking area – if such a facility existed today, the Zoo’s attendance would, in our opinion, increase by 125,000 – 200,000 visitors annually – assuming that the Zoo continues to promote and build awareness in its programs and activities. These additional isitors/members would help to significantly strengthen the Zoo’s financial operating challenges.

2. Additional acres for the Zoo would need to be secured to allow for the expansion of exhibits and animal programs/experiences - a minimum requirement of the AZA and to support a broader revenue/funding model for the Zoo.
3. The support of the Land Park Community Association is critical to this option. The expanded Land Park Zoo site option would be a “smaller” destination vision with a more regional than destination focus. To implement this “smaller” vision, a regional funding initiative would still need to be secured as private contributions will not support the capital investment costs of this option.

Note: in terms of the successful passage of the regional funding initiative, the smaller vision is not as compelling as the “destination” vision. The case for support for the regional vision will need to be stronger to insure its success – improving all of Land Park could be a key strategy.

### **Vision for the Expanded Sacramento Zoo at Land Park**

The vision for expanded Land Park is more focused on the “region or community” than “destination or world-class” but could be implemented if the noted “deal-breakers” could be overcome.

**Create fun, family-oriented “experiences” for children of all ages that connects our guest to nature through “communities” that celebrates and enhances the natural qualities of Land Park**

With this vision, the Zoo will:

- *Serve as one of the leading conservation and education institutions in the Sacramento region*
- *Continue to be one of the best cultural attractions within the Sacramento region*

This “expanded Land Park” plan would not support the Zoo’s world-class destination vision as it would provide the Zoo with a modest expansion – assuming that parking is either under-ground or on adjacent commercial property.

### **SUMMARY OF SITE OPTIONS**

We have prepared an expansion/relocation site options matrix that summarizes the five potential site options for the Sacramento Zoo, including remaining at Land Park within its existing 14 acres. For each option, we have identified the project investment costs, site challenges and opportunities and short-/longer-term strategic impacts. For Sutter’s Landing Regional Park, Site Option #1 (privately-owned land) and Option #2 (publicly-owned land), the strategic impacts are the same although the site challenges and opportunities are significantly different.

## Expansion / Relocation Site Options for the Sacramento Zoo

Options	Size	Vision (see below)	Projected Investment (Note A)	Challenges	Opportunities/Benefits	Strategic Impacts	
						Short-term	Longer term 5+yrs
Existing Land Park Site	14 acres	regional-focused	less than \$40 million	<ul style="list-style-type: none"> <li>* animal collection will need to change</li> <li>* attendance growth</li> <li>* AZA accreditation</li> <li>* parking &amp; infrastructure</li> <li>* regional funding case not compelling</li> <li>* financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>* lower capital investment costs as smaller site</li> <li>* remains an anchor attraction within Land Park</li> <li>* maintains legacy of Zoo in Land Park</li> </ul>	<ul style="list-style-type: none"> <li>* fewer animals</li> <li>* stable attendance (limited growth)</li> <li>* higher demand for City support w/o regional funding</li> <li>* higher dependency on private support - less capital investment</li> <li>* higher visitor dependency for financial survival</li> <li>* continued challenges with parking and visitor amenities</li> </ul>	<ul style="list-style-type: none"> <li>* status of AZA re-accreditation in 10 - 15 years</li> <li>* limited capital investment</li> <li>* declining attendance</li> <li>* financial viability</li> </ul>
Expand Zoo at Land Park	14+ acres	regional-focused	less than \$90 million	<ul style="list-style-type: none"> <li>* support and approval of neighbors</li> <li>* expansion must include parking</li> <li>* potential circulation impacts</li> <li>* displacing existing amenities</li> </ul>	<ul style="list-style-type: none"> <li>* could be part of a larger plan lead by City to enhance Land Park and its amenities</li> <li>* regional funding initiative could support Park enhancements</li> <li>* maintains legacy of Zoo in Land Park</li> </ul>	<ul style="list-style-type: none"> <li>* needs master plan</li> </ul>	<ul style="list-style-type: none"> <li>* collection plan will have limitations due to size</li> <li>* longer-term viability of Zoo legacy?</li> </ul>
Sutter's Landing Regional Park	100 acres	destination zoo	\$270MM to \$310MM	<ul style="list-style-type: none"> <li>* number of "deal-breakers" that present bigger challenges</li> <li>* landfill issues</li> <li>* penalty costs for construction are significant</li> <li>* access to the site (road improvements)</li> <li>* displacing existing users</li> <li>* environmental</li> </ul>	<ul style="list-style-type: none"> <li>* site location in relationship to the river</li> <li>* primarily undeveloped open space</li> <li>* opportunities for land acquisition</li> <li>* size (200+ acres in total)</li> </ul>	<ul style="list-style-type: none"> <li>* focus the Vision</li> </ul>	<ul style="list-style-type: none"> <li>* a destination zoo experience that is unique to Sacramento</li> </ul>
Option #1: Privately-owned land (ie, NJV)	100+ acres	destination zoo	\$210MM to \$240MM	<ul style="list-style-type: none"> <li>* acquiring the land from owner</li> <li>* cost of acquisition could be high</li> <li>* challenges but not as significant as SLRP</li> </ul>	<ul style="list-style-type: none"> <li>* access to highway infrastructure</li> <li>* undeveloped site</li> </ul>	<ul style="list-style-type: none"> <li>* identify leadership support for the regional funding initiative</li> <li>* seek/identify support of the "transition or venture " funds from the community</li> </ul>	<ul style="list-style-type: none"> <li>* a compelling reason to visit and stay in SAC</li> </ul>
Option #2: Publicly-owned land (City/State/Federal) - ie., Arco/Job Corp	100 acres	destination zoo	\$210MM to \$240MM	<ul style="list-style-type: none"> <li>* lowest number of challenges as land owned by public partner</li> <li>* challenged not as significant as SLRP</li> <li>* site(s) could have alternative uses (better for the community)</li> <li>* depending on site, access and infrastructure may have challenges</li> </ul>	<ul style="list-style-type: none"> <li>* location and access to highway infrastructure</li> <li>* strong community infrastructure and amenities</li> </ul>	<ul style="list-style-type: none"> <li>* develop facility plans</li> </ul>	

**Regional-focused Vision**      Create fun, *family-oriented "experiences"* for children of all ages that connect our guest to nature through "*communities*" that celebrates and enhances the natural qualities of *Land Park*

**Destination Zoo Vision**      Create the *leading wildlife destination* that offers fun, learning *experiences* that promote and celebrate the Zoo's contributions to raise conservation awareness and inspire new *learning* opportunities

**Notes:**

**Note A:** reflects total capital investment over time; all options could have multi-phases

**Guiding Principles of Site Opportunities**

1. Accessibility to the site
2. Synergy opportunities through public/private partnerships
3. Economic Development opportunities through partnerships
4. Site Infrastructure (utilities) to the site should be existing or have minimal cost impact

## ROADMAP

The “roadmap” is intended to guide the next steps for the City and Sacramento Zoological Society in identifying the site options, facility master plan, funding, leadership and community support for implementing the vision of the future Zoo in Sacramento.

**It is anticipated that the steps identified within the roadmap categories below will be completed from 2010 through 2012.**

### Site Options

- Determine **IF** financial, access and acquisition challenges with Sutter’s Landing Regional Park site can be overcome. **IF NOT**,
  - Test alternate site options, including expanding at Land Park, with stakeholders.
  - Determine preferred site option.
  - Refine the vision for the new Zoo location/option.
  - Develop facility master plan for the new Zoo location/option.
  - Develop phasing and investment costs to implement the facility master plan.
  - If the expansion of Land Park is viable, a cultural/historical resource survey may be required.

### Regional Funding

One of the underlying strategic assumptions that has guided our thinking was that a regional public/private funding initiative – initially assumed with a ten-year “sunset” - would provide the significant capital resources (investment costs) required for relocating and building the new Zoo. Such regional funding could also provide the Zoo with additional operating revenues to replace the current level of City funds. It is further assumed that the regional funding initiative would support other cultural institutions within the Sacramento region with the Zoo having a major role in the successful passage of this initiative.

If the residents of Sacramento County would approve a 1/10% increase (.1 cent) in the sales tax to support the Zoo and other cultural institutions, it would provide a projected \$28.8 million annually – based on current trends and exemptions. A new governing authority could be established to manage the distribution of the annual funds with the understanding that the Zoo would be positioned to receive at least 50% of the annual funds to support the capital investment costs and operating programs of the new Zoo. Other regional cultural institutions would be positioned to receive the remaining balance of funds to support their respective capital and operating programs – in some cases, regional funding could reduce the City’s current investment in these cultural institutions.

The Zoo must assume a leadership position in securing the regional funding initiative – they must be the champion for insuring its success.

Although the Board of the Sacramento Zoological Society would be actively involved in regional funding, our recommendation would be to identify a Regional Funding Task Force that is comprised of “leaders”- corporate/business, political, government, philanthropic, education and community leaders - who will be the public face on the regional funding campaign.

To be successful with the regional funding initiative that would need to go to the voters:

- The City and the Sacramento Zoological Society must work together to identify and cultivate the “leadership and leaders” who will embrace the Zoo’s vision and work to insure its implementation and success. Such individuals must have a strong passion for the Sacramento Zoo; be community “stewards” that embrace the spirit of the City of Sacramento and the surrounding region; can leverage the financial support, contribution and commitment of the “captains of industry” within the Sacramento region; and have the determination and will power to succeed. As noted earlier in our report, without this “leadership,” the future Zoo regional funding initiative will not be successful.

Once the Task Force leadership has been identified:

- “Initial seed funding” for the regional funding campaign will need to be identified – a target of \$200,000 - \$400,000 initially to explore polling, funding parameters and strategies; recognizing the following:
  - Volunteer or donated services may significantly reduce this amount – similar to the successful approach in Fresno California in 2002/2003
  - The total cost of the regional funding campaign will be significantly higher, with its value (not necessarily its real cost) exceeding several millions of dollars – volunteer services and donated/contributed services will impact this allocation.
  - A separate political action committee (PAC) may need to be established to manage the cost of the regional funding initiative – depending on volunteer and/or donated services and State laws.
- The City with the Task Force will need to explore (test) the timing and capacity within Sacramento County to support a regional funding initiative for the Zoo and potentially other cultural institutions. The tentative target date for seeking voter approval would be 2012 as the national and local economic climate should have rebounded.

#### The Sacramento Zoological Society

The responsibilities of the Sacramento Zoological Society’s Board will shift significantly in the coming years assuming that the Board embraces the regional funding concept and initiative to support the Zoo’s future growth and develop – regardless of site location.

The Board would play an active role in the Regional Funding Task Force with its leadership actively participating on the Task Force and its implementation timelines.

For the Board to be in a strong leadership position – both with the Task Force and the community as a whole, the focus and composition of the existing Board will need to evolve to meet the high expectations for regional funding and the Zoo’s future vision. Specifically, the Board should:

- Seek community leaders to its Board that are comparable to the leadership of the Regional Funding Task Force – the Board must be reflective of the regional community and include members that lead – whether in business, politics, government, philanthropy and/or the community .....remember, people give to people
- Provide the initial seed funding for the regional funding initiative as it is the Zoo that will benefit from the successful passage of the funding initiative.



## **SECTION B - SUTTER'S LANDING REGIONAL PARK: SITE ENGINEERING CRITERIA**

### **INTRODUCTION**

Nichols Consulting Engineers evaluated the opportunities and constraints that the Sutter's Landing Site offers for relocation of the Sacramento Zoo. The evaluation was based on documents and resources provided by the City which included:

1. Sutter's Landing Area Master Plan Background Report by Scot Mende and Ellen Marshall of the City's Community Development Department, October 1, 2008
2. Informational Report on the River District Specific Plan (M09-003) for the Planning Commission by Evan Compton and Greg Taylor of the City's Community Development Department, April 9, 2009
3. Future Zoo Adventure Park Business Plan 3<sup>rd</sup> Draft, November 22, 2006
4. Feasibility Report for Sutter's Landing Park by Callander Associates for the City's Parks and Recreation Department, February 23, 2005
5. Sutter's Landing Parkway Extension Conceptual Engineering Report by CH2M Hill for the City's Department of Transportation, June 2004
6. Sutter's Landing Parkway Access Study Supplemental Conceptual Engineering Study by Mark Thomas & Co., May 31, 2007
7. Discussions with the key staff from:
  - City Community Development Department (Scot Mende/New Growth Division)
  - City Department of Transportation (Ryan Moore/Funding and Project Development)
  - City Solid Waste Division (Marty Strauss of Landfill Maintenance)
  - City Parks and Recreation Department: J.P. Tindell, Manager of Park Planning & Development and Roy Tatman, Associate Landscape Architect

### **BACKGROUND**

The Sutter's Landing Site, designated a regional park, is located on the City of Sacramento's closed 28<sup>th</sup> Street Landfill. It is approximately one mile northeast of the downtown on the American River. It became a landfill site after it was mined for soils to construct levees to contain the high flow events of the American River.

The landfill was capped in the mid 1990s under the regulatory oversight of the California Regional Water Quality Control Board (RWQCB). The facility continues to have regulatory oversight and is subject to closure and post-closure requirements as outlined in the RWQCB's adopted Waste Discharge Requirement No. R5-2004-0039. The WDR's requirements include, but are not limited to, maintenance of the existing caps to prevent the ponding and infiltration of surface water, maintenance of a minimum of 3% slopes, maintenance and operation of an active landfill gas recovery system, and limitation of vegetation types to include grass only with rooting depths to be no greater

than the height of the grass. Surveys over the last several years continue to show that settlement of the waste management units has and continues to occur.

Currently, the site has limited passive recreational use for biking and other recreational activities. The City has also recently completed construction of a dog park. A former landfill “baler” building has been converted to an indoor skateboard “park” – the only under roof skateboard park in the region. In addition there is limited recreational access to the river and the adjacent levee trail. The Harbor Sand and Gravel Company operates a concrete and asphalt recycling plant adjacent to the site, using the site’s 28<sup>th</sup> Street entrance.

The Sutter’s Landing Site feasibility to provide for a complete relocation of the City’s Zoo would likely be based on a minimum of 50- 60 acres of the site, which would include the City owned site proper and adjacent property not currently owned by the City (see Exhibit 1 – this area is represented by the acres circled in red).

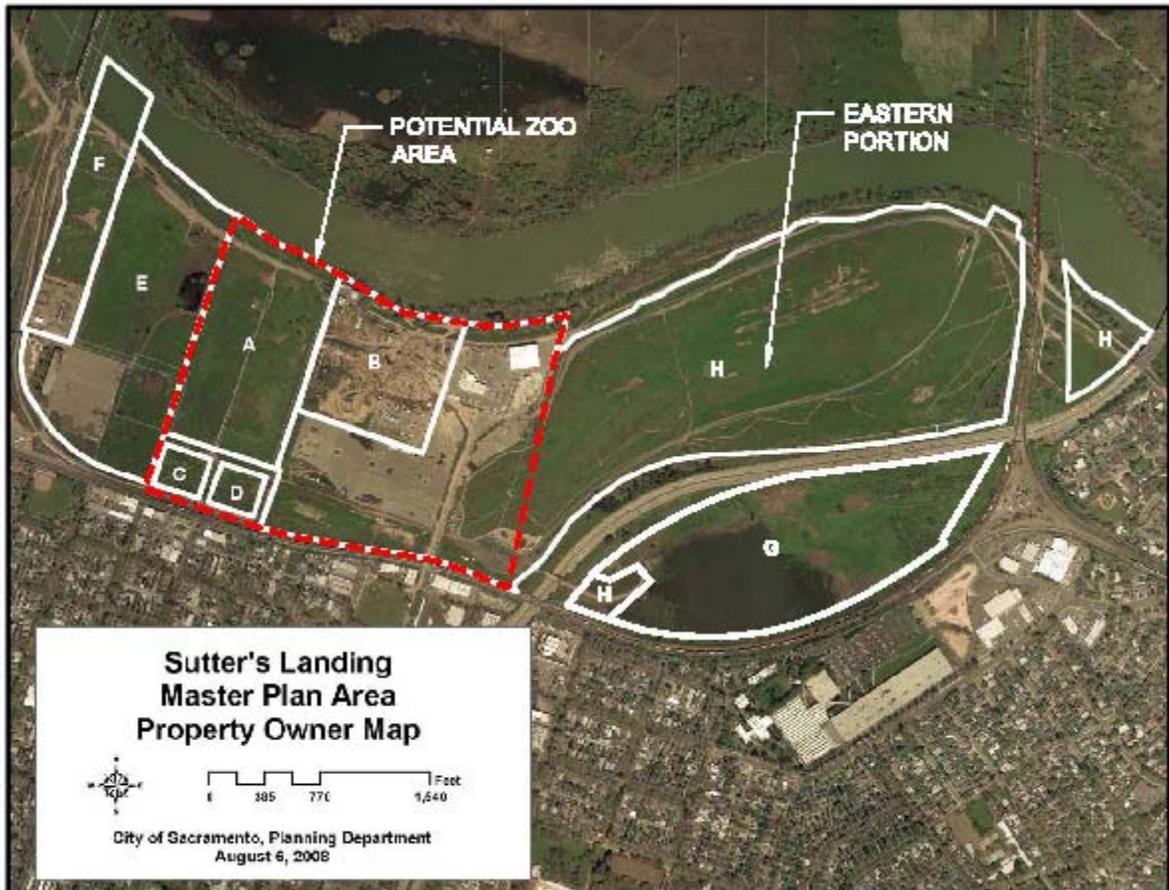


Exhibit 1

Area	Property Owner	Acreage
A	Dellar Family Trust	25 ac
B	Harbor Sand & Gravel (Bell)	16 ac
C	Cannon Family Trust	2 ac
D	Scollan Family Trust	2 ac
E	Blue Diamond/Almond Growers Exchange	38 ac
F	SMUD	11 ac
G	McKinley Village	47 ac
H	Sutter's Landing Regional Park	172 ac

The proposed Zoo site would include the following land parcels (approximately 75 acres):

1. western, older, relatively flat /paved portion of landfill: (34acres)
2. Harbor Sand and Gravel site: (16 acres)
3. Dellar Family Trust property: (25 acres)

Note: The City has not agreed to provide the Harbor Sand and Gravel site or Dellar Family Trust sites to the zoo. These parcels would need to be acquired and/or accommodations made to relocate the current owners and/or operators.

The easterly portion of the landfill is higher in elevation, has more relief and is “newer” (Unit A was closed in 1995 and Unit B was closed in 1997). This portion could potentially be used for parking (potentially as part of a proposed solar “farm” concept that would provide shade to visitors or large “open” exhibits where the animals would be able to graze. However, due to the active decomposition of the waste in this easterly portion, the surface of the landfill is settling quickly and unevenly and landfill maintenance is done continuously through the summer months.

### **GENERAL CRITICAL CRITERIA FOR A ZOO SITE**

Currently, the Sacramento Zoo is a year-round cultural attraction that annually attracts over 500,000 visitors with approximately 40% of these coming from beyond the six county metropolitan areas. Annually, over 70,000 school children visit the Zoo on organized field trips. Visitors typically spend at least two (2) hours visiting the Zoo.

The Future Zoo Adventure Park Business Plan Profile (November 22, 2006) envisions the Zoo to:

- annually attract over one million visitors – potentially up to 1.5 million visitors
- increase visitor stay time to 4 - 6 hours
- be a regional educational and recreation attraction for school children, area residents and tourists
- serve as a synergistic model for other Sacramento attractions and businesses.

The Request for Proposal for the Zoo Feasibility Study, which this report follows from, listed the following minimum site area requirements for one million visitors per year:

1. Parking (21 acres) for 2000 visitor spaces.
2. Support Space (7-8+ acres) for horticulture, maintenance shops, a hospital building and visitor services.
3. Administration/education building (1 acre)
4. Roads and paths (5 acres)
5. Animal exhibits (15 acres)

At this early planning stage, an additional 10 acres should be included for miscellaneous and other currently unknown space needs. As annual visitation grows to 1.5 million, the Zoo will need up to a total of 100 acres to support this growth and its related infrastructure, specifically parking, restrooms, restaurant/cafe and water features. The current and future Zoo profiles suggest that the following site engineering criteria ultimately must be considered in the development of a new site:

1. Access. The site must be easily accessible from the surrounding 6 county region by private vehicle via major highways and arterials. Access must also include public transit, bicycles and pedestrians. Currently, the zoo attracts 500,000 visitors per year, which translates to approximately 500 private cars per day on average and upwards of 1,500 cars per day on peak days. Less parking may be required depending on availability and popularity of public transit. Based on the Zoo's current business model, the new site should accommodate approximately double that volume.

Zoo traffic should be compatible with (or at least not conflict with) other local traffic. Pedestrian activity will be significant on local site roads and paths as visitors access the Zoo from parking lots, trails and transit stops. Similar to land use compatibility, commercial traffic, particularly trucks, would be a distraction as well as a safety concern if sharing the same local roads with zoo visitors.

With the addition of several hundreds of vehicles per day, site access must consider impacts to adjacent neighborhoods and the general traveling public. Ideally, zoo traffic would "blend in" to established routes and "accepted" traffic volumes.

2. Site development and construction feasibility. As previously noted, the Zoo site should be 60 acres minimum and ideally 100 acres for comfortable future growth.

Flood protection is always an issue in Sacramento. Unlike other site occupants such as businesses or residents, the zoo facilities must be protected by natural features since it would be difficult to temporarily move the animals out during threat of a flood.

Note: Both portions (east and west) of the site are at or above the top of the adjacent river bank/levee and out of the 100 year flood plain. The entire site is shown on FEMA maps as “shaded X,” which means it is outside of the 100 year floodplain but inside the 500 year floodplain. The levees have been certified as adequate for the 100 year flood elevations by the Army Corps of Engineers.

Soils must be stable, non-expansive and drain well. The site should be relatively free of rock, hardpan or other costly excavation issues. The site should avoid hazardous materials/waste or gases such as methane which pose a health risk and require expensive measures to mitigate.

3. Utilities. The site will require normal commercial level utility service, including:
  - a. Water (industrial level service; service to the current zoo has a 12” service)
  - b. Sewer
  - c. Drainage
  - d. Natural gas
  - e. Dry utilities (power and communications)

The site should not pose any unusual challenges to constructing underground facilities, especially wet piped utilities such as water, sewer and storm drainage. High groundwater/infiltration should be avoided. In addition, construction on site such as landfills should be avoided if possible due to the risk of contributing to leachate generation (groundwater contamination) from eventual breaks or leakage from wet utilities caused by settlement in general and differential settlement.

## **SUMMARY OF SUTTER’S LANDING SITE**

1. Access. The site is bounded by significant natural and man made barriers, including the American River on the north, the Business Highway 80 and the Union Pacific Railroad (UPRR) line on the east and south, and private property with no street access on the west. Access into the site is currently limited to the 20<sup>th</sup> Street and 28<sup>th</sup> Street entrances which cross three UPRR tracks. The 28<sup>th</sup> Street entrance is the more direct and used entrance (see Exhibit 2).

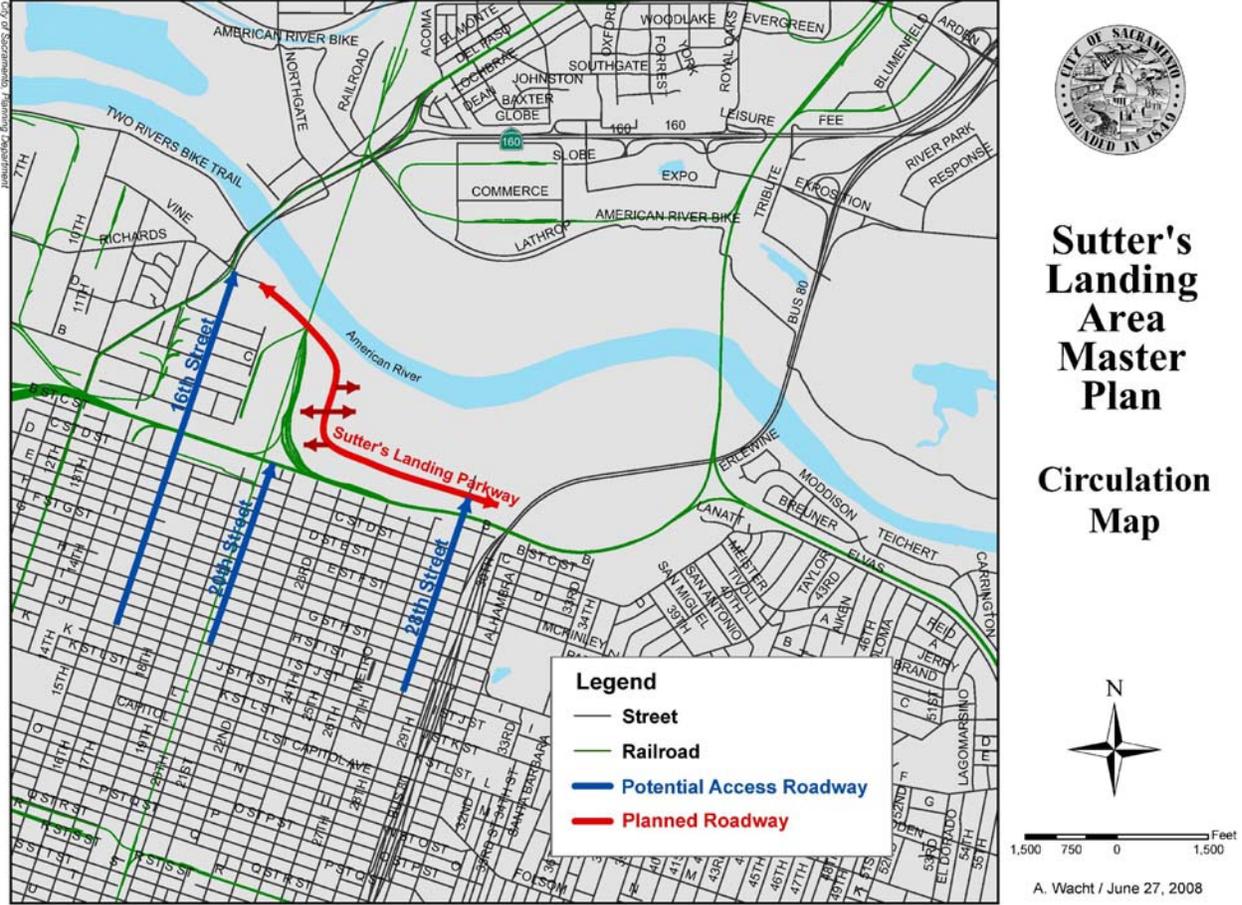


Exhibit 2

28th Street is a 2 lane north-south residential street in an established neighborhood. The profile of the street as it crosses the 3 UPRR tracks is substandard with very limited sight distance. There are no sidewalks. As a site entrance, a substantial increase in traffic will create difficulties for safety as well as convenience. Since the UPRR owns the crossing right of way, any proposed increase in traffic or improvements to the crossing will require approval by the UPRR and the California Public Utilities Commission. Both organizations have traditionally worked to reduce train conflicts by controlling the number of crossings and volumes of traffic.

A proposed east-west major arterial (Sutter's Landing Parkway) would provide excellent access to the site and meet the critical needs that the current 28<sup>th</sup> Street lacks. The Sutter's Landing Parkway (SLP) would be an extension of Richards Boulevard which serves the Railyards and River District development to the west of the site.

The SLP has been formally recognized by the City as an important arterial need for at least 10 years. CH2M Hill prepared an Engineering Conceptual Report in 2004 for the City which included a comprehensive vision for the SLP including an interchange on Business 80 freeway at a cost of \$136 million.

A Supplemental Report in 2007 prepared by Mark Thomas & Company considered 5 alternatives to the 2004 CH2M Hill Report improvements by eliminating or reducing the interchange and focusing more on access to the Sutter's Landing Site. Alternative #1 provides good access to the Site at a minimal cost. It uses 29<sup>th</sup> Street, which is more commercial than the residential 28<sup>th</sup> Street, and proposes a new crossing of the UPRR tracks. Project costs in 2007 dollars are \$17 million. Although this option could provide access to the proposed Zoo and Sutter's Landing Park, the disadvantage to Alternative #1 is that it is a minimalist approach, providing limited value to the ultimate SLP. Also, Caltrans, based on a cursory review of the Report, ranked it least desirable of the alternatives.

Alternatives #2A, 2B and 2C provide regional level connection between the future SLP and the Business 80 freeway. One of these alternatives would provide a significant piece of the fully developed SLP which includes connection to Richards Boulevard. These alternatives range in cost from \$49 million to \$73 million (2007 dollars) and do not include an interchange with Business 80.

Alternative #3 provides an interchange connection between the SLP and Business 80 freeway. Like alternatives 2A-2C, it provides a significant piece of the fully developed SLP, but does not complete the connection to Richards Boulevard. Project cost would be \$73 million (2007 dollars).

New arterial access is essential for development of the Sutter's Landing site, whether for a zoo or any other facilities requiring access by more than a few vehicles per day. The SLP or the Alternatives described in the 2007 Report above would easily accommodate the zoo traffic with minimal impacts to the surrounding residential neighborhoods. Any suitable alternative includes a new RR crossing and abandonment of the existing 28<sup>th</sup> Street crossing.

However, based on a discussion with the Supervising Engineer for Funding and Project Development in the City's Department of Transportation, the SLP or a variation is unlikely to become a reality within the next 10 years due to the lack of funding either from the City alone or with the help of a well funded proponent of the project. Meeting minutes of that discussion are attached. Besides the McKinley Village property east of Business 80 freeway, there are adjacent properties west of the Site that would benefit from an SLP or variation thereof. Future discussion with the City and property owners would be in order to explore potential funding partners and scenarios.

2. **Site development and construction feasibility.** The Sutter’s Landing site has two distinct areas: the western portion and the eastern portion (see Exhibit 1). The western portion consists of the older landfill and other adjacent (non-City owned) parcels, including the Harbor Sand and Gravel business and the Dellar property. The eastern area consists of 106 acres of landfill that has been capped and closed for the past 12-15 years.

As an old landfill, soils are marginal to unsuitable on both the eastern and western portions of the site as noted below:

1. The western portion is still settling after 30 years of closure as a landfill and is therefore, not inherently stable as native soils would be. The Sutter’s Landing Area Master Plan Background Report (October 2008) provides detail on the subsurface conditions:
  - 1) the waste depth varies from 12 feet to over 32 feet with a soil cover that varies from 3 feet to 18 feet
  - 2) settlement would be another one inch if no additional fill was added to the site
  - 3) settlement would be 3 to 5 inches if an average of 4 feet of fill were added to the site. While not nearly as problematic as the eastern portion, it will be much more costly to construct permanent developments.

One example is that as the ground settles, it will do so unevenly, and will not drain well for the immediate future. It should be expected that site development and maintenance on this site will be more expensive for the basic improvements. Recently,, a portion of the site has been developed as a dog park with simple paving and surface features as well as limited underground utilities such as site drainage. The City’s Project Manager for the Dog Park Project confirms that it is more expensive, by a factor of 2 or 3 times higher, to construct the basic site development improvements which include no structures.

2. The eastern portion is a “young” closed landfill and is settling more rapidly and unevenly than the western portion. Waste depth of 50 feet or so is twice that in the western portion of the site. Future settlement could be in the 3 to 5 feet range. The Landfill Maintenance Supervisor in the City’s Solid Waste Division indicates that site development and maintenance cost for the next 10-20 years will be much more difficult and costly than the western portion. Compared to the western portion, that site development cost factor could be 5 times as much.
3. The Waste Discharge Requirements (WDR) does not allow any deep rooting vegetation which necessitates the use of potted plants, trees, etc. The requirement will constrain the landscape aspects of the zoo features – a key

visitor amenity that would greatly enhance the zoo experience.

4. The WDR also do not allow for the ponding of surface water or the infiltration of surface water through the landfill cap and waste. This requirement will also have a significant impact on the ongoing maintenance of a “finished zoo”, where ongoing grading and filling of finished landscape areas is required to prevent ponding. In addition, any water features or landscape water systems (typically a significant part of a zoo experience) will have to be specially designed with guards such as secondary liners and leak detection to prevent the infiltration of water through the cap and landfill wastes.
5. Zoo grading and drainage systems would be required to meet the prescriptive standards (3% slopes) or the intent of the standards for surface runoff and surface water infiltration.
6. In addition, this eastern portion is actively generating landfill gas that is primarily composed of methane, although does contain trace amounts of volatile organic compounds. An active landfill gas system, currently in place, is required to be operating as outlined in the Site’s WDR. In addition, Gas Recovery Systems, Inc. owns a contract to recover the landfill gas and currently provides the gas to The Blue Diamond Almond Company. Blue Diamond, with facilities immediately to the west of the site, has a methane gas pipeline from the landfill to the plant and rights to purchase the gas through 2016.

Any development of the former landfills would require ongoing maintenance and operation of the landfill gas system. In addition, potential concerns related to the long-term exposure of animals and humans may require further evaluation to ensure that the exposures do not pose an unacceptable risk. In addition, any structures may require an active gas collection system/gas barriers and/or methane monitoring system to prevent the build up of methane in structures.

7. The 2005 Feasibility Report for Sutter’s Landing Park provides numerous examples of the special, more costly, construction techniques required to develop on this area.

### **3. Utilities**

Utility service to the Sutter's Landing Site should not pose any unusual challenges beyond the construction challenges of underground service within the site as discussed in the section above.

- Water Service: currently there is a 12” line and a 6” line that provides looped service to the Site.
- Sewer is available: Sacramento Regional Community Sewer District is studying capacity for this area. That study is due to be published in Fall 2009.

- Dry utilities: SMUD in currently in place; communications should not be a problem since, typically, they follow SMUD’s utility path, using SMUD poles.

**CONCLUSION**

Criteria Summary of Sutter’s Landing Site: In assessing the Sutter’s Landing site, as well as other alternative sites that would be identified as part of the feasibility study, the table below summarizes site features from the Future Zoo Adventure Park Business Plan (November 2006) and how they rate in the near term (10-20 years) and longer term (30+ years). Good = satisfactory. Poor = unsuitable and difficult (expensive) to improve. Neutral = marginally acceptable or somewhat difficult to improve.

<u>Site Features</u>	<u>Rating (near/long term)</u>
100 acres/60acres in first phase	Good/Good
Centrally located in 6 county region	Good/Good
Easy Freeway access	Poor/Unknown
Adequate parking	Good/Good
Public Transportation	Poor/Good
Centralized location/supporting facilities	Poor/Good
Urban flood protection	Good/Good
Site drainage	Poor/Neutral
Unstable soils	Poor/Neutral
Hazardous materials	Poor/Poor
Constructible soils	Poor/Poor

On a positive note, the visual access to the American River is a compelling site characteristic that would be enjoyed by visitors and could potentially provide a unique backdrop to create visually appealing sight lines.

Challenges of the Sutter’s Landing Site. The foregoing discussion of the Site covered various challenges that would have to be overcome for the Zoo to relocate. The table below provides a brief summary of the more significant challenges and the impacts that would require mitigation.

<u>Access Issues</u>	<u>Challenges/Impact</u>
No primary access	Significant Investment Costs
	Low priority for City (lack of adequate funding)
28 <sup>th</sup> Street entrance	Roadway profile; limited sight distance
	CPUC and UPRR approval
	Neighborhood complaints about traffic volumes

<u>Site Development Issues</u>	<u>Challenges/Impact</u>
Unsuitable Soils	Significant higher costs to construct and maintain
	Health risk
	Landfill Closure Plan modification/approval
Landfill Reuse	Leachate generation
	Limitations in using landscape
	Limitations of exhibit development through the use of landscape
	Health risk

In addition to the identified site challenges, there are a number of financial impacts and visitor issues associated with the challenges and constraints as outlined below.

Note: The financial impacts, although specific to the Zoo as outlined below, would also apply to any development that would consider building on the former landfill site, including hotels, restaurants and/or other cultural organizations.

Financial Challenges/Issues: Upfront Investment Costs/Penalties for:

- **Site Access - Sutter’s Landing Parkway or a variation:** Minimum investment would likely be at least \$17 million if the Zoo project were to be totally responsible for site access. This would be the minimum investment that would provide a minimalist approach to the proposed site. With upwards of one million annual visitors to the proposed zoo site at Sutter’s Landing, to support this traffic volume, the investment would be at least double the minimum investment of \$17 million or a capital investment cost of \$40 - \$50 million for site access only.
- **Added site development costs (construction multiplier)** for building on a former landfill site compared to native soils: Site development services (rough grading, utilities, and site preparation among others) for preparing the landfill for construction will be approximately 2 to 3 times higher than other non-landfill sites. The assumption is that all other investment costs (buildings, exhibits and programming as allocated below) would be equal to native soil construction. In addition, we have not factored any “penalty” costs for methane monitoring and/or supplemental foundation design or construction.

The financial impact of the higher site development costs are significant based on the following:

- For Zoo planning, we utilize the following percentage allocations:
  - Site Development (utilities, grading, site conditions) 15%
  - Buildings/Animal Holding (core & shell with fit-outs) 40%
  - Exhibits (exterior holding & containment) 25%
  - Programming (guest services, plantings, walkways) 20%

- Utilizing the average investment cost of \$2.77 million per acre (2007 dollars) that is forecasted for the expansion of the Fresno Chaffee Zoo (\$108 million for 39 acre expansion and renovation for a non-landfill site), the 15% allocation factor for site development services would be approximately \$415,500 per acre investment cost for a non-landfill site.

Assuming a conservative 1.5 times site development multiplier as the “penalty” for building on a former landfill (increased costs of soils, grading, stabilization and site preparation – all other cost allocations being equal regardless of site location), the incremental “penalty” cost would be \$623,250 per acre.

- If we utilize a minimum of 50 acres, the “penalty” site development costs for building on the former landfill would be approximately \$31 million; if we utilize 100 acres as the Zoo envisions, the total “penalty” cost site development costs (in 2008 dollars) would approach \$62 million, exclusive of other costs for site access as noted above.
- **On-going maintenance costs:** Due to the ongoing settlement, methane and other landfill site issues, annual repair, replacement and maintenance costs will be higher. On a “normal” site, typically 7-9% of a Zoo’s operating budget is spent on maintenance excluding personnel costs. On a former landfill site with special issues that percentage could increase to 12% - 15% of the Zoo’s operating budget.

### Visitor/Animal Issues

Potential Negative Experiences that will impact the visitor and animals:

- Methane gas – needs further assessment but repeated exposure would appear to be a health risk, based on observations of limited growth of current plants and trees.
- Harbor Sand and Gravel site – if remains as is, safety factor for visitors and obstructed sight views to the American River.
- Site settlement issues – safety factor for visitors with uneven walkways and paths; additional annual maintenance costs for the Zoo.

For the Zoo to relocate to the Sutter’s Landing area, there are a number of “deal breakers” that have significant financial implications and significant risks that could have long term impacts on the Zoo:

1. Commitment to build Sutter's Landing Parkway (SLP) or other new arterial access. Although the "upfront" investment cost of a new arterial would be significant, without new primary site access, the Zoo will fail as the scenario would be to "build it and they will not (be able to) come"!
2. Commitment to acquire the Harbor Sand and Gravel Site and additional parcels. The 16 acre Harbor Sand and Gravel site and the Dellar parcel are major pieces of the overall 60+ acres needed for the core Zoo development. The settlement issues on the eastern portion limit development and use. Continued commercial operation, including frequent truck traffic, noise levels and dust is incompatible with a Zoo and the recreational environment envisioned for this Regional Park.
3. Commitment to allocate financial resources to fund the site development "penalty" for building on a former landfill: assuming a conservative 1.5 times multiplier (projected impacts are estimated at 2x - 3x factor), the incremental increase could range from \$31 million - \$62 million for a 50 or 100 acre site development plan.

Overcoming the significant site development challenges as noted above, the "poor" site features as defined by the Sacramento Zoo in its future Zoo needs, and the high "upfront" investment costs for building at Sutter's Landing – a minimum \$50 million "penalty cost of doing business" - do not offer a "best case" for developing the Sutter's Landing Regional Park as the future site for the Sacramento Zoo.

Nichols Consulting Engineers, along with Schultz & Williams as the lead consultant, would recommend that the City explore alternative development sites for relocating the Sacramento Zoo.

Three other facts that have impacted our recommendation:

1. **The Zoo must be good stewards of the financial resources to be utilized in building the Zoo.** Since funding for the new Zoo will most likely come from a combination of public and private sources, allocating resources to fund the minimum projected "upfront" investment cost of \$50 million does not promote good stewardship of these resources. Many private donors will struggle with the wisdom of making this type of investment.
2. **There are alternative uses for the Sutter's Landing Park Site** including:
  - Open space recreation sports fields
  - Bike facilities
  - Passive play for all ages including picnic areas that overlook the American River

- Note: Access to the Sutter’s Landing site will continue to be a challenge even with the noted alternative uses above. However, the number of users of these amenities will be considerably less than the number of potential Zoo visitors and their usage of the site could be more seasonal/limited than typical zoo-goers.
3. **There appears to be alternative sites for development within the City** that can be explored as part of this feasibility study. These alternative sites will most likely not have the significant “upfront” investment costs associated with the Sutter’s Landing site. A profile of each of these potential sites and a brief assessment, utilizing the site features outlined in the Future Zoo Business Plan (November 2006), will be completed as part of the overall feasibility study for a new Zoo.

**ATTACHMENTS:**

1. Meeting minutes Ryan Moore City Department of Transportation



## MEMORANDUM

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<b>Date:</b>	May 7, 2009	<b>Project #:</b>	
<b>To:</b>	Scot Mende, Ryan Moore		
<b>From:</b>	Ted Idlof		
<b>Subject:</b>	Sutter's Landing Site Access		

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Thank you both for meeting with me last Monday to discuss the feasibility of a new roadway, the Sutter's Landing Parkway (SLP) to serve the Sutter's Landing Site (the Site). My interest is to determine the requirements to provide access to the Site for relocation of the City zoo. With 500,000 visitors per year now to the zoo, the future attendance to the zoo and other compatible attractions could generate average daily traffic (ADT) volume of several thousand vehicles on peak days.

Based on our meeting and other discussion, my understanding of the issue is as follows:

1. Background;
  - a. The 1999 Northeast Area Transportation Study (NEATS) identified the SLP as a high priority for the City's circulation plan.
  - b. The City prepared a Conceptual Report for the SLP in 2004 which included a new full interchange on Bus 80.
  - c. A Supplemental 2007 report looked at eliminating, or reducing the interchange and focusing more on access to the Sutter's Landing Site.
    1. Alternative costs in the Supplemental 2007 report ranged from \$17 million for Alternative #1 to \$73 million for Alternative #3.
    2. Alternative #1 was not highly favored by commenting stakeholders as it did not accommodate the final development of the SLP.
    3. Alternative #3 is more extensive in meeting multiple goals of the SLP and was more highly favored by commenting stakeholders including Caltrans.
  - d. In addition to the City's circulation needs, access needs of the McKinley Village site (or Centrage site), east of Business Highway 80 (Bus 80) has been an additional long standing and periodic driving force for the SLP. At least 2-3

developers have considered the Village site for a development project going back to 1990.

2. Funding of the SLP:

- a. Over the past 10 years since the NEATS was published, the SLP has slipped as a priority for the City's circulation needs.
- b. Currently the reality is that a developer or outside "driving" source is necessary to provide "champion" the SLP which will provide the access to Sutter's Landing Site.
- c. The Village site development is currently dormant and the City is unaware of any other proponent to be such a "champion".

3. "Driveway" concept to serve the Site:

- a. We discussed a partial SLP serving just the Site from the west, not crossing Bus 80 to access the Village site. This would be a shorter roadway for localized traffic into and out of Sutter's Landing from the Richards Blvd extension.
- b. It would be more reduced than the Alternative #1 in the 2007 Study in that it would not connect to 28<sup>th</sup> or 29<sup>th</sup> except for emergency vehicle access and would not introduce traffic to the neighborhoods south of A street.
- c. This concept still requires extensive earthwork, right of way acquisition, a bridge over the north-south RR tracks next to Hwy 160 as well as being rather long to serve just the Site.

4. Phasing concept.

- a. This concept assumes that the existing 28<sup>th</sup> street entrance, crossing the railroad tracks would be the Site access for an interim period.
- b. Challenges include the substandard roadway profile of 28<sup>th</sup> as it crosses the RR tracks, likely concerns on the part of the UP Railroad and the California Public Utilities Commission as well as East Sacramento neighborhood impacts and their objections.

5. Conclusion:

- a. From the City's Department of Transportation perspective, the SLP is unlikely to become a reality in the foreseeable future due to the lack of a well funded proponent of the project.
- b. At this time, to obtain reasonable access to the Site, the Zoo project would have to be the major proponent for the SLP project and overcome the cost and operational challenges of the 2007 Study alternatives.

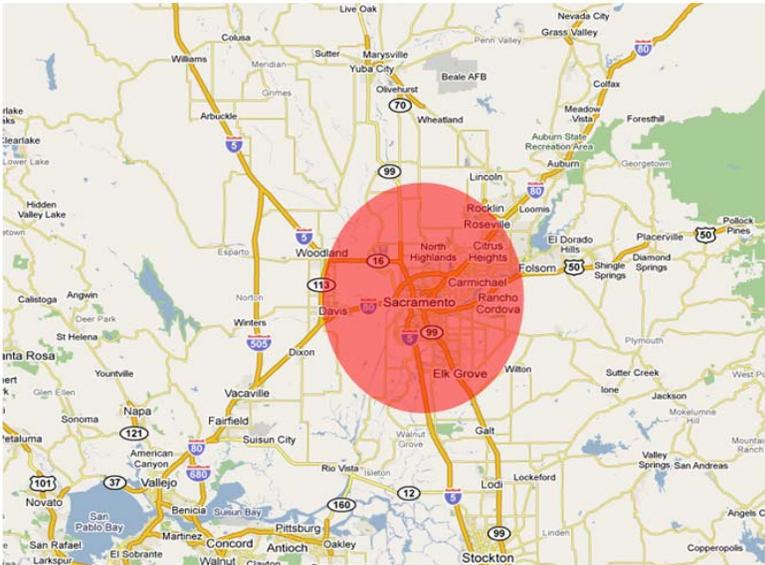
## SECTION C - OVERVIEW OF POTENTIAL VISITOR MARKETS & COMPETITION

The size and growth patterns of the available markets are key tools for determining the size and scope of any new cultural attraction. In order to evaluate the potential demand for the Sacramento Zoo, we have separated the market into two different categories: the residential market and the visitor market. We collected data from several sources relating to each market including population data, demographic data, growth and trend information as well the impacts and characteristics of the travel industry in the Sacramento region.

### Residential Market Area

The residential market area for the Sacramento Zoo can be further divided into a primary market and secondary market. For the purposes of this analysis, the primary market area includes the area within 30 miles of the Sacramento Zoo in its current location, which includes the communities of Sacramento, Davis, Woodland, Elk Grove, Rancho Cordova, Carmichael, Cirtus Heights, Folsom, Rosevill, Rocklin and North Highlands (see Figure 1). The secondary market area includes the Sacramento/Arden Arcade/Roseville Metropolitan/Micropolitan Statistical Area as defined by the U.S. Census Bureau (see Figure 2). The secondary market area includes the additional counties of El Dorado, Placer and Yolo.

**Figure 1: Primary Residential Market Area Map**



Source: Google Maps.



## Historical Growth

Because the primary market area generally includes most of Sacramento County, the growth patterns of the primary market are well characterized by the growth data for the overall county. The population of Sacramento County has grown steadily for the last decade. The county has grown at an annual compounded rate of 1.77% since 2000. Of particular interest is the marked growth in Elk Grove, a community south of the Zoo and near a potential new Zoo site, where the population has almost doubled since the community was incorporated as its own city in 2001. The City of Sacramento itself experienced moderate growth of approximately 1.88% annually since 2000.

**Table 1: Population Estimates for Cities and Counties, 2001-2009 with 2000 Benchmark**

<b>Sacramento County</b>	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Avg. Annual Growth Rate
<b>Citrus Heights</b>	85,071	86,368	87,849	87,870	87,845	87,615	87,071	86,914	87,119	87,565	0.32%
<b>Elk Grove</b>	0	75,641	81,384	86,487	110,067	121,611	131,064	136,055	139,119	141,430	8.14%
<b>Folsom</b>	51,884	56,744	59,119	62,295	64,194	66,151	67,671	68,857	70,537	71,018	3.55%
<b>Galt</b>	19,472	20,104	21,052	22,032	22,206	22,821	23,030	23,440	23,860	24,133	2.41%
<b>Isleton</b>	828	837	844	844	839	821	814	814	815	818	-0.13%
<b>Rancho Cordova</b>	0	0	0	0	54,679	55,107	56,395	58,871	60,736	61,817	2.48%
<b>Sacramento</b>	407,018	414,639	426,943	435,744	444,658	452,904	458,091	466,606	474,470	481,097	1.88%
<b>Balance Of County</b>	659,226	598,357	610,366	622,740	561,158	561,303	562,049	561,171	562,107	565,309	-1.69%
<b>Incorporated</b>	564,273	654,333	677,191	695,272	784,488	807,030	824,136	841,557	856,656	867,878	4.90%
<b>County Total</b>	1,223,499	1,252,690	1,287,557	1,318,012	1,345,646	1,368,333	1,386,185	1,402,728	1,418,763	1,433,187	1.77%

Source: State of California, Department of Finance, E-4 Population Estimates for Cities, Counties and the State, 2001-2009, with 2000 Benchmark. Sacramento, California, May 2009.

**Projected Population Growth**

The population of the primary residential market is projected to continue growing at slightly slower rates compared to growth rates since 1997 to the present. Interestingly, the counties in the secondary market area (El Dorado, Placer and Yolo) are all projected to grow at higher rates than Sacramento County over the next ten years.

**Table 2: Projected Household Growth Using Alternative Headship Rates, by Region, MSA, and County: 1997-2020**

Sacramento Metro Region	Households			Household Change			Percent Household Change			Percent of State Change		
	1997	2010 Proj.	2020 Proj.	1997-2010	1997-2020	2010-2020	1997-2010	1997-2020	2010-2020	1997-2010	1997-2020	2010-2020
	668,487	855,718	1,000,661	187,231	332,174	144,943	28.0%	49.7%	16.9%	7.8%	7.7%	7.6%
Sacramento County	430,515	527,510	609,592	96,995	179,077	82,082	22.5%	41.6%	15.6%	4.0%	4.2%	4.3%
Placer County	79,562	117,657	143,183	38,095	63,621	25,526	47.9%	80.0%	21.7%	1.6%	1.5%	1.3%
El Dorado County	53,641	78,459	94,456	24,818	40,815	15,997	46.3%	76.1%	20.4%	1.0%	0.9%	0.8%
Sacramento MSA	563,718	723,625	847,231	159,907	283,513	123,605	28.4%	50.3%	17.1%	6.6%	6.6%	6.5%
Sutter County	27,342	36,624	42,907	9,282	15,565	6,283	33.9%	56.9%	17.2%	0.4%	0.4%	0.3%
Yuba County	21,247	25,196	28,893	3,949	7,646	3,698	18.6%	36.0%	14.7%	0.2%	0.2%	0.2%
Yuba-Marysville MSA	48,589	61,820	71,800	13,231	23,211	9,980	27.2%	47.8%	16.1%	0.5%	0.5%	0.5%
Yolo County	56,180	70,273	81,630	14,093	25,450	11,357	25.1%	45.3%	16.2%	0.6%	0.6%	0.6%

Source: California Department of Housing and Community Development.

Sacramento County is expected to keep pace with overall state population growth through the projection period. Generally speaking, the racial mix of the residential market area is projected to stay relatively stable for the next ten years. Nearly all minority groups are expected to make small gains, the largest increase is expected among Hispanic residents.

**Table 3. Sacramento County population projection**

	2000	Sac as %	2010	Sac as %	2020	Sac as %	2030	Sac as %	2040	Sac as %
SACRAMENTO	1,233,575	3.62%	1,451,866	3.71%	1,622,306	3.68%	1,803,872	3.66%	1,989,221	3.67%
CALIFORNIA	34,105,437		39,135,676		44,135,923		49,240,891		54,266,115	

Source: State of California, Department of Finance, Population Projections for California and Its Counties 2000-2050, Sacramento, California, July 2007.

**Table 4. Sacramento County projection by race**

County	TOTAL	White	as %	Hispanic	as %	Asian	as %	Pacific Islander	as %	Black	as %	American Indian	as %	Multirace	as %
2010	1,451,866	746,974	51.45%	297,898	20.52%	183,156	12.62%	13,238	0.91%	136,147	9.38%	10,489	0.72%	63,964	4.41%
2020	1,622,306	764,684	47.14%	374,677	23.10%	217,548	13.41%	17,307	1.07%	155,677	9.60%	11,161	0.69%	81,252	5.01%

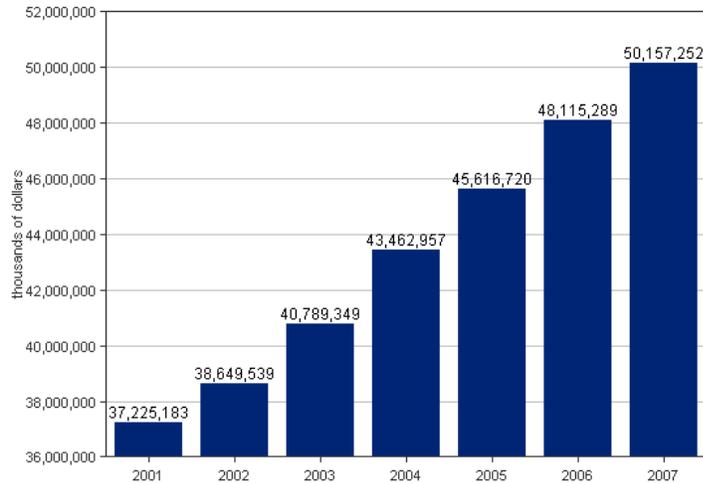
Source: State of California, Department of Finance, Population Projections for California and Its Counties 2000-2050, Sacramento, California, July 2007.

## Income

Personal income in Sacramento County has grown steadily since 2001 and trends higher than statewide averages. However the current economic crisis is impacting Sacramento where foreclosure rates have grown steadily and unemployment rates reached 12% in July of 2009.

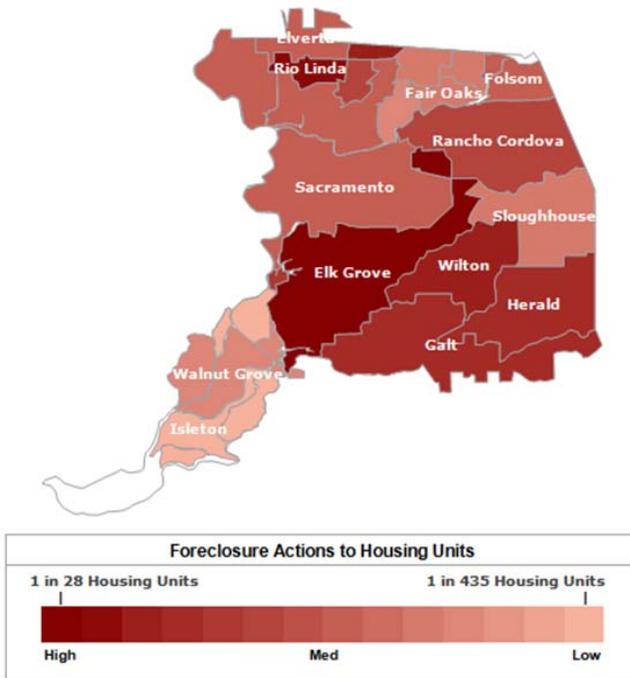
Source: U.S. Bureau of Labor Statistics, September 9, 2009.

**Figure 4: Personal Income, Sacramento County**



Source: Bureau of Economic Analysis.

**Figure 5: August 2009 Foreclosure Activity Map**



Source: Realty Trac, September 2009.

**Visitor Market**

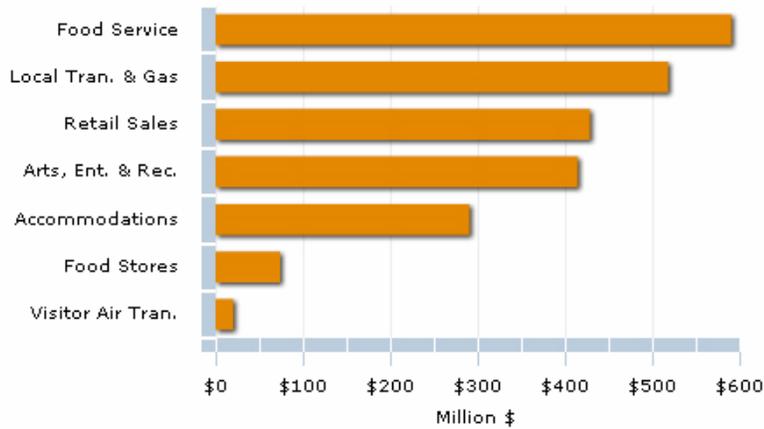
Travel spending in Sacramento County has consistently increased since 2001, and has actually increased at a higher rate than both San Francisco and the state of California overall. Anecdotal evidence indicates that regional destinations will become more important during difficult economic times. Further, visitor spending on Arts, Entertainment and Recreation is a significant, and has been growing annually since the early 1990's.

**Table 5: California Travel Impacts by County, 2007 (\$ Millions)**

	2001	2002	2003	2004	2005	2006	2007	% Change
Sacramento	1,932.1	1,958.4	2,014.0	2,126.9	2,288.3	2,395.7	2,478.1	4.6%
San Francisco	8,178.2	7,897.8	8,064.8	8,677.6	9,557.20	10,310.00	10,430.2	3.2%
California	74,654	73,970	76,788	81,897	88,489	93,362	96,834	4.2%

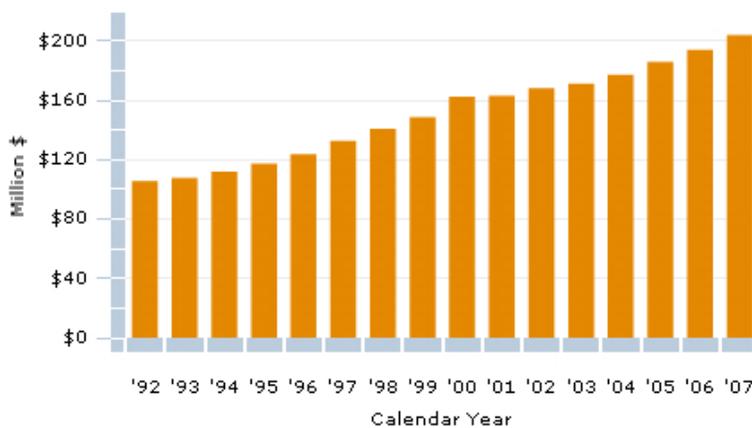
Source: Dean Runyan and Associates, California Travel Impacts by County, 1992-2007, March 2008.

**Figure 6: Sacramento County Visitor Spending at Destination by Commodity Purchased, 2007**



Source: Dean Runyan and Associates, California Travel Impacts by County, 1992-2007, March 2008.

**Figure 7: Sacramento County Direct Earnings in Arts, Entertainment and Recreation, 2007**



Source: Dean Runyan and Associates, California Travel Impacts by County, 1992-2007, March 2008.

## Summary of Potential Visitor Attendance: Relocated Zoo

Based on the above residential and visitor data and future year projections, we have identified the following baseline attendance projections for the relocated Sacramento Zoo – utilizing 2009 market and visitor data:

**Visitation Potential Relocated Sacramento Zoo  
Projection 1**

	Market Penetration Rates			Visitation Range			% of Total Mid Range Attendance
	Estimated 2009 Market Population	Low	High	Low Range Attendance	Mid Range Attendance	High Range Attendance	
<b>Resident Market</b>							
Primary Market Area - Sacramento County	1,433,187	26.0%	28.0%	372,629	386,960	401,292	33%
Secondary Market Area Counties	889,925	18.0%	21.0%	160,187	173,535	186,884	15%
Tertiary Market Area Counties	12,395,103	2.50%	2.8%	309,878	328,470	347,063	28%
<b>Total Market Area</b>	<b>14,718,215</b>	<b>4.2%</b>	<b>4.6%</b>	<b>842,693</b>	<b>888,966</b>	<b>935,239</b>	<b>77%</b>
<b>Visitor Market Potential as a Percent of Resident Attendance</b>							
<b>Visitor Market Potential as a Percent of Resident Market Attendance</b>		28.0%	32.0%	235,954	267,615	299,277	23%
<b>Total Stabilized Attendance Range</b>				1,078,647	1,156,581	1,234,516	100%

The market penetration percentage ranges noted reflect industry benchmarks based on actual attendance data and market research from zoos throughout the country. Given that the relocated zoo would represent a significant new investment in the Sacramento community and a new zoological destination experience for Sacramento, we would anticipate that in the initial opening years of the relocated Sacramento Zoo the actual attendance projections and the percentages will be higher.

The high percentage generated from the primary market area is supported by “member visits” which primarily will come from members located within Sacramento County – again, member visits will be higher in the initial opening years due to the destination attractions and experiences offered to the Sacramento region.

The baseline attendance noted in Projection #1 gives confidence to the Zoo’s ability to attract over one million visitors in the initial years and upwards of 1.5 million annual visitors in future years with additional capital and visitor investments.

## **OVERVIEW OF COMPETITION**

### **Sacramento Zoo vs. Other Sacramento Attractions**

The Sacramento Zoo's attendance is strong compared to other attractions in Sacramento, especially considering that the Zoo's price point is generally higher than competing attractions. Generally speaking, the market for attractions in Sacramento is crowded with low cost attractions and historical attractions, which has to do in large part with the city's history and role as the Capital of the State of California. Although data is not available to quantify the average length of a visitor's stay at each of these destinations, based on knowledge of the local market area, none are full day destinations, and most would probably support 1-2 hour stays. In addition, aside from the State Capital Building itself, none of these attractions is considered a 'Must See' when visiting Sacramento (i.e. San Diego Zoo and Wild Animal Park). Lastly, probably due to the specific climate of the Sacramento region, very few of these attractions offer outdoor experiences of any significant amount with the exception of Raging Waters.

**Table 6: Sacramento Zoo vs. Other Sacramento Attractions**

ATTRACTION	ATTENDANCE	ADMISSION PRICE			SIZE	HOURS
		ADULT	SENIOR	CHILD	GROSS SF	
California State Capitol Museum	484,704	Free	Free	Free	n/a	Daily 9am -5pm, Tours available hourly
Sacramento Zoo	466,609	\$9.50	\$8.75	\$7.00	14 acres	Daily 9am - 4pm
California State Railroad History Museum	301,212	\$8.00	\$8.00	\$3.00	100,000	
Fairytale Town	240,000	\$4.50	\$4.50	\$4.50	2.5 acres	Daily 9am-4pm
Crocker Art Museum	170,000	\$6.00	\$4.00	\$3.00	50,000	Tuesday - Sunday 10am-5pm
Sutter's Fort State Historic Park	127,365	\$4.00	\$4.00	\$3.00	30,000	Daily 10am - 5pm
Aerospace Museum of California	100,000	\$8.00	\$6.00	\$5.00	37,500	Monday - Saturday 9am-5pm, Sunday 10am-5pm
Discovery Museum Science & Space Center	83,000	\$6.00	\$5.00	\$4.00		Daily 10am-5pm
California State Military Museum	63,000	\$5.00	\$3.00	\$3.00	12,000	Daily 10am - 5pm
California Museum for History, Women and the Arts	42,018	\$7.50	\$6.00	\$5.00	32,500	Monday-Saturday 10am-5pm, Sunday noon-5pm
Governor's Mansion State Historic Park	28,565	\$4.00	\$4.00	\$2.00	15,000	Daily 10am - 5pm
Funderland		Admission is free. Rides are \$1.75 per ride per person.			approx 2 acres	Monday - Friday 11am-5pm, Saturday & Sunday 10am-6pm
Raging Waters		\$28.00	\$20.00	\$20.00		11am-7:30pm mid-May - mid-September, Dir. Sales & Marketing - Joe Pinell
Sacramento History Museum		\$5.00	\$4.00	\$3.00		10am - 5pm daily

Source: Kenwood Investments

**Sacramento Zoo vs. Other California Zoos**

Comparing zoos across the state of California, Sacramento Zoo compares similarly in attendance and to San Jose and Oakland, both of which have similarly sized metro areas to Sacramento. Based on the data, on average, Sacramento Zoo has lower attendance rate than the statewide average. In addition, stay time and price point are also lower than average, both of which correlate heavily with zoo size, where Sacramento Zoo also falls below average.

**Table 7: Sacramento Zoo vs. Other California Zoos**

Zoo	Metro Population	Total Attendance	Penetration %	Acres	Stay Time (hrs)	Admissions Related Revenue	Visitor Services Revenue	Adult Ticket Price	Child Ticket Price
San Diego Zoo	2,931,714	3,307,000	113%	125	4.90	\$ 11.87	\$ 17.40	\$ 22.75	\$ 15.50
Chaffee Zoo ( Fresno)	866,772	398,820	46%	19	2.00	\$ 4.94	\$ 3.85	\$ 7.00	\$ 3.50
Charles Paddock Zoo (Atascadero)	254,566	63,046	25%	5	1.00	\$ 3.50	\$ 1.25	\$ 5.00	\$ 4.00
Happy Hollow Zoo ( San Jose)	1,682,585	357,756	21%	3	2.00	\$ 6.33	\$ 1.89	\$ 6.00	\$ 6.00
Los Angeles Zoo	12,925,330	1,577,660	12%	115	3.00	\$ 6.99	\$ 5.73	\$ 10.00	\$ 7.00
Living Desert (Palm Springs)	4,081,371	354,425	9%	200	2.00	NA	NA	\$ 12.50	\$ 7.50
Oakland Zoo	2,000,000	500,000	25%	42	2.50	\$ 7.90	\$ 5.72	\$ 9.50	\$ 6.00
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>22%</b>	<b>15</b>	<b>2.00</b>	<b>\$ 5.00</b>	<b>\$ 4.28</b>	<b>\$ 9.00</b>	<b>\$ 6.50</b>
San Francisco Zoo	7,533,384	595,000	8%	75	2.50	NA	\$ 4.78	\$ 15.00	\$ 9.00
Santa Ana Zoo	12,875,587	268,216	2%	20	1.50	NA	NA	\$ 4.00	\$ 2.50
Santa Barbara Zoo	401,851	478,917	119%	24	3.00	\$ 7.32	\$ 4.42	\$ 10.00	\$ 8.00
Averages	4,331,298	760,677	37%	58	2.40	\$ 6.73	\$ 5.48	\$ 10.07	\$ 6.86
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>22%</b>	<b>15</b>	<b>2.00</b>	<b>\$ 5.00</b>	<b>\$ 4.28</b>	<b>\$ 9.00</b>	<b>\$ 6.50</b>
Admissions Related Revenue is the combined Gate , Parking and Memberships Per Capita Spending									
Visitor Services Revenue is the combined Food Concessions, Vending, Catering, Merchandise and Rides Per Capita Spending									

Source: AZA 2007 Self-Reported Data

### Sacramento Zoo vs. Other Zoos in Cities with Similar Metro Population

Compared to other zoos with similar metro populations, the Sacramento Zoo trails on nearly every metric. Specifically, the Sacramento Zoo is the smallest zoo in land area for a metro area of between 1.5 and 2 million people. This leads to several operational challenges which will be described later, this also leads to economic challenges for the Zoo. Visitor spend, both admissions and visitor services related revenue correlates directly with the length of the visit, and with the size of the park. Given that the Sacramento Zoo is limited in what they can physically offer in terms of their animal collection as well as other amenities because of their footprint, they are also forced to limit their pricing.

The other striking difference between Sacramento Zoo and its counterparts in similarly sized cities is that the Sacramento Zoo is the only zoo on the list that does not have dedicated parking. Most of those zoos also charge parking fees, which average \$3.50.

**Table 8: Sacramento Zoo vs. Other Zoos in Cities with Similar Metro Populations**

Zoo	Metro Population	Total Attendance	Penetration %	Acres	Stay Time (hrs)	Admissions Related Revenue	Visitor Services Revenue	Adult Ticket Price	Child Ticket Price	Dedicated Parking	Parking Cost
Denver Zoological Gardens	2,464,866	1,941,789	79%	80	3.00	\$ 5.83	\$ 5.26	\$ 12.00	\$ 7.00	YES	NO
Pittsburgh Zoo & PPG Aquarium	2,355,712	1,026,642	44%	77	3.50	\$ 4.84	\$ 5.25	\$ 12.00	\$ 10.00	YES	NO
Oregon Zoo	2,175,113	1,593,907	73%	48	3.30	\$ 4.50	\$ 5.54	\$ 9.75	\$ 6.75	YES	\$ 2.00
Cincinnati Zoo & Botanical Garden	2,133,678	1,071,074	50%	75	3.50	\$ 6.71	\$ 6.06	\$ 13.00	\$ 8.00	YES	NO
Cleveland Metroparks Zoo	2,096,471	1,208,279	58%	165	4.22	\$ 4.95	\$ 5.15	\$ 10.00	\$ 6.00	YES	NO
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>22%</b>	<b>15</b>	<b>2.00</b>	<b>\$ 5.00</b>	<b>\$ 4.28</b>	<b>\$ 9.00</b>	<b>\$ 6.50</b>	<b>NO</b>	<b>NO</b>
Central Florida Zoological Park	2,032,496	255,378	13%	25	2.00	\$ 4.50	\$ 4.67	\$ 10.95	\$ 6.95	YES	NO
The Maryland Zoo in Baltimore	2,000,000	350,000	18%	80	3.25	\$ 5.72	\$ 5.00	\$ 11.00	\$ 9.00	YES	NO
San Antonio Zoological Gardens & Aquarium	1,990,675	1,162,315	58%	52	3.00	\$ 5.97	\$ 4.58	\$ 9.00	\$ 7.00	YES	NO
Kansas City Zoo	1,985,429	428,565	22%	202	3.50	\$ 6.99	\$ 6.32	\$ 10.00	\$ 6.00	YES	NO
Columbus Zoo and Aquarium	1,754,337	1,862,433	106%	200	4.00	\$ 7.62	\$ 5.91	\$ 10.00	\$ 7.00	YES	\$ 5.00
Indianapolis Zoological Society, Inc.	1,695,037	1,118,200	66%	64	4.00	\$ 8.48	\$ 7.12	\$ 13.50	\$ 8.50	YES	NO
Averages	2,064,578	1,040,433	51%	90	3.27	\$ 5.93	\$ 5.43	\$ 10.85	\$ 7.39	YES	\$ 3.50
<b>Sacramento Zoo</b>	<b>2,091,120</b>	<b>466,609</b>	<b>22%</b>	<b>15</b>	<b>2.00</b>	<b>\$ 5.00</b>	<b>\$ 4.28</b>	<b>\$ 9.00</b>	<b>\$ 6.50</b>	<b>NO</b>	<b>NO</b>
Admissions Related Revenue is the combined Gate , Parking and Memberships Per Capita Spending											
Visitor Services Revenue is the combined Food Concessions, Vending, Catering, Merchandise and Rides Per Capita Spending											

Source: AZA 2007 Self-Reported Data

## ZOO TRENDS

### Evolving Industry Standards

The Sacramento Zoo is currently accredited by the Association of Zoos and Aquariums (AZA), a national non-profit organization founded in 1924, which is dedicated to the advancement of zoos and aquariums in the areas of conservation, education, science and recreation. AZA accreditation is considered the premier, world-wide standard of excellence in the zoo and aquarium industry and is recognized by professionals and the visiting public as a symbol of quality and commitment to environmental ethics.

According to the AZA, accreditation involves a review and inspection process by which zoos are evaluated in order to become members of the AZA. Currently there are over 210 AZA-accredited facilities in North America. Accreditation takes place every five years and evaluates all aspects of an institution's operation including the animal collection, veterinary care, physical facilities, safety, security, finance, staff, governing authority, support organization, involvement in education, conservation, and research and adherence to AZA policies. To be accredited an institution must be a permanent cultural facility which owns and maintains wildlife, is open to the public on a regular basis and is under the direction of a professional staff. The accreditation process includes rigorous applications and inspections, and the institution's CEO or Director must appear before the AZA's Accreditation Commission in its semiannual meeting to address any concerns, answer questions, and report on improvements made since the inspection. If the institution meets the standards, accreditation is awarded for five years, at the end of which, the institution must repeat the process.

The public trusts zoos to provide high quality, safe, affordable, educational experiences that enhance the public's understanding and appreciation for wildlife. The future of zoos and aquariums depends on a continued commitment to the highest ethical standards and the utmost respect for the animals in their care and the communities they serve. Without this commitment, zoos will not be able to maintain their quality, and the public will lose faith in these organizations as a crucial piece of our community fabric. Attaining and maintaining AZA accreditation is one way in which the Sacramento Zoo and other zoos have been able to demonstrate their commitment to the animals and the public, and thereby maintain the public's trust.

Despite its small size, the Sacramento Zoo meets the current demands of AZA accreditation. Specifically in the area of conservation, AZA accreditation requires participation in Species Survival Plans (SSP), which are AZA-wide breeding programs designed to stabilize and enhance the population of threatened species. Even though the Sacramento Zoo is significantly smaller than most other AZA accredited institutions, its participation in SSP programs is nearly consistent with the national average set by larger facilities. In addition, Sacramento Zoo Director Mary Healy recently served as AZA president. She and her management team continue to play a leadership role in the organization, and are well respected by their colleagues throughout the industry.

Presently, zoos and aquariums are at a turning point. Growing understanding about best practices in animal management, pressures from animal activists, competition from other sectors of the tourism industry, the cost of doing business and increased awareness of environmental issues and climate change are just a few of the factors that are changing the way in which zoos must be run in the future. The Sacramento Zoo has maintained high standards, and high levels of attendance despite its limited facilities, but the zoo staff need to be empowered with the tools to react to these changes, and meet the demands of the zoo of the future.

### **Zoo Best Practices**

The future of zoos is best understood by evaluating AZA's recent award-winning exhibits. Multiple trends are emerging:

- **Groups of different animals from a geographic area exhibited together.** In the San Francisco Zoo's African Savannah, giraffe, zebra, kudu, horned oryx, and African bird species all live together as they would in the wild. This approach reinforces the concept that animals live as a group of connected organisms rather than isolated species.
- **Habitat is as important as the animals themselves.** For example, the Minnesota Zoo's new Russia's Grizzly Coast Exhibit, which won the Best Exhibit Design award from the AZA in September 2009 focuses on the untamed landscapes of the Russian Far East, presenting an area of the world that is as unique as its wildlife. This strategy ties the animals to their habitat rather than separating them from their natural environment.
- **Exhibits are getting bigger.** The Jacksonville Zoo's Range of the Jaguar, which won the AZA Best Exhibit Design Award in 2005 is over 4 acres and replicates an entire Mayan village. Part of this trend comes from a constantly evolving understanding of best practices in animal management. As a result, AZA requirements for space for various species are increasing, which means that institutions will need expand their exhibits to meet requirements, eliminate species that require significant space from their collections, or risk losing AZA accreditation.
- **Zoos are going green.** Zoos across the country are leading the way in sustainability. These measures encompass a variety of programs including recycling, water conservation, composting, renewable energy, green construction, and the sale and use of green products. Most of these endeavors require additional physical space as well as funding. In addition, although AZA has not yet changed its criteria to require LEED certification in new facilities, it is expected that this change is coming, and many organizations are already meeting green building standards.
- **In situ conservation.** Since the only justification for keeping an animal in captivity is to support its counterparts in the wild, tying animal exhibits to field research and conservation is critical. Through its Giant Panda Research Station, the San Diego Zoo contributes over \$1 million annually to habitat conservation programs in China.

## SECTION D - REGIONAL FUNDING: BENCHMARKS

Within the zoo industry there are a number of public-sector funding models that have been created to support a zoo's operating and capital initiatives. Like zoos themselves no two funding models are alike. We have provided a brief summary of various funding models with examples of zoos that use these funding initiatives throughout the country today.

In the examples below, the support from public sector initiatives would come from city, county, state and/or regional sources.

- Self-Generating – no public-sector support utilized: Lowery Park (Tampa), Zoo Atlanta, Fort Wayne Children's Zoo
- Line-Item Budget Appropriations from public-sector partner: Baltimore, Kansas City, Houston, Boston (Zoo New England)
- Regional Dedicated Funding – supports only one institution – typically a sales tax initiative: Oklahoma City, Woodland Park (Seattle), Fresno Chaffee Zoo
- Regional Funding Tax/Appropriation – supports a variety of cultural institutions – typically a sales or property tax initiative: Salt Lake City, Tacoma, Denver, St. Louis
- Publicly-Funded/Managed with Society Support that provides direct funding support from activities: John Ball Zoo (Grand Rapids), Virginia Zoo (Norfolk)
- County-Levies that are supported through voter-approved funding initiatives: Toledo, Columbus, Cincinnati, Akron
- Hybrid Model – Public Funded with Dedicated Funding from the NPO – management and control maintained by public-sector partner: Cleveland, Los Angeles
- Quality of Life Referendum – larger community based initiative that supports a variety of projects and programs within the community: Jacksonville

Since one of the key underlying strategic assumptions for relocating the Sacramento Zoo is that a public-sector funding model – such as dedicated regional funding that supports more than one cultural institution – will fund the capital investment costs of relocating the Zoo, we have provided some additional information about the funding examples that could be models for implementation in Sacramento.

### REGIONAL DEDICATED FUNDING: SUPPORT ONE ENTITY

#### **Oklahoma City, Oklahoma: Zoo Sales Tax Initiative**

Oklahoma Zoological Trust, managing authority for the Oklahoma City Zoo, receives a 0.125% sales tax allocation based on county-wide sales tax proceeds. Revenues are restricted to the operations of the Zoo to be used for either unrestricted operating or capital improvements. In 2007, \$9.4 million was generated through the Zoo Sales Tax Revenue.

**Seattle, Washington: Zoo Bond Initiative**

Woodland Park Zoo, Seattle, WA – provide capital funding & transition operating funds to privatize the Zoo. Voter approved 2001. Sunset provision that expires in 2008. Positioned as “Pro Parks” levy.

**Fresno, California: Chaffee Zoo – Zoo Sales Tax**

Ten-year 0.1% Sales tax dedicated to the Zoo. Two-thirds allocated to capital investment; one-third for operating support. The tax initiative had a 71% voter approval rate that will generate between \$110 and \$125 million in support over the 10 years. This was the Zoo’s third attempt at securing voter approval for the tax initiative and its successful passage in 2003 was due to the leadership of one individual who had a strong passion for the Zoo.

**REGIONAL FUNDING TAX INITIATIVE: SUPPORT FOR MORE THAN ONE CULTURAL ATTRACTION**

This is the most likely scenario for Sacramento although the Zoo will need to assume a leadership position for the successful passage of the funding initiative. Based on other funding initiatives that have been successfully achieved across the country, zoos bring out the positive voter (supportive) and therefore are instrumental – and a necessary partner – in the successful passage of a regional funding initiative in Sacramento.

We have profiled below the characteristics of the “benchmarked” funding models for Sacramento.

**Salt Lake City, UT: ZAP Funding – Zoo, Arts & Parks**

Utah’s Hogle Zoo. Attendance: 1,020,000 visitors. The Zoo receives state and regional funding which represents approximately 35% of the Zoo’s total operating revenues. City owns land but provides no operating support.

**Pierce County, Washington: Zoos & Parks Funding**

Point Defiance Zoo & Aquarium. Attendance: combined 750,000 for PDZA and Trek. Managed by MetroParks with Society support.

**Denver, CO: Scientific & Cultural Facilities District (SCFD)**

Denver Zoo. Attendance: 1.7 million visitors annually

**St. Louis, MO: Zoo – Museum Tax District (ZMD) – a property tax initiative**

St. Louis Zoo. Attendance: 1.2+ million

We have provided specific information regarding each of the benchmarked funding models:

### **HOGLE ZOO (SLC): ZOO ARTS & PARKS (ZAP)**

- Approved in 1995 with 10-year sunset for Salt Lake City County
- Re-authorization in 2004 for additional 10 years
- One-tenth of one percent sales tax (total base)
- ZAP funding provides over \$10 million in annual operating support for ZAP institutions
  - Hogle Zoo receives over \$1.9 million in ZAP funds in addition to state support of \$1.3 million. City provided capital construction bonds of \$10 million in November 2003. The county provided \$33 million in capital bonds in 2009 which was matched with \$11 million in private contributions.
- Two “tiered” groups with fixed amounts for Parks (25%) and Zoo (12%)
  - Tier II – less than \$125,000 in annual operating revenues and 501(c) (3)
  - Tier I – more than \$125,000 in annual operating revenues and 501(c) (3)

### **PIERCE COUNTY, WA: ZOOS & PARKS**

- Approved in 2000 by the voters of Pierce County
- Support for the Point Defiance Zoo, Northwest Trek, Tacoma Nature Center (known as ZEED – Zoo Environmental Education District) and MetroParks
- One-tenth of one percent of sales tax within Pierce County
- Purpose is to maintain new animal exhibits at the PDZA, Trek and Nature Center and support Parks project
- No sunset to the tax
- Split evenly between ZEED and MetroParks with regional funding replacing the decline of MetroParks funding to the Zoo
- Provides over \$9.6 million annually although funding has been declining in 2009 due to the economy
- Simple majority approval rating in 2000
- Capital Bonds of \$35 million approved in 1999 through a property tax to residents within City of Tacoma

## **DENVER ZOO: SCIENTIFIC & CULTURAL FACILITIES DISTRICT (SCFD)**

- Originally authorized in 1988; re-authorized in 1994 for 12 years; second re-authorization in 2004 for an additional 12 years – through 2018
- Seven-county District within Denver region
- One-tenth of one percent sales tax
- Generates over \$32 million annually in unrestricted funding for over 300 small and large metro arts and science organizations.
- Governing agency consists of 10 members – 4 political appointees. Overhead administration fee for managing governing oversight is limited to .75% of total funds collected.
- Funding is not eligible for debt, endowment or construction projects.

### **Three-Tier System is the basis for the funding allocation**

- Tier I – receives 65.5% of funds for Zoo, Art Museum, Botanic Gardens, Museum of Nature & Science, Performing Arts. The noted institutions receive between 11.7% and 25% of available funding within Tier I.
- Tier II – receives 21% of the funding for 501(c) (3) organizations with annual operating revenues greater than \$1.25 million and in operation at least 5 years. There are a total of 20 organizations in Tier II and they must apply annually.
- Tier III - receives 13.5% of the funding for 501(c) (3) organizations with annual operating revenues less than \$1.25 million and in operation at least 3 years. There are a total of 280 organizations within Tier III and they must apply annually.

### **Benefits of the SCFD to the Denver community**

- Preserve and protect arts and culture for generations to come
- Economic benefit to the region as the cultural institutions bring tourist into the Denver region
- Cultural tourism leverages “magnet” programs
- Free days for SCFD residents throughout the year
- Free programs for school children in SCFD throughout the year, although some limitations on usage

**ST. LOUIS, MO: ZOO – MUSEUM TAX DISTRICT (ZMD)**

- Established in 1971 as a property tax
- Applied to city and county residents with no sunset
- Supports 5 organizations: Science, Arts, Historical Society, Botanical Garden and Zoo
- Provides over \$45 million in funding support with \$5.4 million allocated to the Zoo.
- Zoo is free with “Friends” providing support through contributions and members

We have provided the following summary of the benefits and challenges of the various types of funding models. It would appear that for Sacramento, the regional funding tax appropriation that supports more than one cultural institution would be the best model for implementation.

**SUMMARY: REGIONAL FUNDING – BENEFITS AND CHALLENGES**

Funding Initiative	Model	Source of Funds	Purpose	Duration	Benefits	Challenges
Self-Generating	Zoo Atlanta	Operating Revenues	Operating Support	Indefinite	Low; For-Profit Model	Numerous; High Fees
Line-Item Appropriations	Baltimore	State/County/City	Operating Support	Annual	Partnership	Lobbying \$\$\$
Regional Dedicated Funding	Oklahoma City	County/Region	Operating & Capital	No sunset	High-return; sole source	expectations; shifts in \$\$\$
Regional Funding Tax/Appropriation	Salt Lake City	Sales Tax/Property Tax	Operating Support	10 years	Multi-cultural	Defining "tiers"; shifts in \$\$\$
Publicly-Funded/Managed with Society Support	John Ball Zoo	State/Region with Hotel/Motel Tax	Operating Support	Annual	Strong Partner	Control & flexibility
Quality of Life Referendum	Jacksonville	Sales Tax	Capital Projects	No sunset	The Economics	Typically, not the driver

The following table provides additional information about the strategies and outcomes on four specific regional funding initiatives. Note that the Hogle and Denver Zoos are models that provide support to more than one cultural institution while the Columbus and Chaffee Zoos funding models support only the respective zoos.

**2004/2005 VOTER APPROVED FUNDING INITIATIVES**

	<b>Hogle Zoo</b>	<b>Denver Zoo</b>	<b>Columbus Zoo</b>	<b>Chaffee Zoo</b>
<b>Voter Referendum</b>	Salt Lake County's Zoo, Arts, and Parks Tax	Scientific & Cultural Facilities District	Issue 106	Fresno County's Measure Z.
<b>Name</b>	ZAP	SCFD		Measure Z is one of three tax measures: B for libraries, and J for hotel room tax to promote tourism.
<b>Type</b>	Renewal of existing ZAP 1997 – March 2005.	Extension of existing SCFD which “sunsets” in 2006	Increase from current 0.50-mil levy	New sales tax increase.
<b>Period</b>	10 years	10 years	10 years	10 years
<b>Provisions</b>	.1% sales tax	.1% sales tax	0.75-mil levy or \$24 per \$100,000 home value	.1% sales tax
<b>Needed to Pass</b>	2/3 majority vote			2/3 majority vote
<b>Estimated Per Capita</b>		\$14.92		\$15.00
<b>Est. Annual Revenue (Total)</b>	\$ 13-15 million	Over \$30 million	\$180 million over 10 years	About \$95 million over 10 years.
<b>Annual Distribution (Zoo)</b>	From 1997 – 2003 the Zoo was the second largest recipient at a total of \$12.8 million.	Zoo is part of Tier I which receives 59% or \$20.5 million.	All proceeds go to Zoo	All proceeds go to Zoo
<b>Tag-Line</b>				“Save our Zoo” campaign raised more than \$750,000 in cash and \$450,000 in non-cash donations

**2004/2005 VOTER APPROVED FUNDING INITIATIVES (Continued)**

	<b>Hogle Zoo</b>	<b>Denver Zoo</b>	<b>Columbus Zoo</b>	<b>Chaffee Zoo</b>
<b>Opposition</b>	None	None	Earlier this year voters rejected (62%) a 0.50-mill levy to help COSI (Columbus Science Museum)	“No on Z” opposition is concerned Zoo will expand into surrounding Roeding Park and leave less green space for intercity families.
<b>Election Results</b>	PASSED	PASSED	PASSED	PASSED
<b>Voter Turnout</b>	High	High	High	High
<b>Approval %</b>	High (no number reported)	65.6%	(no number reported)	73%
<b>Results of other measures</b>	Davis County Jail Expansion approved, but Davis County RAP (Recreation, Arts, and Parks) tax was not doing well in early returns, however, Tooele County RAP did pass.		Note: Yesterday marked the third straight time voters approved a real-estate levy for the zoo. Taxes were approved in May 1990 and November 1994.	



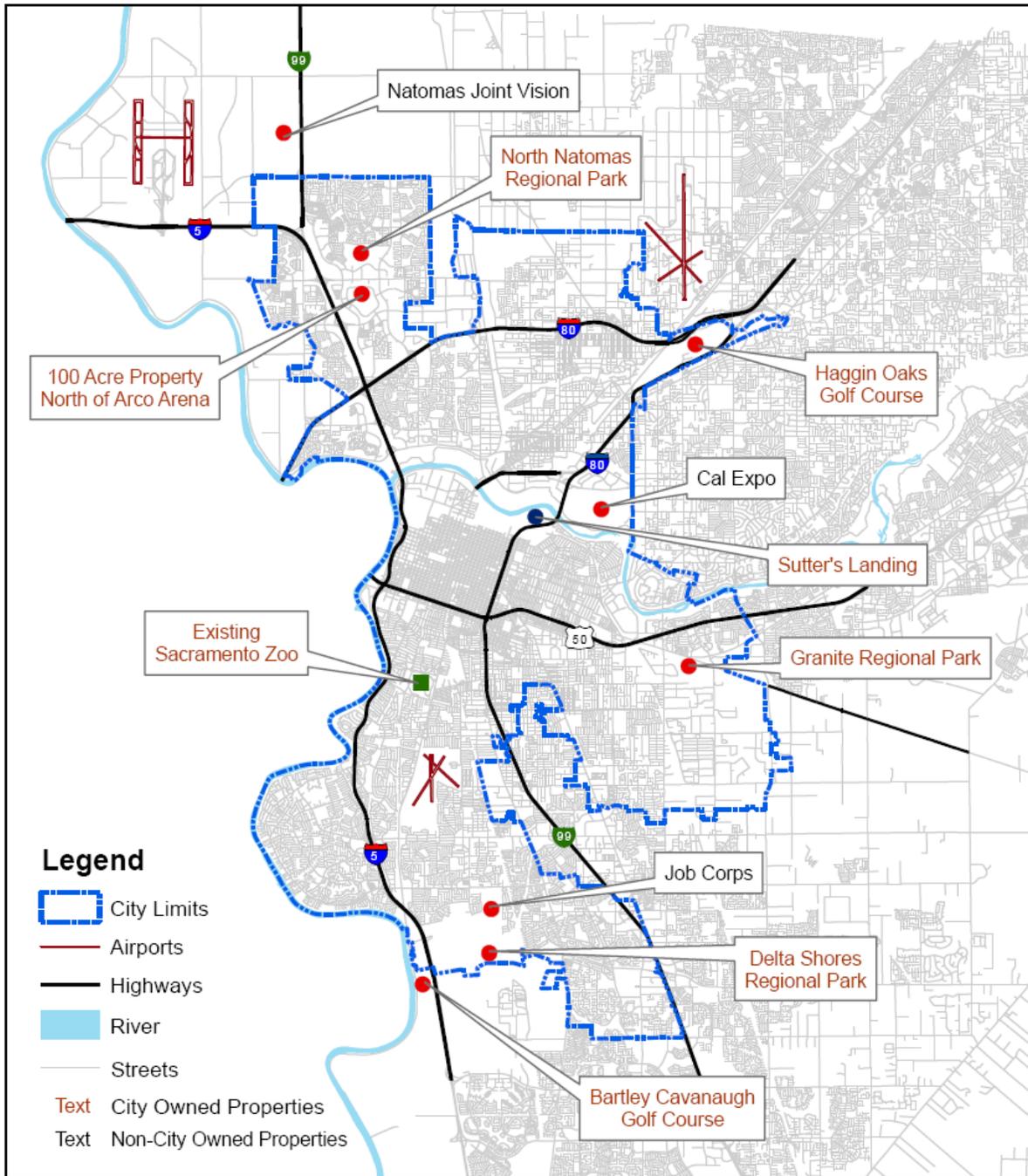
## SECTION E - ANALYSIS OF ALTERNATIVE ZOO LOCATIONS

The City of Sacramento, Community Development Department analyzed the feasibility of the listed locations, using the criteria determined by the May 19, 2009 Draft Report regarding the Sacramento Zoo Relocation Site Engineering Criteria for the Sutter's Landing Site (Nichols Consulting Engineers, Chtd.):

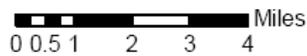
- Natomas Joint Vision
- North Natomas Regional Park
- 100 Acres North of Arco Arena
- Haggin Oaks Golf Course
- Cal Expo
- Granite Regional Park
- Job Corps
- Delta Shores Regional Park
- Bartley Cavanaugh Golf Course

All of the locations are shown on the following map and are identified as being either City owned or non-City owned.

# Alternative Zoo Locations



## Alternative Zoo Locations

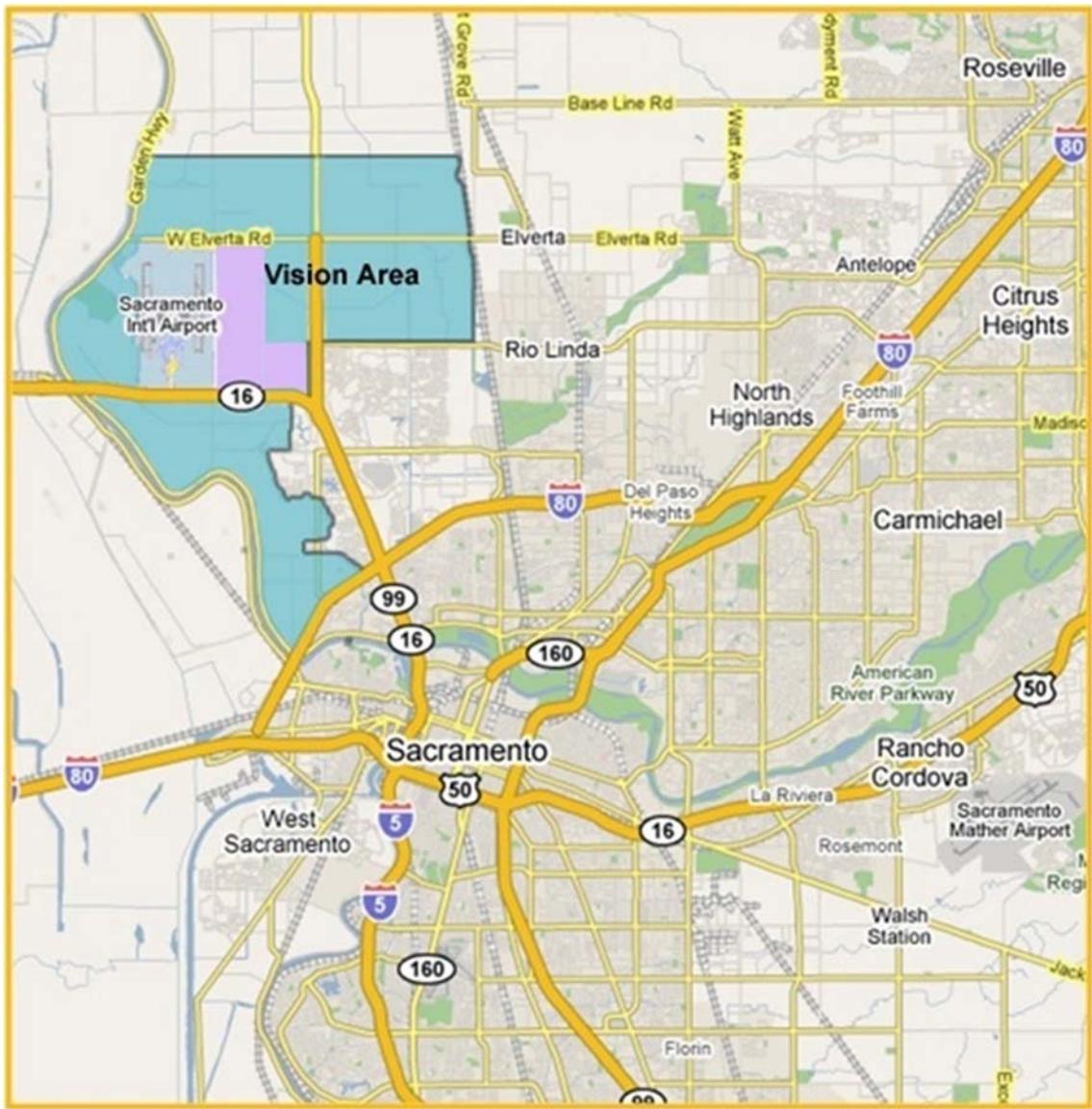


A.Wacht / July 30, 2009

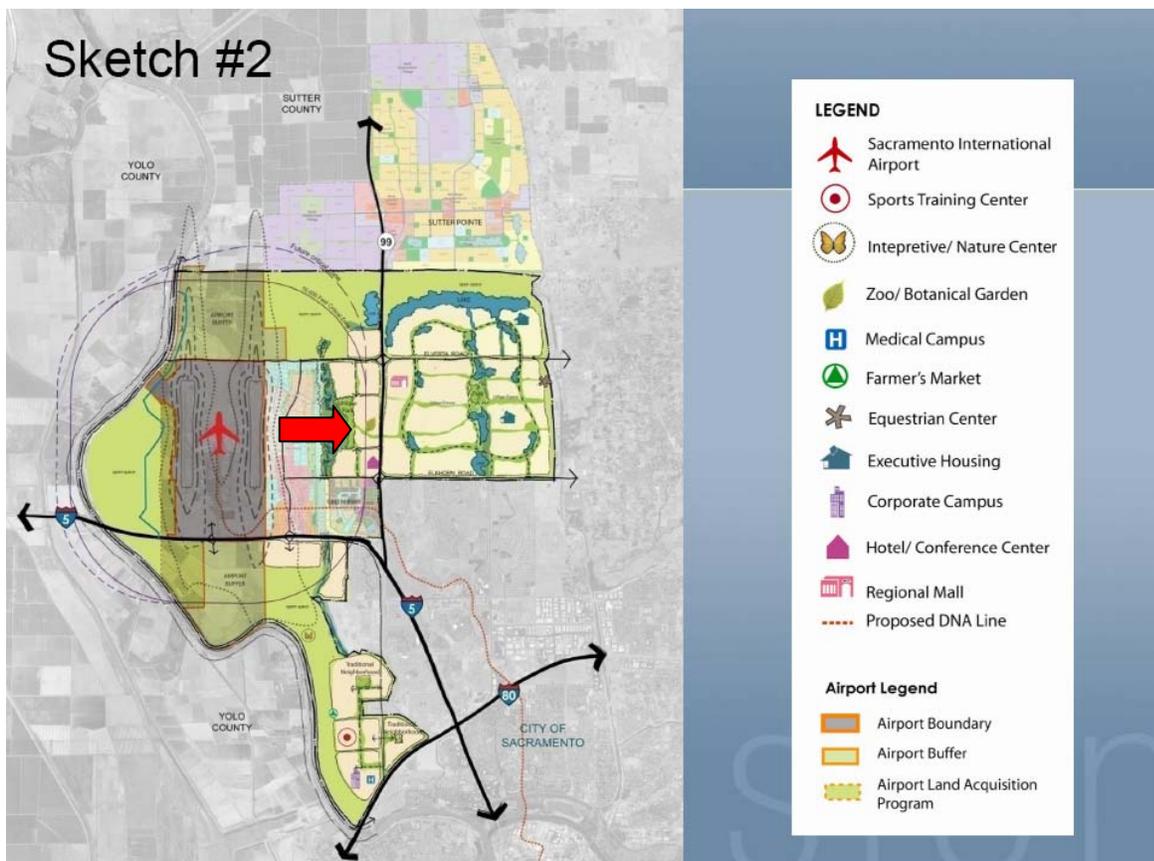
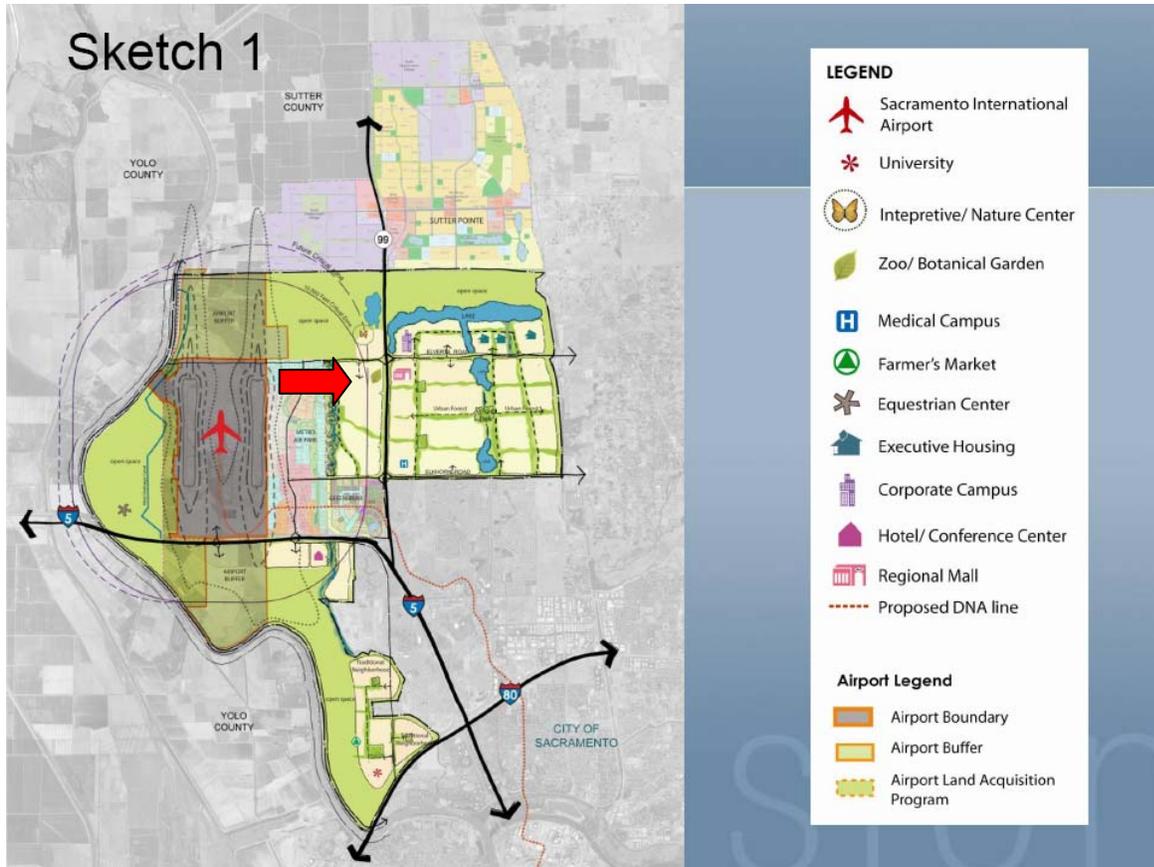
This analysis will address each location’s feasibility using the following general critical criteria for a zoo site:

- Access
  - Accessible from highways and/or arterials.
  - Availability of / compatibility with transit
  - Availability of supporting uses (hotels, retail, or other open space uses, etc.)
  
- Site Development and Construction Feasibility
  - Availability of 60-100 acres of developable land
  - Site should have at least 100 year flood protection
  
- Utilities
  - Site should not pose any unusual challenges to construction of wet and dry utilities

### NATOMAS JOINT VISION



**Natomas Joint Vision Broad Visioning Conceptual Sketches**  
*(Zoo location called out with red arrow)*



## General Information

The Natomas Joint Vision project area covers an area of approximately 20,000 acres in the unincorporated northwestern area of Sacramento County, within the Natomas Basin. The Natomas Joint Vision is a collaborative effort between the City and County of Sacramento to develop a vision for the area of the County known as Natomas that reflects areas of collective interest. The area is best characterized by large expanses of agricultural fields with cultivated rice, alfalfa, safflower, and commodities. In addition, significant amounts of land are being managed as marshlands by the Natomas Basin Conservancy. The Sacramento International Airport also controls about 6,000 acres for airport operations and bufferlands. The Natomas Joint Vision is not yet within the City's Sphere of Influence or the County's Urban Services Boundary.

## Site Criteria

- **Vehicle Access:** Elverta Road and Elkhorn Boulevard and the roadways which run east and west and connect directly into Highway 99, which runs north and south through the area. Interstate 5 runs east and west through the western portion of the area. Interstate 80 serves the southern portion of the area.
- **Transit:** The Downtown-Natomas-Airport light rail line (Green line) is planned for the mid-term future. The Green Line transit route Phase 1 (Amtrak station to 7th/Richards) is anticipated to be completed in November 2010. A future extension of transit over the Sacramento River and through South and North Natomas to the Airport is not yet funded. The transit route would include light rail stations approximately 1-3 miles from most areas within the Joint Vision area. Yolo Transit currently has one route (Route 42A/B) that serves the Sacramento International Airport and the downtown area, in addition to the areas within Yolo County. Sacramento Regional Transit currently provides transit service to the Rio Linda area to the east.
- **Supporting Uses:** Existing retail and services are located in the southern portion of the Natomas Joint Vision area and include industrial uses, convenience retail uses, recreational uses, and a hotel.
- **Acreage Availability:** Staff estimates that approximately 6,000 acres could be available for development. No land use plan has yet been adopted for the Joint Vision. A zoo has been identified as a potential land use in the sketches presented to the City Council and Board of Supervisors in April 2009. While the sketches identify sites on the east side of Highway 99, landowners have also identified potential sites in the Boot (southwest of the Airport). Land availability is not per se a constraint – there are opportunities to negotiate with landowners to obtain land to meet the open space expectations identified in the Natomas Joint Vision MOU of 2002. However the constraints to acreage availability are that the land is un-entitled, has no environmental clearance, and is non-City-owned.
- **Flood Protection Status:** The site does not currently have 100 year flood protection, but is expected to have 100-year protection in 2011 and will have 200-year flood protection by 2013.
- **Utility Availability:**
  - **Water:** City of Sacramento water is currently available to the southern portion of the Natomas Joint Vision area and could easily be extended to the western area (Camino Norte and Boot).

- Sewer: Currently available to the southern portion of the area. Available capacity will have to be determined when a project proposal is submitted for this site. Sewage treatment capacity would be provided by Sacramento Regional County Sanitation District, and sewage collection would be provided by Sacramento Area Sewer District.
- Dry Utilities: Limited SMUD, PG&E, and communications are currently in place.

Criteria	Positive	Negative
Access	<ul style="list-style-type: none"> <li>• The overall area can be accessed by Interstate 80, US Highway 70/99</li> <li>• DNA LRT Line is planned in this area</li> </ul>	<ul style="list-style-type: none"> <li>• Transit extensions are not fully funded</li> </ul>
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• Large amount of possible acreage for development</li> </ul>	<ul style="list-style-type: none"> <li>• Currently, there are limited transit and supporting uses available</li> <li>• The land is un-entitled and has no environmental clearance</li> </ul>
Utilities		<ul style="list-style-type: none"> <li>• Limited utilities currently available</li> </ul>

### NORTH NATOMAS REGIONAL PARK



## North Natomas Regional Park Master Plan



### General Information

This 172± acre site is located in North Natomas, north of Del Paso Road, west of Natomas Boulevard, and south of North Park Drive. Currently, 10.7 acres have been developed at North Natomas Regional Park, including a lake, landscaping, walkways and bikeways adjacent to the detention basin and drainage canals. Future development of the North Natomas Regional Park site will include sports fields, nature areas, skate park, group picnic areas, children's playgrounds, bike trail, and a dog park. Funding and a development schedule for these improvements have not been determined.

### Site Criteria

- **Vehicle Access:** This location's primary access will be off of Del Paso Road, North Park Drive, and Town Center Drive which run east and west and Natomas Boulevard, which runs north and south. Natomas Boulevard connects into Del Paso Road to the south and Elkhorn Boulevard to the north. Elkhorn Boulevard connects into Highway 99 to the east and Del Paso Road connects into Interstate 5/Highway 99 to the east. Natomas Boulevard also turns into Truxel Road south of Del Paso Road, which then connects into Interstate 80.
- **Transit:** Light Rail Transit is proposed to head north on Natomas Boulevard, then run along Town Center Drive (to the south of the site), and then head north on East Commerce Way heading toward the Sacramento International Airport. Sacramento Regional Transit currently provides one (1) bus service route (Route 11) which runs along Natomas Boulevard to the east and North Park Drive to the north.
- **Supporting Uses:** There are currently four hotels within a 1 mile radius of this location. There are also several restaurants and other retail services within ½ mile. There is also potential additional acreage available for hotels, restaurants, and other retail services to locate within 1 mile of this site.

- **Acres Availability:** The site is approximately 172 acres.
- **Flood Protection Status:** The site does not currently have 100 year flood protection, but is expected to have 100-year protection in 2011 and will have 200-year flood protection by 2013.
- **Utility Availability:**
  - Water: Currently available in the area.
  - Sewer: Currently available in the area. Available capacity will have to be determined when a project proposal is submitted for this site.
  - Dry Utilities: SMUD, PG&E, and communications are currently in place.

Criteria	Positive	Negative
Access	<ul style="list-style-type: none"> <li>• Existing access to arterials and highways / interstates in close proximity.</li> <li>• Existing and proposed transit available in the area (bus and future LRT)</li> </ul>	<ul style="list-style-type: none"> <li>• Close proximity to existing residential neighborhoods</li> </ul>
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• There are existing support uses in close proximity and room for future support uses in the area.</li> </ul>	<ul style="list-style-type: none"> <li>• The site has already been master planned for various park facilities.</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Utilities are available in the area</li> </ul>	

### 100 ACRES NORTH OF ARCO ARENA



## Background / General Information

This 100± acre site is located within the City limits in North Natomas, immediately north of Arco Arena. The site is partially developed with parking for Arco Arena, a partially constructed building foundation, and has a reciprocal agreement with Arco Arena. The reciprocal agreement provides the owners of Arco Arena with veto power over the potential uses for the 100-acre site.

### Site Criteria:

- **Vehicle Access:** The site's primary access is provided off of Sports Parkway, which is a private drive surrounding the site and Arco Arena. Access to Sports Parkway is provided from Arena Boulevard and Del Paso Road, which both connect into Interstate 5 to the west. Sports Parkway is also accessible from Truxel Road, which connects into Interstate 80 to the south.
- **Transit:** Light Rail Transit is proposed to run along Truxel Road (to the east of the site) and to eventually connect the downtown Sacramento area to the Sacramento Airport. Sacramento Regional Transit currently provides one (1) bus service route (Route 11) which is located along Truxel Road to the east
- **Supporting Uses:** The surrounding area is populated with hotels, commercial, and other open spaces uses. There are currently four hotels within a one (1) mile of this location, located to the west. There are currently several restaurants and retail services within ½ mile of the location. There is also additional acreage available for future hotels, restaurants, and other retail services within a one (1) mile radius of this location.
- **Acreage Availability:** The site is approximately 100 acres. Note that the site may have been previously committed to other purposes (e.g., as a local public funding for a possible new arena).
- **Flood Protection Status:** The site does not currently have 100 year flood protection, but is expected to have 100-year protection in 2011 and will have 200-year flood protection by 2013.
- **Utility Availability:** Utility service to the site should not pose any unusual challenges.
  - Water: Currently available in the area.
  - Sewer: Currently available in the area. Capacity availability will have to be determined when a project proposal is submitted for this site.
  - Dry Utilities: SMUD, PG&E, and communications are currently in place.

Criteria	Positive	Negative
Access	<ul style="list-style-type: none"> <li>• Close proximity to arterials and highways</li> <li>• Limited residential uses in close proximity</li> <li>• Existing (bus) and proposed (LRT) transit routes in close proximity</li> </ul>	

Criteria	Positive	Negative
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>Existing support uses in close proximity</li> <li>Land is available in close proximity for future support uses</li> </ul>	<ul style="list-style-type: none"> <li>Shared parking with Arco Arena</li> <li>Development requires the approval of the owners of the Arco Arena</li> <li>Does not currently have 100 year flood protection status</li> <li>Existing partially constructed stadium foundation would likely require demolition</li> <li>May have to compete against more intensive potential uses for this site</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>Utilities available in the area</li> </ul>	

**HAGGIN OAKS GOLF COURSE**



## General Information

The Haggin Oaks Golf Course area is located approximately eight miles north east of downtown Sacramento, between Interstate 80 and Business 80/Auburn Boulevard. The area includes approximately 486 acres, and includes the Haggin Oaks Golf complex, the Sacramento Softball complex, portions of Arcade Creek, and several walking and equestrian trails.

## Site Criteria

- **Vehicle Access:** The site’s primary access is off of Longview Drive to the north, Watt Avenue to the east, and Fulton Avenue to the south. Longview Drive (a two-lane roadway) and Watt Avenue (a north-south arterial) connect into Interstate 80 to the north. Fulton Avenue and Watt Avenue (both north-south arterials) connect into Capital City Freeway (Business 80) to the south.
- **Transit:** There are currently four (4) Sacramento Regional Transit bus routes (Routes 15, 19, 26, and 80) that run in the immediate area. Route 15 runs along Grand Avenue and the Roseville Road (to the north of the site). Route 19 ends at the northeast corner of the site on Watt Avenue. Route 26 runs along Auburn Boulevard (to the south) and Watt Avenue (to the east). Route 80 runs along Watt Avenue (to the east). Light Rail Transit runs along Interstate 80 (to the north) and there are three stops in close proximity to this site.
- **Supporting Uses:** There are existing restaurants and retail uses along Auburn Boulevard to the south and Watt Avenue to the north and south.
- **Acreage Availability:** The site is approximately 486 acres; approximately 60 acres of that area is vacant.
- **Flood Protection Status:** A majority of the site currently has at least 100 year flood protection. Areas closest to Arcade Creek do not have 100 year flood protection.
- **Utility Availability:**
  - Water: Currently available in the area.
  - Sewer: Currently available in the area. Capacity availability will have to be determined when a project proposal is submitted for this site.
  - Dry Utilities: SMUD, PG&E, and communications are currently in place.

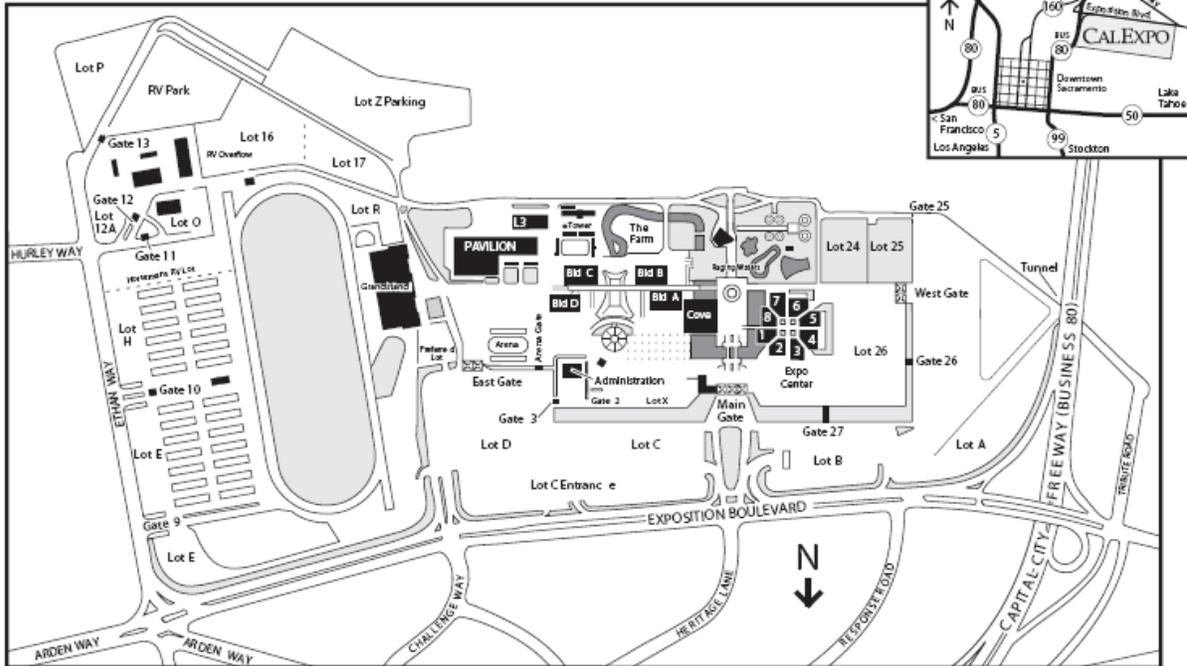
Criteria	Positive	Negative
Access	<ul style="list-style-type: none"> <li>• Close proximity to arterials and highways</li> <li>• Close proximity to existing transit (bus and LRT)</li> </ul>	
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• Existing support uses in close proximity</li> <li>• Opportunities for redevelopment in the area</li> <li>• Currently has 100 year flood protection</li> </ul>	<ul style="list-style-type: none"> <li>• 60 available acres are very linear</li> <li>• Would require re-alignment of a portion of the existing golf course</li> <li>• May have to compete against more intensive potential uses for this site</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Existing utilities in close proximity</li> </ul>	

# CAL EXPO



## Cal Expo Grounds Map

When entering Sacramento take the Capital City (Business 80) Freeway to the Exposition Boulevard exit to reach CalExpo, home of the California State Fair.



Revised 10/2008

## General Information

The Cal Expo site is approximately 350 acres and currently is the host of the annual State Fair and a variety of over 100 different events throughout the year. This site contains several exhibition buildings, an outdoor stage area with shaded seating, a rodeo arena area, a large fenced and paved area for auto shows and parking, and a grandstand / sports wagering area for horse racing and satellite wagering. Visitor attendance at this site is estimated at approximately 2 million visitors per year: Approximately 920,000 fair visitors, 850,000 non-fair visitors, and 100,000 visitors for simulcast and harness racing events. This site currently has 86± acres of parking and over 14,000 parking spaces.

## Site Criteria

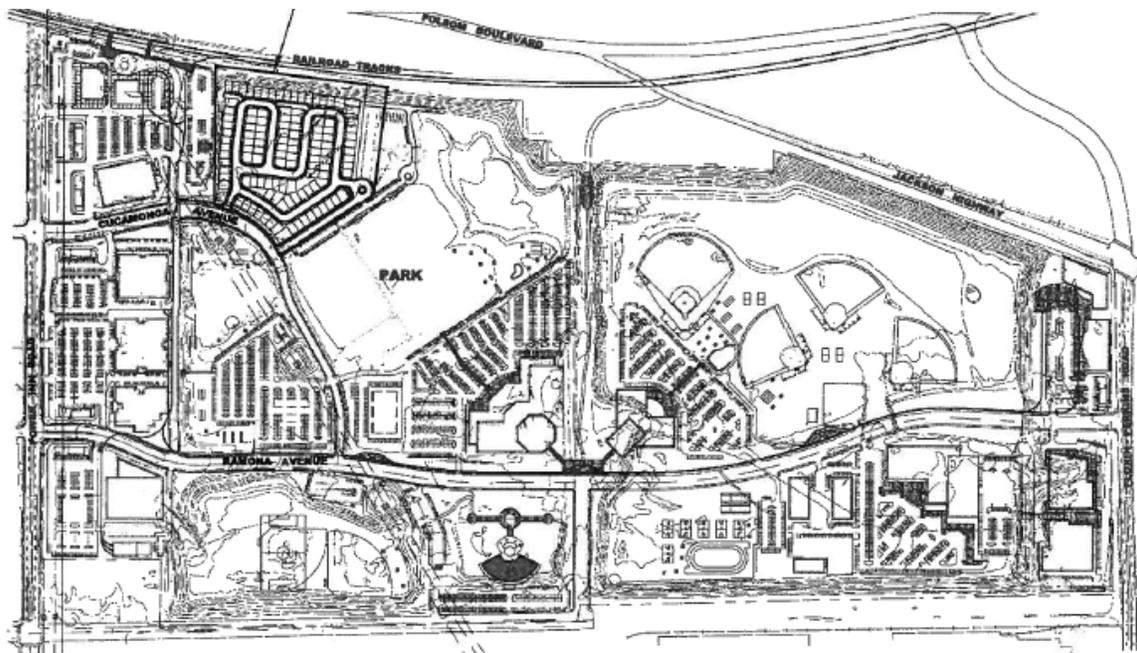
- Vehicle Access: The main access to this site is from Exposition Boulevard which runs east and west and connects into Capital City Freeway (Business 80) to the west
- Transit: Sacramento Regional Transit currently provides two (2) bus service routes (Routes 67 and 68) that run along Exposition Boulevard to the north of the site.
- Supporting Uses: There are existing hotels, restaurants, and other retail uses within close proximity to this location.
- Acreage Availability: The site is approximately 350 acres.
- Flood Protection Status: This site currently has at least 100 year flood protection
- Utility Availability:
  - Water: Water is currently provided through an existing well. The site could be re-plumbed for surface water.
  - Sewer: Sewer service is currently provided through a septic / leach system.
  - Dry Utilities: SMUD, PG&E, and communications are currently in place.

Criteria	Positive	Negative
Access	<ul style="list-style-type: none"> <li>• Close proximity to existing arterials and freeway</li> <li>• Existing bus service in close proximity</li> </ul>	
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• Existing support uses in close proximity and possibilities for redevelopment in the area</li> <li>• Currently has 100 year flood protection status</li> </ul>	<ul style="list-style-type: none"> <li>• May have to compete against more intensive uses for this site</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Dry utilities are available</li> </ul>	<ul style="list-style-type: none"> <li>• Water service is provide from an existing well</li> <li>• Sewer service is provided from an existing septic / leach system</li> </ul>

# GRANITE REGIONAL PARK



## Granite Regional Park Schematic Plan



## Granite Regional Park Master Plan



### General Information:

Granite Construction Company turned a portion of the area over to the City of Sacramento after aggregate mining the site. Local development firms purchased land within Granite Regional Park to develop office buildings, which are now nearing completion. The first phase of the Granite Regional Park, which opened in April 2001, included a dog park, three soccer fields, horseshoe pit, group picnic area, lake, landscaped turf and walkways, and a parking lot. Area Two is scheduled to include ball fields and a wetlands area.

### Site Criteria:

- **Vehicle Access:** The primary access to this site would be provided through the extension of Ramona Avenue from Power Inn Road to Florin Perkins Road to the east. Access could also be provided from an extension of 14<sup>th</sup> Avenue along the southern portion of the site and from the existing Florin Perkins Road to the east.
- **Transit:** There are currently three (3) Sacramento Regional Transit bus routes (Routes 8, 61, and 83) that run in the immediate area. Route 8 runs along Power Inn Road (to the west of the site). Route 61 runs along Fruitridge Road, connects into Florin Perkins Road, and then Folsom Boulevard (to the northwest of the site). Route 83 runs along 14<sup>th</sup> Avenue and connects into Power Inn Road (to the west of the site). Light Rail

Transit runs along Folsom Boulevard (to the north) and there are three stops in close proximity to this site.

- **Supporting Uses:** There is current and future planned office, industrial, and retail uses within close proximity to the site.
- **Acreage Availability:** The overall site is approximately 260 acres. The western half of the park is effectively committed to other uses (soccer fields, skateboard park, dog park). The eastern half of the park is privately owned and potentially slated for residential development (approx. 120 acres).
- **Flood Protection Status:** This site, at grade, currently has at least 100 year flood protection, but the pit area may have flood issues.
- **Utility Availability:**
  - Water: Currently available in the area.
  - Sewer: Currently available in the area. Available capacity availability will have to be determined when a project proposal is submitted for this site.
  - Dry Utilities: SMUD, PG&E, and communications are currently in place.

<b>Criteria</b>	<b>Positive</b>	<b>Negative</b>
Access	<ul style="list-style-type: none"> <li>• Close proximity to existing arterials</li> <li>• Close proximity to existing transit lines (bus and LRT)</li> </ul>	
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• Current and future support uses in close proximity</li> <li>• Currently has 100 year flood protection</li> </ul>	<ul style="list-style-type: none"> <li>• Pumping / grade change increases site development costs</li> <li>• Eastern portion of site is privately owned and possibly slated for residential development</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Utilities available in close proximity</li> </ul>	

# JOB CORPS & DELTA SHORES REGIONAL PARK



## JOB CORPS - Aerial of Site



### General Information

Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training.

### Site Criteria

- Vehicle Access: The primary access to this site is from Meadowview Road, which runs east and west and connects into Interstate 5 to the west and turns into Mack Road to the east and connects into the Golden State Highway (Highway 99) to the east.
- Transit: Elk Grove Transit (e-tran) currently has two (2) routes (Routes 56 and 156) that serve the immediate area, in addition to areas within the city of Elk Grove. There are currently three (3) Sacramento Regional Transit bus routes (Routes 47, 56, and 63) that run in the immediate area. All three routes run along Meadowview Road (to the north of this site). Light Rail Transit runs along the Union Pacific Railroad (UPRR) which is to the east of this site and there is one stop (Meadowview) located in close proximity to this site. The LRT South Line (Phase 2) is expected to be extended southward to Cosumnes River College along the Morrison Creek levee at the eastern portion of the Delta Shores project area. Construction activities are expected to begin late 2009. Train service on the new extension is anticipated to begin late 2012.

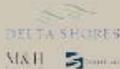
- **Supporting Uses:** There are existing office, retail, and commercial services located on Meadowview Road to the east and west of the site.
- **Acreage Availability:** The site is approximately 75 acres.
- **Flood Protection Status:** This site currently has at least 100 year flood protection
- **Utility Availability:**
  - Water: Currently available in the area.
  - Sewer: Currently available in the area. Available capacity availability will have to be determined when a project proposal is submitted for this site.
  - Dry Utilities: SMUD, PG&E, and communications are currently in place.

Criteria	Positive	Negative
Access	<ul style="list-style-type: none"> <li>• Close proximity to arterials and interstate</li> <li>• Close proximity to transit (bus and LRT)</li> </ul>	<ul style="list-style-type: none"> <li>• Primary access issues (may be provided through Delta Shores development)</li> </ul>
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• Existing support uses in close proximity</li> <li>• Currently has 100 year flood protection</li> </ul>	
Utilities	<ul style="list-style-type: none"> <li>• Utilities available in close proximity</li> </ul>	

## DELTA SHORES REGIONAL PARK

### Delta Shores Schematic Land Use Plan





**Schematic  
Land Use Plan**

**DELTA SHORES**  
City of Sacramento

EDAW | October, 2006

## General Information

The Delta Shores project area is located on 782± acres in south Sacramento, adjacent to the southern boundary of the city limits. The overall project includes a mix of residential, commercial, office, schools, and parks. The Regional Park portion of the development area is located in the southeast corner of the Delta Shores project.

## Site Criteria

- **Vehicle Access:** Currently there is no direct access to this site. An interchange at Interstate 5 (to the west) is proposed with the Delta Shores project. The Delta Shores project also proposes to connect the existing Cosumnes River Boulevard to this interchange, which is proposed to run through this site.
- **Transit:** The closest transit available to this site is on Meadowview, which is consistent with the Job Corps site transit section above.
- **Supporting Uses:** SRCSD owns approximately 2,500 acres of open space bufferlands that border the eastern and southern portions of the Delta Shores project. The bufferlands have been designed and are managed to support habitat for a variety of plant and animal species. Morrison Creek runs south of the project site and south of the levee, flowing to the west and south.
- **Acreage Availability:** The site is approximately 75 acres. Acreage could expand from the Job Corps site and could substitute for some of the residential land uses.
- **Flood Protection Status:** A majority of the site currently has at least 100 year flood protection. Areas closest to Morrison Creek do not have 100 year flood protection.
- **Utility Availability:**
  - Water: Currently available in the area adjacent to this site.
  - Sewer: Currently available in the area adjacent to the site. Available capacity availability will have to be determined when a project proposal is submitted for this site.
  - Dry Utilities: SMUD, PG&E, and communications are currently in place in the areas surrounding this site.

Criteria	Positive	Negative
Access	<ul style="list-style-type: none"> <li>• Close proximity to Interstate 5 and transit</li> </ul>	<ul style="list-style-type: none"> <li>• Cosumnes River Blvd. not yet constructed and dependent upon the Delta Shores project</li> </ul>
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• Existing support uses in close proximity</li> <li>• Currently has 100 year flood protection except immediately adjacent to Morrison Creek</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for odor issues south of Cosumnes River Blvd. (adjacent to SRCSD facility)</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Utilities available in the area. May required extensions of services.</li> </ul>	

## BARTLEY CAVANAUGH GOLF COURSE



### General Information

Bartley Cavanaugh Golf Course is owned by the City of Sacramento, but is located just outside the City's limits in Sacramento County. The golf course was constructed in 1995, and includes facility includes a clubhouse, 18 hole golf course, gazebo, and two historic houses.

### Site Criteria

- **Vehicle Access:** Currently there is no direct access to this site. The closest freeway access is located at Meadowview Road. An interchange at Interstate 5 (to the northwest) is proposed with the Delta Shores project.
- **Transit:** Transit services are not currently available in close proximity. The closest transit service is available on Meadowview Road to the northeast.
- **Supporting Uses:** There are some support uses located in Freeport, just north of this site. The recently approved Delta Shores project on the east side of Interstate 5 includes regional retail, office, and residential uses.
- **Acreage Availability:** The site is approximately 96 acres.
- **Flood Protection Status:** The site has a minimum of at least 100 year flood protection.
- **Utility Availability:**
  - Water: Currently provided from a well.
  - Sewer: Currently provided by a septic system.
  - Dry Utilities: SMUD, PG&E, and communications are available in close proximity.

<b>Criteria</b>	<b>Positive</b>	<b>Negative</b>
Access	<ul style="list-style-type: none"> <li>• Close proximity to Interstate 5</li> </ul>	<ul style="list-style-type: none"> <li>• Limited vehicular access to this site</li> <li>• No transit services in close proximity</li> </ul>
Site Development and Construction Feasibility	<ul style="list-style-type: none"> <li>• Large amount of possible acreage for development</li> </ul>	<ul style="list-style-type: none"> <li>• Currently, there are minimal supporting uses in close proximity</li> <li>• Existing debt service on golf course improvements</li> </ul>
Utilities		<ul style="list-style-type: none"> <li>• Limited utilities available</li> </ul>

## SECTION F - ALTERNATIVE USES FOR SUTTER'S LANDING REGIONAL PARK

The Sutter's Landing Zoo Feasibility Study included a task to identify alternative uses for the site in the event that the Sacramento Zoological Society does not select Sutter's Landing Regional Park (SLRP) as the location for a future zoo. The City of Sacramento, Community Development Department provided the following background data suggesting alternative uses for SLRP.

SLRP is a prime piece of undeveloped property within downtown Sacramento and with direct access to the American River. The City's 2005 Park & Recreation Master Plan envisions a "Recreation Campus" at SLRP. Initial phase park improvements constructed on 28 acres on the west side of the site include the following:

- landscaping;
- an entrance to an existing asphalt pedestrian/bicycle trail;
- an interpretive kiosk/off-street trailhead at the entrance to the trail;
- a small stage(converted from an existing carport); and
- a portable skateboard facility located in the baler building. There is an existing parking lot adjacent to the baler building.

In 2009-2010, Community Reinvestment Capital Improvement Program (CRCIP) funds (\$1.7 million) are to be used to add the following interim improvements (20+ years): dog park, handball courts, basketball courts, bocce ball courts, restroom, improved River access, and parking lot renovation.

The City has already invested funds in the interim improvement of SLRP and it is appropriate to investigate whether a parks use is the highest and best use for the entire site, or if a combination of uses may be the best use of the former landfill. Because SLRP currently has limited access (28<sup>th</sup> Street), a lower intensity use, like the existing park, is likely the most appropriate use for the site. If the site access issues were resolved (i.e. Sutter's Landing Parkway were constructed), there may be other, more intensive, uses that could be located at SLRP. Also at this time, there is a large amount of vacant, undeveloped land in the City and County, so it is unlikely that a developer would incur the "penalty costs" of construction on a former landfill. But as the vacant land develops, the City owned land at SLRP, with its prime location, may become more valuable.

### **Reuse of Postclosure Landfills**

There are many challenges to reusing a closed landfill site. Following closure, landfills require continued maintenance and monitoring as required by regulations. Typical maintenance activities include care of the vegetative layer, repairs to landfill caps, stormwater structures, and gas protection systems. Typical monitoring activities include groundwater and landfill gas monitoring, in addition to routine inspections. There are also liability considerations (i.e. toxics, etc.) and technical problems (settlement, methane gas, health and safety), but many landfill sites have been developed for high-value, productive land uses, including real estate development.

There are numerous examples of reuse of post-closure landfills throughout the United States. Some of the most common uses are for parks, golf courses and other sports fields. Increasingly, office buildings and industrial uses have been constructed on closed landfills. Landfills have been successfully developed as sites for a variety of land uses:

- Regional Malls and Big Box Retail
- Office and Light Industrial Parks
- Hotels and High Rise Commercial
- Government Centers, Jails, Animal Shelters, Maintenance Facilities, Greenhouses
- Parks, including Golf Courses, Ball Fields, Amphitheaters, Firing Ranges
- Single Family and Multifamily Residential

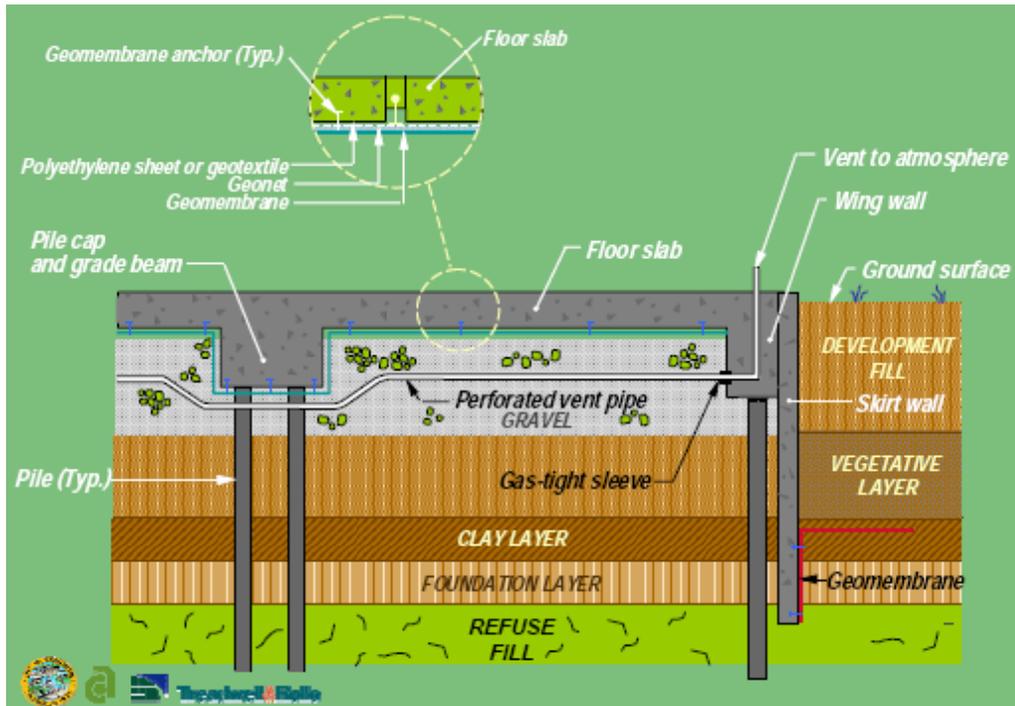
Postclosure landfills have a lower market value than a typical vacant piece of property. For development to occur on a postclosure landfill, extensive geotechnical studies are required which result in increased construction requirements and costs. In areas with high land values, if the postclosure landfill can be obtained for a low enough price, the increased construction costs can be absorbed by the high end price of the leased or purchased building.

### **Postclosure Landfill Construction**

To develop a postclosure landfill, feasibility and design level geotechnical investigations must be performed. These investigations would include: drilling borings through the landfill, performing geotechnical and environmental laboratory tests, performing statics and seismic slope stability and seismic slope deformation analyses, evaluating geologic hazards, and evaluating vertical pile capacities and lateral behavior of piles. Although the type of required construction varies based on the results of the geotechnical investigations, the following is a list of typical construction requirements:

- Soil Compaction
- Foundation piles through refuse to the rock bed
- Foundation structures constructed of high-compression strength concrete
- Active exhaust fans in buildings with sub-grades
- Methane gas monitoring equipment in buildings
- Geomembrane between floor slab and subgrade
- Ground-water monitoring system
- Leachate collection and removal system
- Hinged slabs at access points to buildings and parking structures
- Utilities installed with flexible pipes

## Postclosure Landfill Construction Detail



Source: California Department of Resources, Recycling and Recovery: Landfill Postclosure Land Use Symposium, Feb. 15<sup>th</sup> and 28<sup>th</sup>, 2006, *Sutter's Landing Post Closure Landfill Development Presentation*

### **Examples of Development on Postclosure Landfills**

Many older landfills are located in growing urban or suburban population centers, where demand for real estate is high. Additionally, landfills are frequently located near major transportation routes, which can provide an additional incentive for reuse. For the purposes of this memo, only examples located in California have been included. In all the examples, with the exception of the 14<sup>th</sup> Avenue Landfill in Sacramento, the reuse of the landfills has occurred in metropolitan areas. In these areas, vacant land is at a premium. Incurring the additional “penalty costs” of constructing on a former landfill are more manageable due to the lack of inventory of available land and higher end product lease or sales price.

The Sutter’s Landing Background Report – Appendix A – briefly discussed the following parks on former landfills:

- Byxbee Park (Palo Alto)
- Dyer Boulevard Park (West Palm Beach)
- Flushing Meadows, New York
- Cesar Chavez Park (Berkeley)
- Stoney Run Park (Newport News, Virginia)
- Fresh Kills, New York
- Shoreline Park (Mountain View)

The following section highlights some additional projects on former landfills in California:

- Journey to Atlantis / SeaWorld (San Diego)
- *Metro Center (retail) (Colma)*
- Park and Mini-Storage (Long Beach)
- 14th Avenue Industrial Buildings (Sacramento)

#### *San Diego, CA – Journey to Atlantis/SeaWorld*

The Mission Bay Landfill in San Diego was operated from 1952 to 1959. The landfill accepted residential, demolition, and industrial (i.e. metals, solvents, and industrial process residues) waste. Additionally, it received hydraulic fill from the dredging of Mission Bay from 1959 to 1969. The majority of the former Mission Bay Landfill is currently being utilized as a public park. SeaWorld Parkway runs through the southern end of the former Mission Bay Landfill and a portion of the SeaWorld parking lot has been constructed over the landfill. SeaWorld constructed the Journey to Atlantis (JTA) exhibit which is considered a postclosure land use project because it is within 800 feet of the landfill. JTA has methane gas detectors in all enclosed buildings and three landfill gas migration probes location within the project boundaries.

#### *Colma, CA – Metro Center*

The Junipero Serra Landfill was a solid waste disposal site in Colma. The landfill began operations in the year 1956 and accepted primarily commercial solid wastes. The landfill was closed in 1983 and ultimately developed with commercial land uses, known as the Metro Center. The original commercial use built on the closed landfill site was a Home Depot Inc. retail store and parking lot constructed over 1,348 piles. Each pile was driven approximately 160 ft (49 m) deep into the landfill. The depth of the piles was determined by the depth of the refuse. The site also required the engineering of a landfill gas control system. The Center still struggles with settlement issues and the costs associated with the repairs resulting from them settlement.

#### *Long Beach, CA – Park and Mini-Storage*

The Long Beach City Dump Landfill (aka Long Beach Dump #20 and #26) was closed in 1948 and contains residential, commercial, and industrial waste. The redevelopment of the former landfill includes the 55<sup>th</sup> Way Landfill Community Park, 4 My Storage (mini-storage), Friendly Village Mobile Home Park, and Cal Coast Packing Co.

Construction of the park cost \$2.5 million more that originally anticipated due to building industry cost increases and unanticipated mitigation measures resulting from the EIR process, including wall heights and material composition. The preliminary pricing was estimated at approximately \$5.5 million (originally budgeted at \$3 million). Additionally the process of conducting site investigations, receiving approval from five regulatory agencies on the landfill closure plan, and working extensively with the community to design a site plan that met the neighborhood needs took considerably more time than originally anticipated. It should be

noted that only some of these extra costs were related to construction on a former landfill and some of the additional costs can be attributed to the community outreach and site plan revisions in response to community concerns/needs.

Sacramento, CA -- 14<sup>th</sup> Avenue Industrial Buildings

The industrial development on 14<sup>th</sup> Avenue was constructed over the former 14<sup>th</sup> Avenue Landfill. The landfill contains paper, demolition, construction, and land clearance waste. The landfill ceased operations in 1976 and building construction occurred in the 1980's with several different landowners involved. The post-closure plan for the landfill was completed in 1994 after the industrial buildings had already been constructed. This approach resulted in piecemeal implementation of remedial actions (settlement and gas venting) on a parcel by parcel basis. Because of the after-construction remediation and multiple owners, there are significant settlement issues both inside and on the exterior of the buildings. There have also been issues with gas venting into buildings.

**Park Uses on Postclosure Landfills**

One of the most common uses of postclosure landfills is public parks. The acreage, settlement issues, and increased construction costs make a park a logical use of a postclosure landfill. The construction of the interim park improvements at Sutter's Landing Regional Park is one example of a park use on a former landfill.

The costs of constructing a park on a former landfill are higher than constructing a park on land not encumbered by a landfill. The City of Sacramento recently constructed 2 acre dog parks at SLRP and at North Natomas Regional Park (NNRP). The SLRP dog park construction costs totaled approximately \$1.2 million and the construction costs at NNRP totaled \$326,000. The construction costs for all surface improvements are generally the same at both dog parks, but the dog park at SLRP was much more costly due to the underground improvements. The table below provides examples of the differences in construction costs at both parks.

<b>Park Improvement</b>	<b>SLRP Cost</b>	<b>NNRP Cost</b>
<b>Site Staking</b>	\$26,572	\$5,000
<b>Erosion and Sediment Control</b>	\$9,755	\$3,500
<b>Site Grading</b>	\$100,312	\$20,735
<b>Total Cost for Above Improvements</b>	<b>\$136,639</b>	<b>\$29,235</b>

Source: Landscape Architecture Section, Sacramento Park and Recreation Dept.

Based on the above table, the construction costs for underground improvements at SLRP are between three and five times the cost of the same improvements at NNRP. A detailed list of the costs at SLRP and NNRP are included as attachments A and B.

### Park Use Examples

The following is a list of uses within parks constructed on postclosure landfills:

- Trails
  - Pedestrian
  - Horse
  - Off-road Bike Tracks
- Amphitheaters
- Lakes
  - Lakeside Beach
- Picnic Shelters/BBQs
- Playgrounds
- Volleyball Courts
- Ball Fields (multi-purpose turf areas)
- Natural Green Space
  - Nature Preserve
  - Ranger-led tours of off limits area (educational opportunities)
  - Sports and programs that are unusual in the city
    - horseback riding
    - mountain biking
    - nature trails
    - large-scale public art
- Public Art
- Relocated Historic Buildings
- Bathrooms
- Parking Lots
- BMX Track
- Off-leash Dog Park
- Golf Course
- Amphitheatre
- Benches and amenities constructed of recycled materials
- Nursery for City Facilities

### **Regulatory Agencies**

Another hurdle to overcome when proposing construction on a postclosure landfill is the numerous regulatory agencies that must be consulted on the proposed project and ultimately grant approvals. The following regulatory agencies must be involved with the reuse of a former landfill in Sacramento:

- Central Valley Regional Water Quality Control Board
- Local Enforcement Agency (County Environmental Management Dept., Hazardous Materials Division)
- California Dept. of Toxic Substance Control
- Sacramento Metropolitan Air Quality Management District

- California Department of Resources, Recycling and Recovery
- California Department of Water Resources

The following regulatory agencies must be involved with any future planning efforts due to SLRP's proximity to the American River:

- American River Flood Control District
- Army Corps of Engineers
- California Dept. of Fish and Game
- U.S. Fish and Wildlife
- Sacramento Area Flood Control Agency
- County of Sacramento Regional Parks Dept.
- County of Sacramento Planning Dept.

Attachment A – Construction Costs for Dog Park at Sutter’s Landing Regional Park

CITY OF SACRAMENTO  
 Department of Parks and Recreation  
 Landscape Architecture Section

Bid Proposal  
 Page 1 of 8

**SCHEDULE OF VALUES**  
**Sutter’s Landing Park - Phase 1 (PN:LS12, LS13)**  
**8/19/2008**

The Work is to be done in strict conformity with the Contract Documents now on file in the Office of the City Clerk, for the following sum:

Item No.	Item	Estimated Quantity	Unit	Unit Price	Total
1	Clearing and Grubbing	1	LS	\$ 2,350.00	\$ 2,350.00
2	Site Staking	1	LS	\$ 26,572.00	\$ 26,572.00
3	Temporary Construction Fence to Install	1	LS	\$ 4,466.00	\$ 4,466.00
4	Demolition	1	LS	\$ 131,994.00	\$ 131,994.00
5	Erosion and Sediment Control	1	LS	\$ 9,755.00	\$ 9,755.00
6	Site Grading	1	LS	\$ 100,312.00	\$ 100,312.00
7	Place City Supplied Fill soil	6,246	yard	\$ 5.10	\$ 31,854.60
8	Import Topsoil	2,018	yard	\$ 18.00	\$ 36,324.00
9	Catch Basin to Construct	11	ea	\$ 1,871.00	\$ 20,581.00
10	Area Drain to Install	20	ea	\$ 580.00	\$ 11,600.00
11	Trench Drain	750	foot	\$ 29.00	\$ 21,750.00
12	4" Perforated Drain Line	2,400	foot	\$ 11.00	\$ 26,400.00
13	4" PVC Drain Pipe to Place	320	foot	\$ 22.50	\$ 7,200.00
14	6" PVC Drain Pipe to Place	1,020	foot	\$ 23.00	\$ 23,460.00
15	8" PVC Drain Pipe to Place	780	foot	\$ 24.00	\$ 18,720.00

Item No.	Item	Estimated Quantity	Unit	Unit Price	Total
16	Drain Rock to Place	2,300	ton	\$ 40.00	\$ 92,000.00
17	4" PVC Sanitary Sewer Pipe to Place	200	foot	\$ 67.00	\$ 13,400.00
18	Sanitary Sewer Cleanout	3	ea	\$ 481.00	\$ 1,443.00
19	Domestic Water Line and Gate Valve	200	foot	\$ 34.00	\$ 6,800.00
20	Drinking Fountain with Pet Fountain	2	ea	\$ 5,100.00	\$ 10,200.00
21	Aggregate Base to Place	438	ton	\$ 42.00	\$ 18,396.00
22	Concrete Pavement to Construct	1,992	sf	\$ 9.00	\$ 17,928.00
23	Thermoplastic Pavement Markings to Place (Striping)	3,587	foot	\$ 2.15	\$ 7,712.05
24	Asphaltic Concrete to Place	250	ton	\$ 129.00	\$ 32,250.00
25	Asphalt Concrete Overlay to Place	321	ton	\$ 129.00	\$ 41,409.00
26	Geotextile Reflective Cracking Preventative Fabric	15,760	sf	\$ 0.35	\$ 5,516.00
27	Filter Fabric	36,000	sf	\$ 0.20	\$ 7,200.00
28	Geocomposite Clay Liner	149,981	sf	\$ 1.25	\$ 187,476.25
29	Cement Stabilized Decomposed Granite Pavement to Place	500	yard	\$ 100.00	\$ 50,000.00
30	Concrete Curb to Construct	56	foot	\$ 32.00	\$ 1,792.00
31	Wood Retaining Wall to Install	1	LS	\$ 3,040.00	\$ 3,040.00
32	4'-0" Chain link Fence with Concrete Mowband to Install	190	foot	\$ 115.00	\$ 21,850.00
33	6'-0" Chain link Fence to Install	1,330	foot	\$ 58.00	\$ 77,140.00
34	4'-0" Chain link Fence to Install	200	foot	\$ 48.00	\$ 9,600.00
35	AC Dike to Construct	3,078	foot	\$ 5.85	\$ 18,006.30
36	Dog Park Shade Shelters to Construct	2	ea	\$ 12,000.00	\$ 24,000.00

Item No.	Item	Estimated Quantity	Unit	Unit Price	Total
37	Benches to Install	6	ea	\$ 1,445.00	\$ 8,670.00
38	Trash Receptacles to Install	4	ea	\$ 1,100.00	\$ 4,400.00
39	Recycling Receptacles to Install	3	ea	\$ 1,200.00	\$ 3,600.00
40	Fold-Down Bollards	12	ea	\$ 400.00	\$ 4,800.00
41	Bike Rack	2	ea	\$ 800.00	\$ 1,600.00
42	DogIPot Junior Bag Dispenser	4	ea	\$ 320.00	\$ 1,280.00
43	Dog iPot Valet	1	ea	\$ 650.00	\$ 650.00
44	Automatic Irrigation	1	LS	\$ 22,508.00	\$ 22,508.00
45	Trees to Plant (15 Gal)	31	ea	\$ 115.00	\$ 3,565.00
46	Shrub and Groundcover to Plant, 5 Gallon	15	ea	\$ 25.00	\$ 375.00
47	Shrub and Groundcover to Plant, 1 Gallon	250	ea	\$ 8.00	\$ 2,000.00
48	Bark Mulch Only Area to Install	910	yard	\$ 12.00	\$ 10,920.00
49	Native Hydroseed to Place	15,680	sf	\$ 0.10	\$ 1,568.00
50	Plant Establishment (90 Days)	1	LS	\$ 6,500.00	\$ 6,500.00
51	Trellis Reconstruction	1	LS		\$ -
Total Base Bid					\$ 1,192,933.20

## Attachment B - Construction Costs for Dog Park at North Natomas Regional Park

Item 10:

CITY OF SACRAMENTO  
 Department of Parks and Recreation  
 Park Planning, Design & Development Services

### SCHEDULE OF UNIT PRICES

Department of Parks and Recreation  
 Park Planning, Design & Development Services  
 915 I Street, 5th Floor  
 Sacramento, CA 95814

PROJECT NAME: NORTH NATOMAS REGIONAL PARK - PHASE III

CITY PROJ. NO: L19140000

CONTRACTOR: Hemington Landscape Services

Payment No. \_\_\_\_\_

FUNDING: 2608,3201,3204-60000 - L1914000 - 472011

ADDRESS:

Work Performed Thru \_\_\_\_\_

Date Payment Submitted \_\_\_\_\_

Days Expended on Contract \_\_\_\_\_

PHONE NO:

Item No.	Item Description	Estimated Quantity	Unit	Unit Price	Authorized Amount	This Estimate		Total Work Completed		Quantity Remaining
						Quantity	\$ Amount	Quantity	\$ Amount	
1	Site Clearing and Grubbing	166,667	SF	\$ 0.03/SF	\$5,000.00					
2	Temporary Construction Fence to Install	2,167	LF	\$3.00/ft	\$6,500.00					
3	Erosion and Sediment Control	2188	LF	\$1.60/ft	\$3,500.00					
4	Site Staking	1	LS	\$5000.00 ea	\$5,000.00					
5	Site Grading	166,667	SF	\$ 0.12/SF	\$20,735.00					
6	Man Hole to Install	1	EA	\$4500.00ea	\$4,500.00					
7	Catch Basin to Install	1	EA	\$2,050.00 ea	\$2,050.00					
8	Area Drain to Install	6	EA	\$880.00 ea	\$5,280.00					
9	Trench Drain to Install	8	LF	\$660.00/ ft	\$5,280.00					
10	4" Storm Drain Line	380	LF	\$4.40/ft	\$1,672.00					
11	6" Storm Drain Line	260	LF	\$6.60/ft	\$1,716.00					
12	12" Storm Drain Line	80	LF	\$27.50/ft	\$2,200.00					
13	Domestic Water Point of Connection with Appurtenances	1	LS	\$9,331.00 ea	\$9,331.00					
14	Concrete Pavement to Construct	786	SF	\$9.48/SF	\$7,451.00					
15	Polypavement to Install	23965	SF	\$1.6/SF	\$38,344.00					
16	Aggregate Base to Place	10	CY	\$95.00/yard	\$950.00					
17	Trex Header Board to Install	1399	LF	\$3.00/ft	\$4,198.00					

Item No.	Item Description	Estimated Quantity	Unit	Unit Price	Authorized Amount	This Estimate		Total Work Completed		Quantity Remaining
						Quantity	\$ Amount	Quantity	\$ Amount	
18	Drinking Fountain with Sump	2	EA	\$6,176.50 ea	\$12,353.00					
19	Chainlink Fence with Mowband and Gates	1635	LF	\$46.02/ft	\$75,251.00					
20	Bench to Install	5	EA	\$1,226.4/ea	\$6,132.00					
21	Trash/Recycling Receptacles to Install	3	EA	\$2,481.67/ ea	\$7,445.00					
22	Dog Park Rules Sign to Install	9	EA	\$281.11 ea	\$2,530.00					
23	Pet Waste Bag Dispenser	3	EA	\$308.33 ea	\$925.00					
24	Automatic Irrigation System	1	LS	23608	\$23,608.00					
25	Trees to Plant (15 gallon)	55	EA	\$100.00 ea	\$5,500.00					
26	Native Hydroseeding	72000	SF	\$ 0.10/SF	\$7,200.00					
27	Shrubs, Groundcover to Plant	6195	SF	\$3.95/SF	\$24,472.00					
28	Turf Hydroseeding	61,941	SF	\$ 0.185/SF	\$11,500.00					
29	Plant Establishment (90 days)	1	LS	\$4,100 ea	\$4,100.00					
<b>SUBTOTAL BASE BID</b>										
<b>Additive Alternates</b>										
1A	Turf from Sod (to replace Item 28)	1	LS	21455	\$21,455.00					
<b>TOTAL (Base minus Item 28 plus Item 1A)</b>										
					\$328,178.00					