

Paradise Community Center – Feasibility Study for Partnership

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Acknowledgements

The following individuals contributed significantly to this effort:

Name	Affiliation
Connie Wilhite, Jan Keller, Bill Hopman Cheryl Habriel, Mike Shore, Doug Runkle	Paradise Community Center (PCC)

Introduction



At the October 13, 2021 meeting, the Paradise Recreation and Park District (PRPD) Board of Directors (BOD) authorized a Memorandum of Understanding (MOU) with the Paradise Community Center (PCC) (formerly the Paradise Ridge Senior Center) to explore mutual interests in completing the rebuild of the center and exploring long-term operation and programming of the facility.

This Feasibility Report explores the rebuilding of the PCC, public input, and a revised design. The Report considers partnerships, ownership, and management of the facility to ensure the long-term operation of an important gathering area for residents on the Ridge.

The written Feasibility Report (Report) will be submitted to PCC and PRPD boards and provide recommendations and outline next steps. This report is completed under an extension of that MOU (to August 2022).

Feasibility Study Approach

Late in 2021, the PCC received a grant from the Butte Strong Fund (BSF) from the North Valley Community Foundation (NVCF). The \$40,000 grant provides funding for the following tasks:

1. Updated Rebuild Estimate for the Paradise Community Center (\$5,000) – Funding will develop a cost estimate and complete inventory from an independent third party. Armed with this information, we will be able to better evaluate the estimate from the insurance company under the current construction environment and anticipate that this will improve the insurance estimates to better reflect actual costs to rebuild the facility. Contractor: Sierra West Group
2. Community Engagement and Collaboration (\$14,000) – The effort would provide information on potential amenities, programs, uses, partners, gauge community interest and support. The engagement will also share with the community the developed plan, which may open additional funding support for the project. Blue Flamingo completed this task. Contractor: Blue Flamingo Marketing Advocates
3. Conceptual Design for a Reborn Facility (\$ 21,000) - The outreach efforts will likely yield new amenities and improvements that would make the Center more functional. A key product from this step will be cost estimates, conceptual

designs, as well as 3-D renderings of the revised facility. Contractor: Melton Design Group.

The NVCF funding is intended for professional services as PCC and PRPD supplied additional staff and volunteer time during the process (as outlined in the MOU). Each of those efforts produced separate products.

This document summarizes that information and utilizes it to develop recommendations for the development of a reborn facility and for the long-term funding and management of the facility. The report also recommends options for partnership with PCC and PRPD to move into the next phases. We should point out that this document is written from the perspective of staff to provide summary information to the PRPD board of directors for decision making on behalf of the District. Therefore, any recommendations should be viewed with that lens in mind.



Paradise Community Center

Prior to the 2018 Camp Fire, the Paradise Community Center (PCC) owned and operated a multipurpose Community Center for Paradise and the Upper Ridge. Since the 1980's, the Center served as a focal point for low-cost community-centered services and recreation, especially for seniors, youth, and other community members.

The Center was located at:

Address: 877 Nunneley Road, Paradise, CA 95969,
Butte County Assessor's Parcel Number (APN): 053-120-085

Primarily, Federal Funding (originated from the Area Agency on Aging) built the PCC, although local donations and in-kind donations augmented the funding.

The Center provided opportunities for seniors to mingle, recreate, socialize, and participate in a hot lunch program (a partnership with an Oroville program), and provided other planned activities for its members and local small groups. There were also people that formed a frequent "coffee klatch" to mingle.

Over time, the Center's uses broadened out to meet the needs of other members of the community as well, and the Center was busy with a variety of activities, daily visitors, and delivery of services (such as meals). The Center's multipurpose room was one of the few that had an attached commercial kitchen, enabling the ridge to host many events.

On November 8, 2018, the Center burned during the Camp Fire. While certain elements remained (septic, curb, gutter, parking lot, etc.), the building and contents were a complete loss. The PCC entered the property into the Debris Removal program on 1/15/2021. FEMA/CALOES/Butte County debris clean-up program removed all damaged above ground infrastructure. The fire debris removal costs (to date as of

11/2/2021) was \$261,259.16. The program required soil testing and removal of hazardous materials along with building debris.

In 2021, the PCC and the Paradise Recreation and Park District (PRPD) began to explore a partnership to aid with the complex task of rebuilding the facility. In October 2021, the PCC signed a Memorandum of Understanding with PRPD to explore mutual interests in completing the rebuild of the center and exploring long-term operation and programming of the facility.

Description

The property amenities include the following:

- A 9,157 square foot building, the building was constructed in the 1980's, with a specific design developed for it as a senior center.
- While details on the construction are available and were utilized for the construction and insurance estimate. For purposes of this report, we note just a few salient features such as:
 - 200 parking stalls in the joint-use parking lot
 - A Veteran's Memorial Wall
 - Access driveway around the perimeter of the building
 - Lobby and usable meeting a gathering space with natural lighting,
 - Commercial kitchen,
 - Office and storage space,
 - A Septic System (designed and built in 1989. The leach field runs under the parking lot and passed an inspection the summer before the fire. The existing system may be operable or at least repairable. If not, or if the proposed building is larger, a new system will have to be designed to meet today's standards and capacity),
 - Grease Tank (required for commercial kitchens, the Town will likely allow the building to be rebuilt with a commercial kitchen because one existed before, but the grease tank is under the jurisdiction of the County).
 - Central heating and air conditioning,
 - Health and fire safety: fire alarms, lighted signs, etc.,
 - Parking: Developed driveways and curb and gutter, 200 parking spaces
 - Landscaping: (describe, type, size, irrigation): Several Trees removed and landscaping damaged following the fire and subsequent damage to irrigation systems.
- In addition, the building contents including Furniture, Appliances, Desks, Chairs, tables, etc.

Camp Fire Damage and Initial Cost Estimate

The Center was destroyed in the Camp Fire. Remaining amenities include the following:

- Parking area
- Landscaping
 - Trees removed and remaining hazards
 - Irrigation (damaged)
 - Remaining vegetation

- Water meter
- Septic and grease trap.

The insurer (Athens Administrators) for PCC provided an initial “current replacement cost adjustment” of \$1,487,405.30. This included an estimate for the building and business property. Even though actual costs are likely to be higher, this may be immaterial as the policy for PCC stipulated a cash value (not a replacement cost). This may be summarized as follows:

- 877 Nunneley Road
 - Building \$1,340,000.00*
 - Building Code \$ TBA
 - Business Personal Property \$ 114,590.30
- 488 Pearson Road
 - Business Personal Property \$ 33,815.00
- Subtotal \$1,488,405.30
- Less deductible \$ 1,000.00
- Replacement Cost Adjustment \$1,487,405.30

We note that in our casual (not legal) reading of the policy declarations, the policy provides for a Cash Valuation (page 6, paragraph 7 of the declaration) with a policy limit of \$1.275M. The PCC might be served in requesting the insurer to explain the coverage analysis to confirm their position and respond accordingly.

The clean-up of the property is another significant area of cost that have been addressed. The PCC enrolled the property into the debris removal program and the CalOES fire debris removal costs (as of 11/2/2021 invoice) was \$261,259.16.

Detailed Cost Estimate

PCC requested a detailed, independent Updated Rebuild Estimate from Sierra West Group, Construction Consultants (SWG) (Appendix I) for the Paradise Community Center. The goal of this estimate was to provide a durable, upper end, independent third-party cost estimate and inventory for the next several years based on current construction costs and environment.

After considerable research, SWG estimated the total hard cost in today's dollars to rebuild the facility (based on the it prior to the Camp Fire in 2018) at \$6,576,341.07 (Attachment A). Not surprising, this is considerably higher than the insurance estimated actual cash value for the Center.



Outreach Approach

Because of changing community needs, new partnerships, and quickly evolving related efforts, our exploration would benefit from an engagement and collaboration effort with

the community, and to nearby facilities and partnerships. The effort provides information on potential amenities, programs, uses, partners, gauge community interest and support. This may also connect us to additional funding or donations to make those improvements a reality.

As this development may provide opportunities for other community partners, the process included outreach with members of PATCH (Paradise Arts, Theater and Community Hub), and the Paradise Performing Arts Center (PPAC), and along with the general community to explore partnership options.

Outreach Findings Assessment of Needs

Blue Flamingo Marketing Advocates developed a plan to conduct community engagement and collaboration. The effort provided information on potential amenities, programs, uses, partners, gauge community interest and support that citizens may provide about the Paradise Community Center. The engagement will also share with the community the developed plan, which may open additional funding support for the project. The summary of outreach efforts (Attachment C) may be outlined as follows:

- Number of participants: 551
- Methods:
 - Direct telephone calls
 - Open house at PRPD (in person participation)
 - Direct link to the online survey. Promotion of the survey through the following avenues:
 - Direct email requests to
 - Groups/organizations
 - Community influencers
 - Postings to community social media groups
 - Butte 211 text blasts
 - Town of Paradise Weekly update (4 consecutive weeks)
 - Social media posts
 - Radio announcement on KPAY
 - Television announcement on Action News Now
 - Online link on Action News Now
 - Email outreach via Town of Paradise list and partner agency lists
 - Contact with dozens of Paradise, Oroville, and Chico area organizations to request survey participation.
- Salient findings:
 - Overwhelmingly, the results are positive with respondents looking for a flexible space that serves all ages, is accessible for seniors and those with disabilities, includes outdoor areas and a commercial kitchen.
 - Respondents indicated:
 - Community excitement for the rebuild (as evidenced by many participants wanted to be added to future progress reports).
 - The #1 want: Outdoor event space
 - Strong demand for programmed events such as classes, game nights, cooking classes and more.

- A flexible space with capacity for 200+ people (most popular configuration an auditorium + 3 rooms)

In summary, Blue Flamingo observed considerable interest in the rebuilding of the PCC to meet past objectives as a senior and community center with daily programming and expanded needs for flexible indoor and outdoor events space. In addition, over the past few years, District staff have heard from entities in the region, the dearth of event facilities that can accommodate under 300 people.

To get a sense of facility market research, the District ran a facility report (Attachment B) for the Terry Ashe Recreation Center (6626 Skyway). The reports provide a variety of data to get a sense of residents served by the facility. Staff opted for a report of a 30-minute drive based on 2020 Census Data (15- and 30-minute drives based on 2010 Census Data are also available). This location is close enough to provide information on the Paradise Community Center.

Importantly, the outreach and community need for Paradise as well as other communities in Butte County fed into the conceptual designs for the site (next section).

Conceptual Design for Reborn Facility

This effort is an attempt to answer the question: given the historical conditions and uses of the original facility, what are improvements or amenities that would make the facility best serve the community now and into the future?

Although from the beginning, the primary mission of the PCC focused on seniors on the ridge, the Center served a variety of people, which instigated the name change from Paradise Senior Center to Paradise Community Center - A flexible space for all ages to enjoy for various events, celebrations, classrooms, meetings, and future needs that we cannot yet identify.

We characterize this work as not a rebuilt facility with the original specifications, but a reborn facility, built on the past, but reflecting current community needs with new features. The vision stems from the assessment of the previous facility, suggestions from PCC board members and PRPD staff, and importantly, strongly influenced from the public outreach efforts.

To allow for a clearly articulated vision, we will use conceptual plans to share with the public and to, hopefully, inspire partners to join the effort with funding, programming, or partnership.

Design Features

Melton Design Group used the outreach efforts to identify new amenities and improvements that would make the Center more functional. A key product from this step will be cost estimates, conceptual designs, as well as 3-D renderings of the revised

facility (Attachment D). The information below represents a summary of Melton Design Group's findings for a Conceptual Design for a Reborn Facility.

Notable features include:

- The previous structure was set back to the Northeast corner of the lot with little landscaping. The conceptual design removes 46 parking stalls and a drive isle in the parking lot to create large outdoor event areas on every edge of the facility and greenery to invite people into the outdoor space. The increase in greenery and shade trees, increases the building's energy efficiency, and improves carbon sequestration.
- The site is adjacent to the Paradise Performing Arts building, the two have a joint-use parking agreement, 80 stalls are required, and 145 stalls are provided for the community center.
- The design (Figure 1) goes with Paradise's preferred rustic ridge aesthetic with gable roofs, corrugated and board and batten siding with rusted steel planters and native vegetation.
- A new monument sign off Nunneley Road will create a grand arrival into the site.
- Based on comments to ease access for visitors that may need assistance, the main entry and plaza are easily accessed with a pull-through vehicular drop-off.
- The main arrival plaza is a welcoming space that leads to the front door and into the foyer that is a central connection point for all interior spaces.
- The Veteran Memorial Feature is front and center in the large central area.
- The site is along a corridor that will receive sewer services in the future.

The 10,000 square foot (SF) building offers the following:

- Large Event Space – 3,614 SF, 240 occ.
- Small Event Space - 1,800 SF, 120 occ.
- Restrooms & Utility – 700 SF
- Conference Room – 640 SF, 42 occ.
- Commercial kitchen with service window
- Foyer – 550 SF, 36 occ.
- Office – 300 SF, 20 occ.
- Walk-up window
- Movable divider walls
- Easy access to indoor & outdoor event spaces from most event-oriented rooms (providing programing flexibility and overflow space)
- Stage
- Storage
- 8 Toilets, 8 sinks
- 3 showers
- Utility closet

The outdoor open space (including the Arrival Plaza, Event Plaza 1, Event Plaza 2 , a small patio West of the Small Event Space and utility/storage area to the East of the kitchen) totals 30,000 SF

Event Plaza 1 is designed to hold events such as concerts and weddings. It has the following amenities:

- Outdoor stage with bandshell
- Turf Area
- Accent Art/Feature
- Silo Bar
- Vegetative screen
- Food truck access
- Shade trees

Event Plaza 2 is designed to be more informal than event plaza 1:

- Turf Area
- Accent Art/Feature
- Vegetative screen
- Food truck access
- Yard games
- Shade trees

Cost Estimates

Melton Design Group (MDG) met with Slater Construction to discuss current construction costs (as per Sarah Crossley email 5/23/2022) as well as developed some additional costs and some considerations for the facility. These may be summarized as:

- Melton Design Group recommended a stick frame build for the PCC. This will allow more flexibility in the design, materials, and roof connection with the L shaped footprint.
- As an aside, considerations for Prefab steel include:
 - Similar pricing to stick frame but not as easily modified, best to keep as a rectangle as expenses escalate when modifications and façade are added.
 - Best to use for buildings with large spans and high ceilings
 - Minimum 10-month lead time, hard for contractors to give bid that lasts (often rebid when steel arrives on site).
- Stick frame and prefab steel are roughly the same price out of the gate.
Estimated \$300/SF low End Finishes - \$500/SF High End Finishes
- For a 10,000 SF building, estimated cost at \$3,000,000 – \$4,000,000 for just the building. The total with landscaping, fixtures, and a 10% contingency is estimated at \$5,500,000.

Conceptual Design

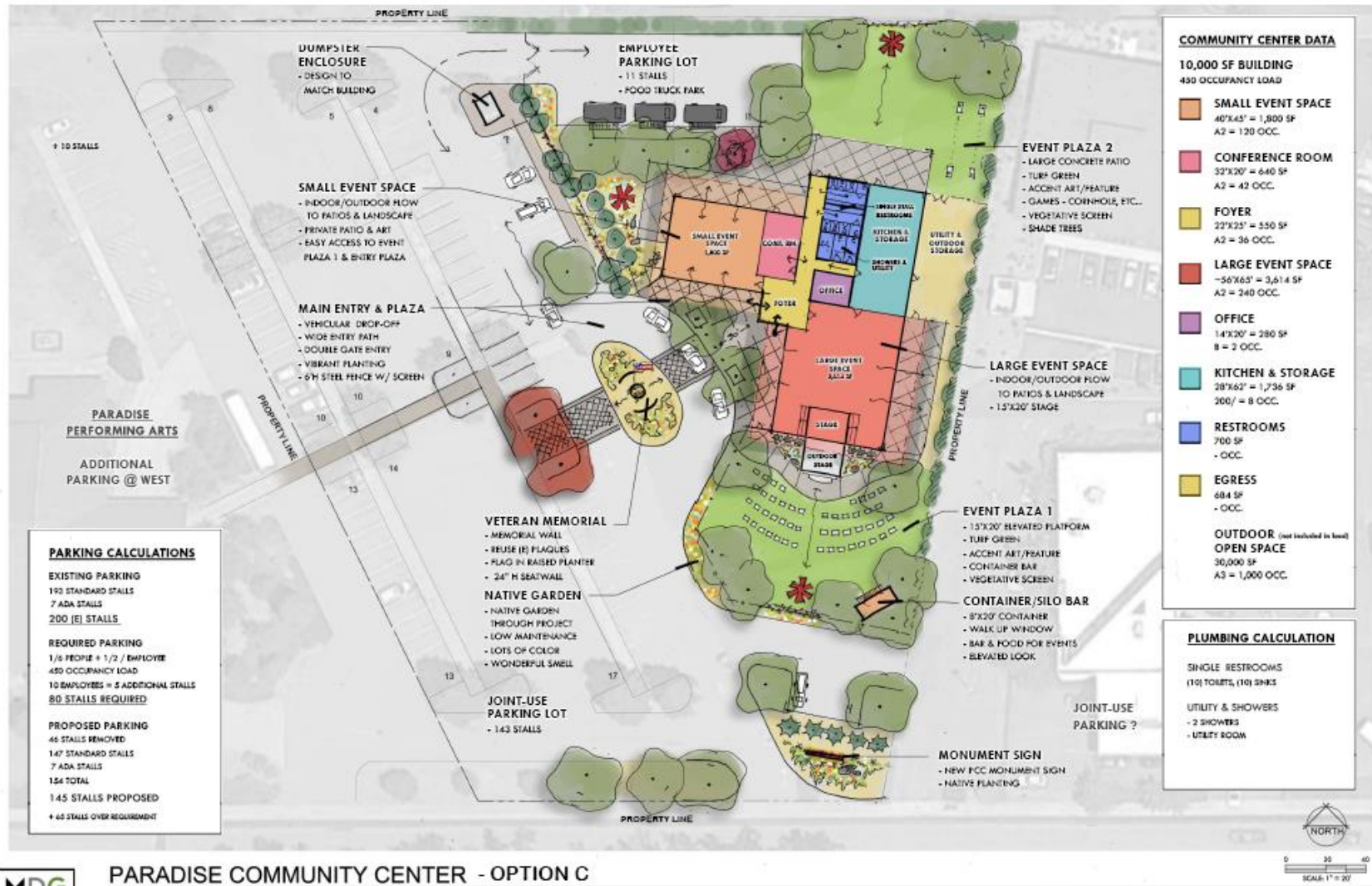


Figure 1. Option C from Conceptual Designs.



Figure 2. Draft Rendering of Entrance Sign



Figure 3. Draft Rendering of Facility from Southwest Corner.



Reconstruction Approach

Provided that the concepts noted above are agreeable to the partners and supplemental funding is available, there are important discussions on the roles and responsibilities of the organizations, and potentially other partners that could join this effort. There are several options to proceed (we define project as inclusive of design, fundraising, construction management, etc.):

1. No Action, Building is not reconstructed.

The no action alternative likely dissolution of PCC and transfer of assets to another non-profit organization or governmental agency, who may or may not choose to develop a similar in-kind and in function building. From a community standpoint, if the facility is not reconstructed, this results in lost opportunities for families and a diminished community.

2. PCC Manages Project.

This requires PCC to complete or manage (hiring of a contractor to complete the project). This may be difficult under the PCC's current capacity. Any rebuilding scenario will likely require a significant fundraising effort.

3. PCC and PRPD develops agreement to jointly manage Project.

The organizations could develop an agreement that articulates roles and responsibilities and details complementary efforts to jointly manage fundraising and construction of the project. While the details could vary, this could look much like the current arrangement with PCC retaining ownership and primary contracting responsibilities, and PRPD providing management and technical assistance to PCC. While Staff can envision the project process, the funding sources will require considerable creativity and a variety of sources.

This arrangement may have substantial benefits as a public private (non-profit) partnership. Staff recommends that the partnership expand to attract other partners or potential funders.

This agreement may also outline the future management of the facility and the roles or participation of additional partnering organizations.

4. PCC and Other Organization(s) develops partnership to jointly manage Project.

Like the above approach, the PCC could develop a relationship with another entity or partner to fulfill a complementary role to complete the project. This organization has not been identified, but a variety of local entities may be able to provide support.

In examining the options, Staff supports any option that results in the rebuilding of a new Community Center. Of course, each of the options above, comes with its own flavor on how active a role the District can take.

Because of the strong partnership and positive working relationship developed between PCC and PRPD over the last few months, we recommend an expansion of the partnership between the 2 organizations.

If agreeable to PCC, PRPD could serve a potential role as a project management role to facilitate consultation, design, construct and review contracts with third parties, and other efforts to support a reconstructed Center. The agreement would also outline the role of PCC as the owner of the project. Additionally, staff strongly recommends an exploration and addition of “ready to join” partners to aid in this effort and maintain momentum toward rebuilding.

Finance

Using broad estimates, financing needs for the reborn facility is estimated at:

Table 1. Construction Estimates and Funding

Item	Estimate (\$)	Contribution (%)
Construction		
Construction costs	\$4,000,000	73%
Landscaping and outdoors	\$600,000	11%
Contents and Fixtures	\$400,000	7%
10% Contingency	\$500,000	9%
Total	\$5,500,000	100%
Total Financing		
Available Funds - PCC		
Insurance Proceeds	\$1,481,405	27%
PCC - PG&E Settlement	-	-
Available Subtotal	\$1,481,405	
Needed Funds		
Outstanding amount	\$4,018,595	73%
Total	\$5,500,000	100%

Obviously, even with an optimistic view, there is a substantial gap between available funds and the completed project. However, a more optimistic view is that the project is over one quarter closer to total funding.

- The estimate does not include any PG&E settlement funding, if and when this is determined, this could be a significant contribution.

- Alternatively, options could include a reduced (or phased) footprint, but this would correspond to a reduced function and counter to the public input limit funding options.
- If the respective boards decide to move forward, Staff recommends pursuing a complete project with the vision developed and utilizing a capital campaign and grant and fundraising efforts. Sources could include:
 - Private donations and construction contributions,
 - Government Grants or loans (Federal, State, and local)
 - Non-profit or foundation Grants
 - Pooled resources from partners.
- The Town of Paradise has indicated that potential funds intended for community building and seniors may be available. The amount has not been estimated.
- The District has not allocated or identified funds for this effort and that exploration would be part of any future exploration of funding options. Likewise, new partners may have resources or funds to devote to the project.
- Because of the apparent regional demand for this size facility, financing may be a viable option with proceeds over time paying for facility financing.
- The accounting of and mechanism to track funds associated with reconstruction of the Center will be critical for success. In addition, good tracking mechanisms will aid in the long-term cost management of the property, especially if leases or rentals will help pay down any financing costs.

Management of Center

If the partnership path is agreeable to PCC and PRPD, then staff recommends that the agreement also envision the long-term management of the PCC. This could include potential partners or organizations that will use the facility, and consideration of the fiscal impact of operations. These scenarios could include:

1. PCC retaining sole ownership and management of the Center,
2. PCC retaining ownership and transferring management to PRPD or other entity.
3. PCC transferring ownership and management to PRPD or other entity.
4. PCC retaining management and transferring ownership to PRPD or other entity.
5. Dissolution of assets.

Because a variety of options are possible, each with their own advantages and disadvantages, staff recommends this exploration occur as part of the next steps.

From a District standpoint, the options and how they relate to public benefits could be folded into the analysis. To provide any fiscal or other contributions, the District must assess if the contribution constitutes a “gift of public funds.”

Commonly, many communities have examples of a “turn-key” facility transferred to a local district once construction is completed. We include other options as well. Some of the options that do not include PRPD in ownership, management, or programming, may

preclude full participation (PRPD would have a similar status as a supportive organization that may support the concept and rent space as needed, but this may limit resources that can be devoted to the effort). As part of the conversation with PATCH the District prepared a summary table of general options (Table 2).

Staff includes the dissolution of assets as a legal possibility (with considerable complications) but not an attractive one for the community as it likely results in a lost opportunity for the community.

Staff would want to leave some room for the exploration of details with the PCC. This could allow for it to either become part of the analysis and recommendations developed during the next phase, or if the direction becomes evident to the organizations during the MOU preparation, it could simply just be described in the MOU.

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Table 2. Preliminary Options for Facility Management

Factor	Non-Profit 501(c)3 Owns And Manages Facility	PRPD In Partnership With Non-Profit Organization	PRPD As Lead On Facility, Non-Profit Organizations Lead On Programming
Description	The non-profit organization is owner and manager of facility.	Develop a shared use or partner agreement that maintains separate governance and outlines contributions and responsibilities. Entities maintain sovereignty.	PRPD is home to non-profit organization(s)s, and partners with other non-profit organization(s) for uses and programming times.
Mission Consistency	District can meet programming goals if space is needed.	Fit with organization missions depending on the agreement.	Consistent. Meets mission statements and multiple goals for organizations.
Model Track Record	Districts rent space, no example of being subservient to a non-profit.	Some similar examples within California Recreation and Parks Districts. Essentially a partnership venture.	Typical model for similar facilities in California Recreation and Parks Districts.
Long Term Stability	Average 501(C)3s may have a short life span. Long term staff not established.	Must evolve with changes in organization status or mission.	PRPD has stability (75 years with various staff changes and is still going strong).
Funding Options	Narrower scope of grant funding restricted to non-profit eligibility. Accepts donations and contributions.	Narrower scope of grant funding restricted to non-profit eligibility. Accepts donations and contributions. May be able to build under regular construction wages.	PRPD can accept funds from many grant programs and even loans, as well as other funding that a non-profit may not have access to. PRPD can accept donations and contributions with the same tax advantages as non-profits.
Economical management	All aspects of human resources fall on the non-profit organization. New overhead costs to be borne by non-profits or new entity. Will have to come up with long-term solutions. Grants to pay for staffing are not sustainable.	Staffing options laid out between organizations and PRPD in agreement.	PRPD: Subsidize staff time pays for scheduling, maintenance, grant writing, etc. Legal counsel and other resources through (California Association of Recreation and Parks District, California Special District Association, etc) already established. Nonprofit: focuses on funding programming and building use, rather than staffing expenses.

Factor	Non-Profit 501(c)3 Owns And Manages Facility	PRPD In Partnership With Non-Profit Organization	PRPD As Lead On Facility, Non-Profit Organizations Lead On Programming
Marketing/Advertising	All marketing and advertising at the time and expense of the organization.	District activities guide, flyers, website, Facebook page as well as non-profit's social media sites	District activities guide, flyers, website, Facebook page as well as non-profit's social media sites
Programming	Programming at the time and expense of the organization.		District programming and non-profit organizations schedule programming. Facility can be rented by non-profit or public.
Revenue	Programming and rentals provide income.	Non-profits schedule their event; charge admission, sell food, operate a gift shop, etc. and receive all the profits.	Government revenue help subsidize efforts. Non-profit organizations pay an agreed upon annual flat rate and focus fundraising on facility use and programs. Organizations schedule their events and keep proceeds minus their agreed upon rate with the District.
Building	Non-profit organization solely responsible building/property maintenance.	Negotiable in agreement.	District owns or leases, manages the property, and covers all expenses on maintaining the property.
Organizational Model	Non-profit representation or new directors? Certain models may preclude PRPD participation.	Separate organizations retain governance.	Elected District Board, District Manager, Staff. District hire full or part time staff for non-profit organizations when necessary.

What's Next

This MOU has provided a fruitful exploration of preliminary options and a compelling vision of a reborn facility. Importantly this process established a positive working relationship with PCC and PRPD. Important findings may be summarized as.

Public support is strong for the rebuilding of the Paradise Community Center as evidenced by enthusiastic responses and strong participation (n=551). Respondents clearly identified important features (flexible indoor and outdoor space, commercial kitchen, facility that can accommodate about 200-300 people, etc.).

The project resulted in a compelling vision for a reborn facility to meet identified needs and can accommodate additional partners for programming, funding, and other roles.

Current insurance proceeds are inadequate to replace the facility and remain a significant obstacle to rebuilding. Vigorous, creative fundraising will be a part of any successful rebuild effort no matter the facility scope. Site advantages cannot be ignored: the PCC owns the property and has some resources, the site is properly zoned, and some basic infrastructure is useable (parking, curb/gutter, septic).

Staff supports any options that result in the rebuilding of the Center. Because of the strong partnership and positive working relationship, we recommend that an expansion of the agreement between PCC and PRPD, is the most likely path for success.

If PCC and PRPD agree to pursue a joint effort to reconstruct the Center, staff recommends that the use of an *ad hoc* working group (with 2 board members from each organization) to aid staff with the crafting of an agreement with PCC. This may include, but is not limited to:

- Reconstruction approach: roles and responsibilities,
- Fundraising and capital campaign strategies,
- Identification grant and/or loan strategies and assistance,
- Exploration and identification of partners and champions to aid in the project,
- Engagement of an architect to design and develop construction costs and plans for the Center,
- Engagement of a contractor to undertake construction,
- Application for any necessary permits,
- Monitoring of permitting and construction activities, and mechanisms to track costs,
- Identification of long-term management and relationships between the organizations.

Alternatively, the project may be divided into phases (such as 1) Design, Costing, Permits, and Partner Building, 2) Capital Project Fundraising, 3) Construction, 4) Long-Term Management). Staff recommends this approach as the entities only agree to the incremental next phase which may help answer some uncertainties and maximize flexibility and adaptation for the next phase. Staff recommends that if agreeable to all parties, that the agreement starts in 2023.

Appendix I – Updated Estimate for the Paradise Community Center

Appendix II – Park Facility Report (Terry Ashe Recreation Center)

Appendix III - Community Engagement and Collaboration

Appendix IV - Conceptual Design for a Reborn Facility