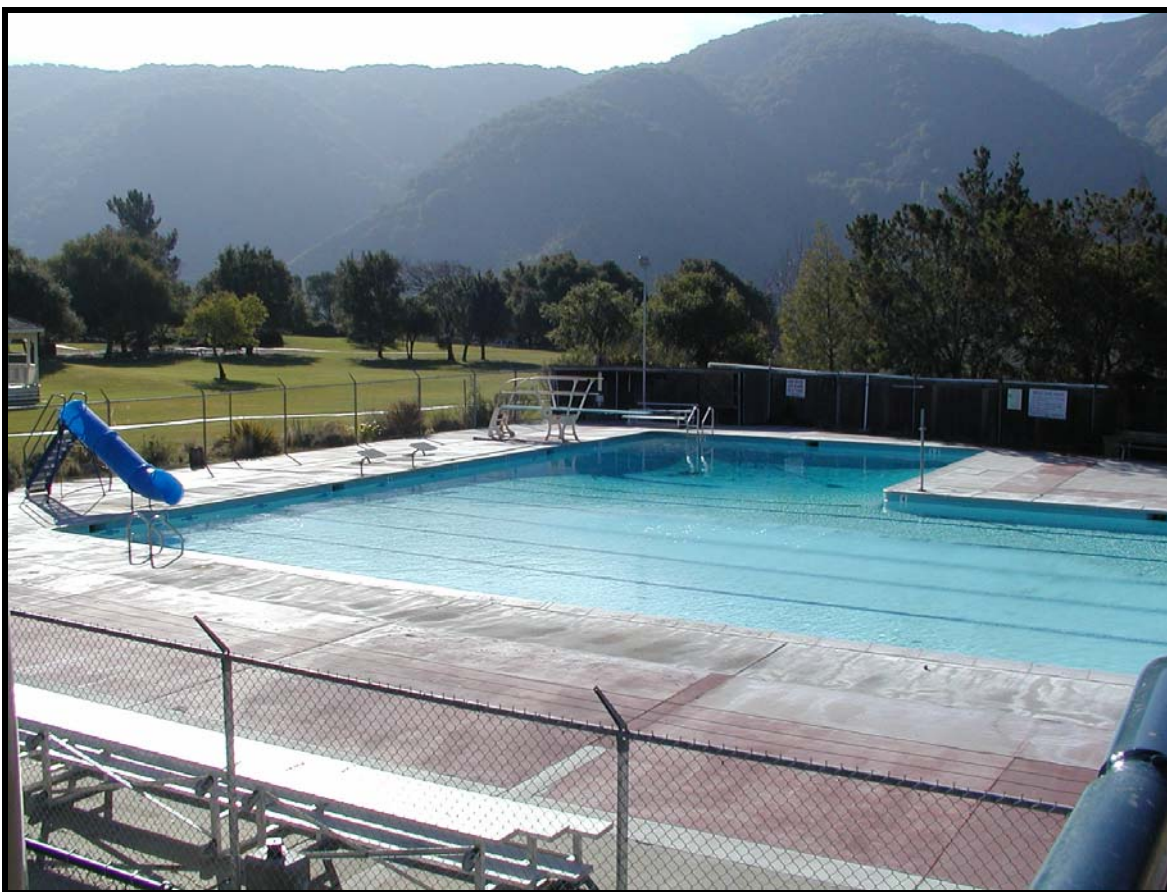




STRATEGIC PLAN

for the

LOWDEN AQUATIC PARK PROJECT



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LOWDEN AQUATIC PARK PROJECT STRATEGIC PLAN

INTRODUCTION AND BACKGROUND

Lowden Park Pool was built in 1960 under the jurisdiction of what is currently the Weaverville/Douglas City Parks and Recreation District (the “District”). A 1991 lease agreement between Trinity County and the District signed described the responsibilities and duties of the 2 organizations related to Lowden Park and its facilities, including the pool. A subsequent agreement was signed in July 2002 and the latest version is now pending BOS approval as of January 2005.

Trinity County owns the Lowden Park property and the District provides community recreation services at the Park, as well as at other locations within the District’s boundaries. Trinity County performs maintenance on the pool facility using County staff and funds. The District administers all the programs involving the Pool and receives revenue from fees charged to pool users. The District also receives funds from the general tax roll (0.007% of the annual property tax amount) collected from property owners within District boundaries, which is used to administer all District activities, including the pool. In 2003, this amounted to \$56,000. Based on recent decisions at the State level, this revenue has been decreased by 10% for 2005.

The Lowden Park Pool has offered many programs, including recreational, competition and lap swimming, as well as swim lessons, therapeutic programs, water safety, and aquatic exercise. Area schools used the Pool as part of their Physical Education curriculum. American Red Cross Life Guard Courses were offered each year, and the District employed local teens as lifeguards and instructors. The Weaverville Swim Team has been holding meets at the Lowden Park Pool for 25 years with 190 children participating in 2003. The annual swim meet hosted at the Pool filled motels, campgrounds and restaurants with guests. Over 1,500 visitors from outside the County also visit the pool annually. Pool users include the Trinity County White Water Search and Rescue Team and local kayak instructors. Access to a pool is obviously a vital resource for water safety skills, healthy physical activity and recreation, in addition to being a draw for tourist dollars. Given the geographic setting of Trinity County, with so much access to water-based recreation, it is critical that our children have the opportunity and instruction to develop water safety skills.

Current Status:

Facility Problems

Lowden Park Pool is over 44 years old and has undergone numerous “patch-up” repairs. The typical life of concrete pools is 20-30 years before deterioration. The Pool is not in compliance with current codes and regulations including accessibility standards and is currently in a state of deterioration. The sides and floor of the pool and the dressing rooms are dilapidated and both the pool heating and filtration systems need replacement. The pool was unable to open during the summer of 2004 and extensive repairs are now necessary for the facility to reopen.

The Operation and Maintenance of the Pool is an ongoing concern for the County as the District has been unable to recoup its costs in recent years. It is expected that a renovated Pool will be more efficient and less expensive to operate than the old, deteriorating Pool. Due to extensive leaks, water, chemical, and heating costs were extremely high. Changes planned for the renovated Pool, such as switching to solar heaters, would cut fuel costs.

Recent Grant History

The District has received 7 grants for improvement to Lowden Park and other facilities since 1975. In 2003, the Park District was awarded a Trinity County First Five Commission grant (in the amount of \$25,000) that was used to hold water safety classes for children 5 years old and under.

In October 2001, the District applied to the State to fund the Lowden Park Pool Rehabilitation Project through the Roberti-Z'berg-Harris Urban Open Space and Recreation Program (RZBH) under the Safer Neighborhood Parks, Clean Water, Clean Air, and Coastal Protection Bond Act of 2000. This application was approved by a Resolution of the Trinity County Board of Supervisors. Kelly Jackson, the District Manager, and John Siegel, for the County Grants Administration Office, submitted the application. Funding for the Pool Project was approved in October 2002. Under the terms of this grant, \$128,571 in match funding (cash and in-kind) must be raised locally in order to receive the \$300,000 grant. In a letter accompanying the grant application, Jeannie Nix-Temple, the County Administrative Officer at that time, pledged that the County would provide this match to the State. Unfortunately, due to the present fiscal crisis, Trinity County can no longer provide the match, and the match funds and in-kind services must be developed and obtained elsewhere.

Funds are also being made available to Trinity County from the 2002 Per Capita Park Bond (Proposition 40) in the amount of \$1.2 million dollars. In April 2004, the Board of Supervisors endorsed the allocation of \$500,000 of this funding toward the rehabilitation of the Lowden Park Pool, if the District could develop a plan to run the pool. Additional funding from this bond will be used to upgrade utilities and other facilities in Lowden Park. At present, an engineering study is underway to evaluate existing facilities and prepare designs for the upgraded infrastructure.

Formation of LAPP

In July of 2002, the District Board began discussions on the implementation of the RBZH grant. These meetings were open to the public and two committees (fundraising and design) were formed to explore possibilities for the improvement of the pool facility at Lowden Park. These committees later formed the Lowden Aquatic Park Project (LAPP) committee, a citizen volunteer group, to support the Weaverville/Douglas City Parks and Recreation District Board. The Fundraising Committee agreed that a survey should be developed and distributed to determine priority community needs for the pool and the level of support for an expanded pool facility. Results of the June 2003 survey indicate that local citizens feel that access to a swimming pool is vital for the safety and well being of all Weaverville area children.

Today, LAPP is committed to activities which lead to the reopening of the Lowden Park Pool, including doing community outreach to identify sources of in-kind material, labor, equipment, and researching cost-saving measures to help move the project forward. In the short-term, we plan to open the Lowden Park Pool for the summer of 2005, if at all possible. As of January 2005, LAPP is in process to secure non-profit status (501c3) and pool fundraising will shortly begin in earnest.

LAPP proposes to fund 2005 pool operation and maintenance by using a combination of sources: an allocation from Weaverville/Douglas City Parks and Recreation District budget (\$10,000), a Trinity County First Five Commission grant (proposed amount \$10,000), user fees (estimated at \$10,000 for a shortened season), and community donations (\$7,800 was raised in one week of a pledge drive). In addition, LAPP will be conducting fundraising in order to raise matching funds (\$128,571) required by the RZBH capital facilities grant. This fundraising will maximize grants from local foundations (Sierra Pacific, Starbucks, etc.), other community organizations (Rotary, Lions, Chamber of Commerce, etc.), as well as ongoing fundraising through raffles, community dinners, etc. coordinated by members of LAPP and the community at large.

LAPP VISION, MISSION STATEMENT, AND GOALS

Vision Statement

The VISION of the Lowden Aquatic Park Partnership is to: (1) provide aquatic recreational facilities, programs and services to serve the needs of our community, and (2) to establish a well-functioning and well-maintained aquatic center that enhances quality of life by offering a diversity of recreational opportunities for people of all ages and needs.

The Lowden Aquatic Park will serve as a place where our children, parents, families, senior citizens, and friends come together to swim, dine, enjoy friends and create new friendships. It also provides a forum to teach citizenship, sportsmanship, swimming, and other educational/physical activities for our children. The center will provide recreational opportunities that enrich the quality of life in Weaverville and adjacent communities.

Mission Statement

The Lowden Aquatic Park Partnership is a private, non-profit corporation created to facilitate the development of a multi-generational, multi-purpose seasonally-operated community pool in Weaverville. We seek to provide a community pool and associated facilities that include an outdoor swimming pool that is capable of supporting swim meets and recreational lap swimming, an adjacent play pool with slide, a toddler pool, and a therapeutic pool. If funds become available and there is sufficient demand, an enclosure for the pool will be developed so that the facility may be kept open year round.

Goals

GOAL 1: QUALITY OF LIFE

Enhance quality of life and community livability by providing an aquatic center for residents, visitors, and others to use to relax, play, exercise, and socialize.

GOAL 2: FINANCIAL SOLVENCY

Develop a long-term funding strategy that employs a variety of funding techniques, including, among others, user fees, taxation options, public-private partnerships, and grants. Ensure fiscal solvency and continual support for basic high quality, long-term maintenance and operations at the Lowden Aquatic Park.

GOAL 3: DEVELOP A SENSE OF COMMUNITY

Promote community involvement through volunteer action. Support stewardship of aquatic center resources such as the development of programs and center maintenance. Support community volunteerism throughout the facility. Provide opportunities for volunteer and community labor in support of goals 2 and 4.

GOAL 4: MAINTENANCE AND SAFETY

Keep all facilities safe, clean, well lit, well maintained, and vandalism free through partnerships with neighborhoods and businesses, and through best industry practices.

GOAL 5: DIVERSE PROGRAMS AND FACILITIES FOR EQUITY

Provide a variety of aquatic recreational experiences. Meet the recreational needs of all ages, physical conditions and lifestyles by providing appropriate facilities and programs to serve the needs of the community.

GOAL 6: COMMUNITY NEEDS

Regularly evaluate unrealized aquatic recreational needs of the community and work to meet these, keeping in mind budget and other resource constraints. Work to provide for future generations and to enhance the use of existing facilities.

GOAL 7: EFFICIENCY AND COLLABORATION

Develop the Lowden Aquatic Park in an economically efficient manner by working with the private sector and other government agencies to provide facilities and programs. Avoid duplication of efforts by coordinating with schools and existing private, nonprofit, and public sector providers. Seek partnerships whenever feasible for using maintenance equipment and personnel, developing facilities, and sharing programming activities. Leverage optimum use of limited land resources and operational funds.

GOAL 8: LONG-RANGE FLEXIBLE PLANNING

Take a proactive approach to planning that maximizes citizen involvement. Be flexible and alert to identify, analyze, and when prudent, seize unique opportunities and partnerships that arise to expand or improve facilities, programs and services as compatible with LAPP goals.

GOAL 9: EDUCATION

Educate residents and visitors about physical fitness and wellness, and lifelong recreational activities.

GOAL 10: ACCESSIBILITY

Provide facilities that are easily accessible for people of all ages and physical conditions within walking distance of the Weaverville community and proximity to places of employment. When feasible, provide parking for motor vehicles and bicycles at facilities.

OVERVIEW OF THE LAPP PROPOSAL

LAPP has envisioned the following phased sequence of implementation based on community needs and typical construction work periods. As specific designs evolve and funding becomes available, it is possible that this phasing plan may need to be adjusted.

Phase 1: This Phase will involve relatively minor repairs and replacement of necessary equipment (new heater, pump, and filter), to allow for an abbreviated summer pool operational period in 2005. Although major facility rehabilitation is clearly necessary, it would not be possible to implement a major construction program to allow community use in summer of 2005. Members of LAPP felt that substantial loss of program and facility momentum would occur if the pool were closed for two consecutive seasons.

Phase 2: This Phase will involve major re-construction of the main pool and associated support facilities and would ideally begin after the end of 2005 pool season (late summer 2005). The intent would be to have the Phase 2 construction work complete by April 2006. Alternatively, depending upon funding, Phase 2 may need to be initiated in 2006. This rehabilitation work would also provide the support infrastructure for a future pool enclosure.

Phase 3: This Phase would involve construction of the toddler pool and therapeutic pool facilities and would occur at least one year after the main pool construction, hopefully after the end of the 2006 pool season. After seasonal facilities are completed, if funding is available, a canopy system would also be purchased which would allow operation of the pool year round. In the long-run diverse recreational facilities may also be developed (e.g., table tennis, pool table, climbing wall, etc.) as deemed appropriate by the community.

PLANNING PROCESS

The Lowden Aquatic Park planning process involves four basic phases:

- Evaluation of Community Needs
- Inventory of Existing Conditions
- Development of Recommendations
- Development of Action Plan and Financing Strategies

LAPP has been involved in a planning process over a period of 28 months. More than 1300 County residents have participated in the process by attending meetings and responding to surveys. LAPP has had several coordination meetings with Trinity County General Services, Trinity County Grants Administration, and the Weaverville/Douglas City Parks and Recreation District.

An extensive public involvement program was been developed and implemented to gather information from the community about the need for aquatic center facilities and programs. The elements of this program included:

- Regular Meetings
- Informational Materials to Trinity County Board of Supervisors and Weaverville/Douglas City Parks and Recreation District Board of Directors
- Coordination with local Schools,
- Coordination with Local Health Care Providers
- Coordination with civic and service groups
- Household Survey

Summary of 2003 Survey Results

In June 2003, the Weaverville-Douglas City Parks and Recreation District spent \$3,000 to send a survey and questionnaire to all registered voters in Trinity County with the exception of Hayfork and Southern Trinity areas. The purpose of the survey was three-fold:

1. To solicit input from the community about the kind of pool facility they would support.
2. To collect some information that would be useful in applying for future grants, and
3. To gauge support for a benefit assessment to provide a secure source for pool funding.

The return of 600 household questionnaires (out of 3,399 distributed, or about 18%) represents over 1300 residents and provides an accurate sampling of user characteristics, participation rates, opinions, and preferences. The survey found strong support for continuation of a community pool at Lowden Park. There was strong support for expanded services, including water therapy and a whirlpool, as well as a slide, diving board, and snack bar. Over 50% would prefer a pool that is uncovered in the summer and covered in the winter, while only a small percentage preferred a summer only pool. Over 50% indicated they would use the pool either once or twice a week during the winter season, if it were covered.

Survey results showed over 3 to 1 support for forming a pool district and 2 to 1 support for a benefit assessment to fund the district. Surprisingly, the survey also showed that many who did not actually use the Pool themselves were still willing to pay an assessment in order to keep a pool open for the community's children. Another result of the survey was an outpouring of volunteer assistance and pledge money that created momentum for the LAPP volunteer group.

NEEDS STATEMENT

Trinity County, with a population of 13,500 people, is in fiscal crisis due to a combination of factors including the financial insolvency of the County hospital and loss of revenues. Lowden Park Pool was closed during the summer of 2004 due to deterioration of the facility, its inability to comply with safety and health codes, and lack

of funding to support pool operations and maintenance. This river's edge community desperately needs a swimming pool to provide swimming experience, for safety and exercise, as well as to contribute to a higher quality of life for its residents. The only remaining community swimming pool in Trinity County is a seasonally operated one in Hayfork, nearly an hour away from Weaverville. Based on public input, it appears that the community strongly supports the need for a community pool. This input also indicates that the Parks and Recreation District should focus on renovating and expanding the aquatic center to meet additional community needs.

The primary District need continues to be developing sufficient funds to operate and maintain renovated facilities and new facilities as they come on line. This is one of the primary areas where LAPP will be involved.

Capital Program

In the fall of 2003, Trinity County General Services obtained two proposals from Redding area firms to fully rehabilitate the existing pool structure and equipment. The proposals ranged from \$254,000 to \$308,000. In addition, substantial renovation of the locker rooms and ancillary facilities is also required. Although it is still early in the design phase of the project, a capital facilities fund of \$1,000,000 is suggested. These numbers will be revised in coming months after additional design study.

Operation and Maintenance Program

For the 3 seasons prior to the 2004 closure, the pool operation and maintenance budget averaged \$44,800 for a 17 week season. Since 2003, many costs such as propane for heating, have increased. Based on the shortened, 12-week season proposed for 2005, it is estimated that 2005 operation and maintenance will cost approximately \$38,000. For a full summer season (17 weeks), O&M is expected to be about \$55,000.

SERVICES OF THE REHABILITATED LOWDEN AQUATIC CENTER

The Lowden Aquatic Park will provide facilities and programs for many aquatic disciplines and interest groups and will be based on community demand and preferences. Currently we have the results of more than 600 questionnaires filled out by individuals who were asked what they would like to have in an Aquatic Park. In addition, members of LAPP have held community meetings in Weaverville to ask for ideas and suggestions. The tentative aquatic center design will include two outdoor pools (one 25 yard lap pool with a deep, recreational extension, and one toddler pool) and an indoor therapy pool. Initially, it is intended to operate the pool on a seasonal basis, from May through September, with limited hours of operation outside of the main summer season. However, the main outdoor pool will be constructed with an option to have a seasonal overhead cover to allow for year round or extended season use, if demand is sufficient. It is intended that the indoor therapy pool be open year round.

Examples of programs that will be offered at the Lowden Aquatic Park include:

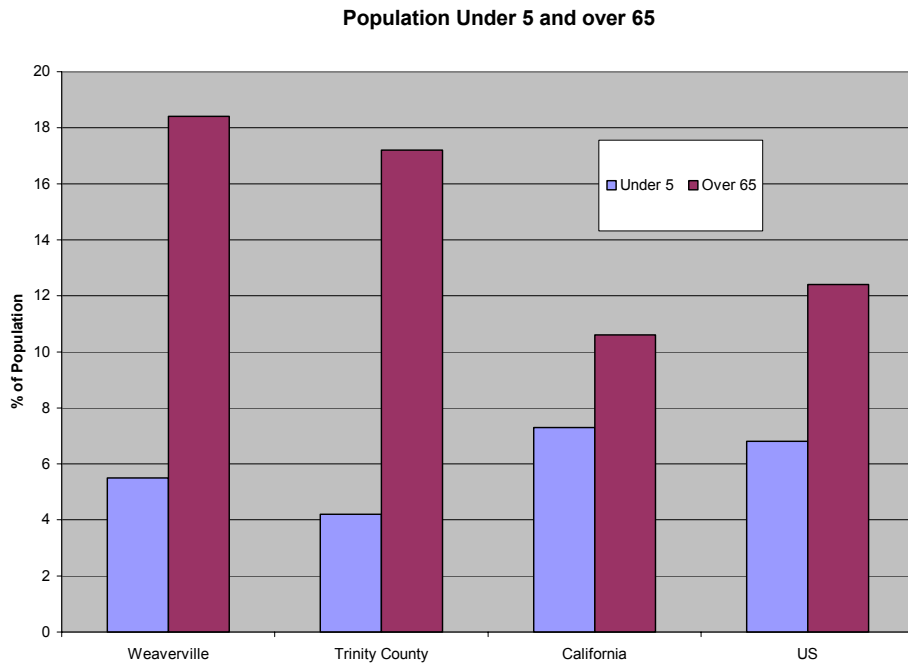
- Open recreation
- Exercise classes (water aerobics)

- Lap swimming
- Competitive swimming
- Facility rental opportunities
- Learn-to-swim instruction
- Special classes i.e. lifeguard training, kayak, scuba, water babies, etc.

We project a conservative regional user population of 500 individuals within a short time of the Center’s renovation and re-opening. In addition, usage figures from other similar facilities suggest that we can expect an additional 300-500 individuals to participate in one or more physical fitness programs during the year. Census data shows 6,000 residents live within a 25 minute drive of Weaverville.

Demographic Summary

According to the 2000 Census, the population of Trinity County is 13,022, which indicates a decline of 0.3% since 1990. Over that same period of time, California grew by 13.6%. The population estimate for 2003 for Trinity County is 13,476, a growth of 3.5% from 2000. 17.2% of Trinity County’s population is over 65 years old, compared to a state average of 10.6% of the total population. 22.7% of Trinity County’s population in 2000 have a disability, compared with only 17.5% of the state with disability. Trinity County’s population under 5 years old is 4.2% of the total compared with 7.3% for California, although Weaverville has more small children than the county average with 5.5% of its population under 5 years old. Demographic forecasts suggest that the age of Trinity County’s population will continue to increase. These figures indicate the importance of developing aquatic facilities that will meet the needs of seniors.



PROPOSED FACILITY BUDGET

Facility Revenues

LAPP has developed the following summary of revenues for the proposed facility based on information collected in a survey of other community pools in the region and historical use of the Lowden Pool. In all cases, these community pools operate at a deficit. These facilities typically generate 30-50% of their operating budgets. Revenue shortfalls are made up from a variety of sources, including property taxes, benefit assessments, County general funds, grants, and donations.

User Fees: The primary pool operating revenue will come from user fees paid for swim lessons, membership passes, pool rentals, and daily admission for swimming and water related activities, including therapeutic classes and sessions. Additional revenues will come from donations, food concessions, and pro shop sales. Approximately, 50% of future operational revenue will be generated from facility use fees or donations.

Historically, the Lowden Pool has received user fees of \$10,000-\$15,000 (over a 4 month operating season). With the renovated and expanded facility and a longer season, we expect user fees to provide a summer season revenue stream of approximately \$25,000, or almost 50% of an expected \$55,000 operating budget. To make sure that no one is turned away, LAPP and various community organizations have discussed developing a scholarship program.

Parks and Recreation District Funding: The Weaverville/Douglas City Parks and Recreation District has indicated that they can provide up to \$10,000 in funding for the pool from their annual property tax revenues.

Grants: In the last few years of pool operation prior to the 2004 closure, significant funding assistance for pool operation was obtained from the Trinity County First Five Commission. LAPP will take the lead in submitting a variety of grant applications with local, regional, and statewide granting agencies and foundations. It is anticipated that \$10,000 in grant monies will be available annually to cover operation costs. Although additional grant funding is anticipated, it is expected that most of these grant funds will support the capital facilities program rather than operating expenses.

Donations: In a very abbreviated pledge drive in the summer of 2004, almost \$8,000 in LAPP support was pledged in one week. Following receipt of its non-profit status, LAPP will undertake a fundraising drive with two components: to raise \$10,000 for annual summer operations, and to raise at least \$200,000 for the capital facilities program. In the absence of a benefit assessment, fundraising will need to make up the difference between other combined revenue sources and the annual O&M expenses.

Benefit Assessment: The 2003 survey showed strong local (Weaverville-Douglas City-Lewiston, and to a lesser degree Junction City) support for the formation of a pool district funded by a Benefit Assessment. LAPP believes that a benefit assessment should ultimately be implemented to provide for stable, long-term funding for the Lowden Aquatic Park, and will continue working in that direction.

Health/Recreation Partnership: The project will include a partnership between the local health care system and the Lowden Aquatic Park to provide a pro-active approach to improving citizen health, focusing particularly on the elderly and children. Members of this consortium will include local Doctors, Chiropractors, Physical Therapists, Trinity Hospital, and local schools. It is too early to determine what amount of revenues such a partnership and its associated programs will provide to the facility.

Facility Expenses

We project an annual operating budget of \$55,000, based on an operation schedule of thirteen hours per day (8 am to 9 pm), seven days per week over a 3 month summer season. Once therapeutic facilities and an extended operating season are in place, the annual operating budget will increase substantially.

The major categories of expenditures are:

Personnel	50%	\$27,500
Supplies	20%	\$11,000
Utilities	15%	\$ 8,250
Misc	15%	\$ 8,250

Summary

The benefits to Trinity County and its residents from a renovated and expanded aquatic park are substantial:

- Weaverville will have a functional and expanded community aquatic park to support the needs of the entire community, but especially for our young and senior citizens.
- Health
- Safety
- Economic benefits (e.g., annual swim meet)
- Summer employment for local teens