



## CHAPTER 6 FINANCING & IMPLEMENTATION

## CHAPTER 6: FINANCING AND IMPLEMENTATION

This chapter provides a financing and implementation strategy for improvements recommended in the Plan. It also provides a six year capital facilities plan that describes near-term funding for projects of highest priority. It needs to be emphasized that developing new park and recreation facilities will have an impact on future maintenance costs. It is with this in mind that this chapter also forecasts what these additional costs will be and recommends a new funding source to cover the potential shortfall.

### 6.1 SUMMARY OF NEEDS

The needs assessment discussed in Chapter 4 revealed immediate needs for sport fields and a future need to acquire and develop parkland in and around the existing communities. Because the County is on the verge of considerable growth, it is important for these communities to acquire land while it is affordable and available.



*Gold Quartz Park, Sutter Creek*

The surveys and public workshop meetings also revealed considerable interest in specialized recreation facilities typically found in other regions such as swimming pools, community centers and sport complexes.

The plan described in the previous chapter maps out a list of recommendations and actions needed to meet existing and future needs of Amador County residents. This chapter lays out a plan to finance improvements of the highest priority. It also discusses specific actions that need to be accomplished to implement the plan.

### 6.2 FINANCING STRATEGY

The total cost of meeting the park and facility needs for the next 20 years will cost approximately \$44.5 million. This excludes the cost of an indoor swimming pool or recreation center and a OHV park. If

these facilities were added to the cost, the number could reach \$50 million. This is more than the County or all of the cities combined could finance in the near term. As a result, a financing strategy is presented that balances the financial capabilities of the County and cities with projects of highest priority. This is presented as a six year capital facilities plan.

The financing plan described below is designed to achieve two goals: 1) provide capital money to acquire and develop park sites of highest priority and 2) develop a stable source of funding for maintenance and operations.

The priority of funding actions was prioritized according to the following criteria:

- Provide a balance of park improvements, park upgrades, and new park development between the various cities and the unincorporated communities.
- Develop facilities that provide the greatest benefit for the most residents.
- Develop a park system that ACRA and the cities can afford to maintain.
- Provide new facilities not currently provided in the region.
- Provide facilities of greatest need.
- Land acquisition should have a high priority because of the loss of potential parkland in the region.
- Low priority facilities include items that private groups can develop and manage or facilities oriented to small special interest groups.

A number of revenue sources are proposed. A major one is to impose park impact fees on new residential development in the county. If calculated based on the actual impact caused by new growth, these fees will fund a significant portion of the recommendations listed in the plan. However, improvements to existing parks and facilities are not eligible for this funding source. The disadvantage of park impact fees is that it takes time to accumulate enough money to fund a project. While impact fees have not yet been calculated, for this analysis, it is assumed that an average rate of \$4,300 per household will be imposed and approximately 400 housing starts will occur per year for the immediate future. Park impact fees have the advantage over general obligation bonds by only requiring 50% voter approval.

Another major revenue proposed is called Quimby Fees. Section 66477 of the Government Code authorizes local jurisdictions to acquire land or money in-lieu of, through the subdivision process. The dedication of land or payment of fees shall not exceed the amount to provide three acres of park land per 1,000 persons residing within the subdivision. If the amount of park land existing within the community exceeds five acres per 1,000 population local jurisdictions may raise the dedication amount to five acres per 1,000 population. All of the cities except Sutter Creek and the county itself exceed the five acre number.

The third major funding source is the creation of a county-wide landscape and lighting district. This assessment would be imposed equally on all parcels in the county. The annual revenue produced can be used to fund acquisition, development, or operations. If a large sum of money is needed at one time, bonds can be sold and debt service paid by future assessments.

The plan also assumes considerable revenue from grants and donations. To meet the financial goals listed below, ACRA staff will have to aggressively seek these revenue sources.

### 6.3 CAPITAL FACILITIES PLAN

#### Revenue Sources

Table 6-1 on the next page identifies potential revenue sources and total revenue produced for a six year period. Table 6-2 identifies project costs and is intended to balance with the revenue table.

**Table 6-1**  
**Summary of Capital Funding Sources (Six years)**  
 Amador County Park and Recreation Plan

Funding Source	Amount
General Fund (\$10,000 annually)	\$60,000
Grants (\$100,000 annually)	\$600,000
Donations (\$50,000 annually)	\$300,000
Impact Fees (\$1,720,000 per year)	\$10,320,000
Quimby Fees	\$2,700,000
Landscape & Lighting District Bond	\$1,000,000
Miscellaneous Sources (\$25,000 per year)	\$150,000
<b>Total</b>	<b>\$15,130,000</b>

**Project Costs**

As stated earlier, the total cost of all the improvements listed in the plan is approximately \$44.5 million. Because of this large amount, projects were prioritized based on the criteria described on page 6-2. Table 6-2 lists projects of highest priority and balance with the revenue forecast shown on Table 6-1. The projects listed below represent improvements in most of the communities. To make the money go further, many of the projects were broken down into phases. An option would be to complete a project at 100% and delete several others. The costs are based on today’s dollars.

For those projects funded in phases, it is hoped that the local jurisdictions will supplement the budget to make the project go further.

**Table 6-2**  
**Project Costs (First six-year period)**  
 Amador County Park and Recreation Master Plan

Area/Agency	Project	Cost (2006\$)
City of Plymouth	Development of Lodge Hill Park	\$260,000
City of Plymouth	Acquisition of community park	\$2,500,000
City of Amador City	Acquisition of neighborhood park	\$1,000,000
City of Lone	Upgrade Grover Park	\$180,000
City of Lone	Upgrade Oak Ridge Park	\$180,000
City of Lone	Expansion of Howard Park	\$580,000
City of Jackson	Oro de Amador Site (Phase I)	\$3,000,000
City of Sutter Creek	Acquire community park site	\$3,150,000
Pine Grove Community	Development of new C. park (phase I)	\$3,500,000
River Pines Community	Rehab of existing park	\$230,000
Camanche Village	Papoose Pond (Phase I)	\$550,000
<b>Total</b>		<b>\$15,130,000</b>

**6.4 MAINTENANCE AND OPERATIONS FUNDING**

The formation of a landscape and lighting district is intended to fund operations of ACRA, finance projects not funded with development fees and to cover the acquisition of park sites in the near term until the park impact fee fund has grown to the point where it can be effectively used.

It is proposed that a landscape and lighting assessment rate of \$30 per household per year be imposed. Of the amount generated per year (\$462,500), about \$308,000 would be allocated to annual operations. The remaining amount would fund debt service for a bond of \$1,000,000. After ten years when the bond is retired, the

entire annual portion would go to annual maintenance and general operation.

## 6.5 IMPLEMENTATION PLAN

Aside from the financing, ACRA will need to take a number of other steps to implement the plan. Some of these are discussed below. The underlying principle of the implementation strategy is to **build community buy-in to ACRA as the primary provider of park and recreation services**. Over time ACRA could assume park maintenance of all city and county parks and be the major provider of recreation programs. *Suggested Steps:*

- **Encourage the County and cities to impose park impact fees:** Since ACRA does not have the authority to collect the fees, a formal agreement will be required to transfer the money to ACRA for project distribution. The Regional Traffic Impact Fee is a model that could be followed.
- **Seek public awareness and support for ACRA:** The financing plan will require voter approval for a tax assessment. ACRA should begin an active campaign of building public support for the program.
- **Establish a formal place in the subdivision approval process:** With the park development and design standards identified in this document, ACRA should provide technical assistance in subdivision review as it relates to park dedication and development.
- **Offer professional advice and services:** At a slow pace, ACRA should begin offering professional advice and services to the various cities. Over time this will build confidence and a willingness to turn over more of the city responsibilities.
- **Contract out maintenance services:** ACRA should begin contracting out park maintenance services to the various cities. By building up a list of clients, professional staff can be hired. This service should be offered at a no-net cost to ACRA.
- **Actively seek grants:** The revenue assumptions identify significant amounts of money for park development. ACRA should begin actively seeking grants. Other money identified in the revenue sources will pay for the local share.
- **Establish an active public participatory process:** To maintain public support in ACRA programs, the public should be involved in major decision making processes.

