

Hacienda Foundation

Hacienda Foundation (HF) BOD

HF Topics

- Background
- Organization
- Impact
- Strategic Plan Summary Results
- Opportunities
- Moving Forward
- Feedback

Messages

- The HF BOD represents a broad range of competencies, and have a common passion.
- We are having impact through events and renovation projects.
- Strategic Plan results support optimizing current facilities and focusing on the grounds.
- To seriously consider major enhancements, quantitative marketing data is needed.
- Strategic planning isn't complete.
- We have had only limited success sourcing large contributions for renovations.

Desired from Audience

- Understand HF background and activities.
- Acknowledge accomplishments to date.
- Understand the Strategic Plan and results.
- Provide feedback and help plan the way forward.

HF Background

- Genesis of the HF was a 2005 Town Council Meeting which formed a committee to develop a 5-year vision for the Hacienda.
- The committee ultimately became the private non-profit Hacienda Foundation
- Mission of the Foundation: To Enhance, Promote and Preserve the Hacienda de Las Flores

HF BOD Members

- John Anderson
- Scott Bowhay
- John Burgess
- Graig Crossley
- Margaret De Priester
- Judy Dinkle
- Steve Forster
- Bob Giomi
- Sharon Metcalf
- Claire Roth
- Frances Silcox
- Sharron Sue
- Gail Tsuboi
- Steve Woehleke

HF BOD Members

Disciplines that we bring to the HF:

- Architecture
- Business Management
- College Administration
- Engineering
- Finance
- Interior Design
- Organizational Design
- Project Management
- Teaching – Secondary and College
- Moraga Town Operations – Former Officials

HF Impact – Broadening Awareness

To increase Moraga residents awareness of the Hacienda, we have held:

- Five Cinco de Mayo Festivals and Four Oktoberfests
 - Community Events Drawing Broad Participation
 - Music, Games, Food, Beverages
 - Supported by range of Moraga volunteer organizations
 - Typ. 500 – 600 attendees
- 4 Wine Events
 - More intimate weekday evening events
 - Usually with local art
 - Typ. ~100 attendees

HF Impact – Renovation Projects

- Fireside Room – Renewed wall and ceiling surfaces, new furniture (MPF purchase) and curtains.
- Bride’s Dressing Room – Turnkey complete upgrading and renewal, and partial renovation of adjoining bathroom.
- Dance Room – Renewed wall and ceiling surfaces, new curtains.
- Second Bathroom in Main Bldg. – Turnkey complete upgrading and renewal.
- Pavilion Ballroom and Bathrooms – HF funded design, provided period finish materials and fixtures, partially funded construction, and provided project mgmt. support.

HF Impact – Renovation Projects

- All done in concert with Moraga Parks and Rec. Dept.
- Supported by other Moraga volunteer organizations; sweat labor and contributions.
- HF has provided design, purchasing, mgmt., labor, and funding.
- To date, HF has invested ~\$50k total in direct funding.
- More valuable than the direct funding is the professional services provided free-of-charge by HF BOD members.

HF Impact – Fund Raising

- The HF has received a single donation >\$100k, which has been partially expended.
- \$1k - \$5k per year cumulative of individual donations are also received.
- Cinco and Oktoberfest events clear \$0 - \$5k per event (building community awareness has priority over fund raising).
- The HF has not been successful at achieving “Foundation or Corporate” interest in providing major funding (and is not likely at least until specific projects are identified).

Hacienda Strategic Plan

**Guiding Objective: To Develop a Hacienda Foundation
Long-Term Vision for the Hacienda.**

Hacienda Strategic Plan Process

- Followed a Multi-Step Process:
 - Agreed on important groundings, boundaries and other characteristics
 - Identified and characterized a wide range of alternatives
 - Agreed on decision criteria and ranking approach (unweighted and weighted)
 - Rated the alternatives against the decision criteria
- The planning effort is continuing. Next objective is to broaden stakeholder input.

Hacienda Strategic Plan Recommendations

- Continue weddings on weekends as they are a significant revenue source. Continue to seek additional revenue opportunities (e.g., cultural events at the Pavilion).
- The grounds should be a priority, including parking at the former corporation yard in combination with establishing visibility/ entrance from Moraga Rd.
- Focus on improving/ renovating existing facilities, but we do not see impetus to enlarge existing structures or construct new structures.
- Pursue renovating the second floor of the main bldg. once a viable use is identified. Viability may be driven by Town decision (e.g., classrooms) over pure economic viability.

Note: The results are based on the judgment of the BOD. Progressing alternatives which involve significant expenditures need a formal and professional marketing study.

Improving Existing Facilities - Potential Opportunities

- Renew and modernize La Sala (e.g., interior reconfiguration, AV, lighting, furniture, surfaces, etc.).
- Renew and modernize the 1st floor conference room (e.g. AV, surfaces, furniture).
- Renew Casitas to enhance instructional uses.
- Remodel/ expand Pavilion kitchen
- Once an application for the second is identified, agreed on and funded:
 - Install lift to second floor.
 - Renovate the second floor, including to make ADD compliant.

HF BOD – Plan Moving Forward

- Continue Community Awareness Events
- Opportunistically grow our funds, husband them, prioritize potential Hacienda opportunities and selectively engage in additional renovation efforts consistent with our mission.
- Seek additional stakeholder input on the strategic plan results.

Questions and Input Please

- Feedback on the HF BOD?
- Strategic Plan Feedback?
- Input on Moving Forward?

Hacienda de las Flores Strategic Plan

Back-Up

Background

Name: Hacienda de las Flores - Strategic Plan

Date Initiated: January, 2013

Overview

The objective is to develop a long-term plan for the Hacienda de las Flores. Success entails endorsement of key stakeholders. The Moraga Town Council is the final decision maker.

Mission

Hacienda Foundation: To Enhance, Promote and Preserve the Hacienda de Las Flores

Boundaries

In Boundary:

- Providing input on the impact of rentals (e.g. weddings) onto the Hacienda as a community
- Identification and preliminary planning for Hacienda facility improvements
- Promotion to the community of the facility - community awareness (e.g. events)
- Hacienda enhancements, which may also enhance for rental purposes
- Raising funds for capital improvements and to fund fun events.
- Hold fun events to raise awareness and funds
- Provide input on future Hacienda use and developments (including modifications), participate as appropriate in implementation
- Executing smaller projects which we can practically execute with volunteers and local contractors
- Study and provide input to the Town on getting Hacienda designated as a Historical Building

Out of Boundary

- Deciding on using Hacienda for exclusive use rentals which impact use as a community
- Considering outright sale of the Hacienda
- Equipment rentals
- Funding Hacienda operations
- Executing the major Hacienda projects, including those we have raised funds for
- Changing historic nature of the Hacienda

On Boundary (need direction from others)

- Changing the historical character of the Hacienda
- Supporting designation of the Hacienda as a Historical Building

Alignment

Stakeholder	Interest	Influence (H,M,L)	Support (H,M,L)
Kimberly and Jay	Moraga P&R - Operate the Hacienda	H	H
Citizens of Moraga	Owners	M	L
Town Council	Ultimate decision makers	H	H
Immediate Neighbors	Impacted by Hacienda environment (noise stops at 9 p.m., in writing?)	H	L
Users of Hacienda Classes	Access to recreational facilities	L	M
Service organizations (use for meetings)	Access to meeting facilities	M	M
Event (e.g. Oktoberfest) attendees	Fun community event, exposure to Hacienda	H	M
Wedding parties, renters (outside revenue)	Access to premier regional wedding event facility	H	L

Alternative Strategy Descriptions

STRATEGY ALTERNATIVE	Description of Strategy
Status Quo	<p>Hacienda is employed both as a Moraga Community Center and for Weddings. Weddings take precedence on Weekends and Friday evenings, especially during the Spring, Summer and Fall. This limits Moraga resident access primarily to weekdays (excluding special events), and the grounds are locked on weekends when Weddings are not scheduled. There are a variety of community events on weekdays.</p>
Moraga Community Center Centric	<p>Residents feel ownership of, and understand, that the Hacienda is their public place, inviting and open for use, including weekends. Will have community events such as small concerts, Wine and Art, Cinco and Oktoberfest. Can include enrichment, classes (music, fitness, etc.), community meetings, teen center, senior center, library annex/ resources, summer and vacation children programs. Concerts and small community events will be held at the Pavilion. Weddings are a secondary priority to community activities. They will be conducted at the Pavilion. Receptions may be held on the main grounds, but after public hours (5 p.m.?) and there will be overlap during set-up.</p>
Wedding Facility Centric	<p>Hacienda enhances its focus on Weddings. Weekends continue to be dedicated to weddings (excepting special events such as Cinco). Means are provided to extend the wedding season to year-round. Focus is to enhance the Hacienda's reputation as a premier wedding venue. Community activities occur on weekdays.</p>
Maximize Hacienda Revenues	<p>Focus is maximizing revenues to achieve and exceed if possible break-even. Invest based on return.</p>
Optimize Utilization and Appeal of Current Facilities	<p>Current structures will be retained, and uses (e.g., weddings) continued for the foreseeable future. Focus will be on enhancing the existing facilities, including improvements to maximize use and improve general appeal of the Hacienda and grounds. Significant capital expenditures will be minimized unless projected to pay out.</p>

Alternatives Matrix

STRATEGY MATRIX

STRATEGY MATRIX						
Alternatives & Options	Overall Action on Hacienda	Hacienda Grounds	Hacienda Building	La Sala	Pavilion	Castas
Status Quo ★	Retain under Moraga Ownership and Control ●●●★▲	No Changes ★	No changes	No changes	No changes	No changes
Moraga Community Center Centric ▲	Sell	Survey grounds, devel. landscape plan, clean overgrowth, improve gardens. ●●▲	Install Elevator to second floor ●●▲	Demolish ●★	Designate it as "wedding location" ●▲	Demolish ●★
Wedding Facility Centric ■	Lease to Outside Party to Operate	Make Moraga Rd. (existing or near Devini) the main entrance	Remodel and decorate select areas to recapture historic character ▲	Upgrade to commercial quality for conference center use ●	Modify to become "reception location" (including kitchen) ■	Refurbish to enhance as an artist studio, work shop, summer, vacation facility, etc. ■
Maximize Hacienda Revenues ●		Convert "corp. yard" area to parking, raise road over creek, create path, one-way entrance ●●▲	Create boutique hotel on second floor ■	Upgrade, devote to community meetings' use (specifics undefined) ▲■	Install removable roof to create "3-season capability" ●	Replace with a new 4-season wedding facility' conference center. ■
Optimize Utilization and Appeal of Current Facilities ●		Create Moraga Rd. sign, decorate grounds/ fence for visibility marketing ●●▲	Second floor functional meeting rooms, leased offices, town offices (flexible design) ▲	Convert into community center (e.g. senior, senior care, teenager)	Designate it as a center for concerts, small events ●▲	Upgrade to a new larger building designed for town meetings/ large classes, etc. ●▲
		Modify to become a true Moraga Park (e.g. weekend access and lavatories). ▲	Mix meeting rooms and boutique hotel on second floor			Upgrade to commercial quality for conference center use ●▲
			Upgrade first floor conference rooms to commercial quality ▲			Turn Castas into Guest Cottage
			Pursue alternative uses for second floor. ●●			
			Convert downstairs to an upscale restaurant ●			

Status Quo Alternative

Status Quo - Hacienda is employed both as a Moraga Community Center and for Weddings. Weddings take precedence on Weekends and Friday evenings, especially during the Spring, Summer and Fall. This limits Moraga resident access primarily to weekdays (excluding special events), and the grounds are locked on weekends when Weddings are not scheduled. There are a variety of community events on weekdays.

Changes to Grounds and Facilities - This alternative doesn't include specifically identified major capital projects. Operation and maintenance of the Hacienda facility will continue as is. Cost effective enhancements to the existing buildings and grounds will be implemented as budgetary funding allows.

Community Centric Alternative

Community Center Centric - Residents feel ownership of, and understand, that the Hacienda is their public place, inviting and open for use, including weekends. Will have community events such as small concerts, Wine and Art, Cinco and Oktoberfest. Can include enrichment classes (music, fitness, etc.) community meetings, teen center, senior center, library annex/ resources, summer and vacation children programs. Concerts and small community events will be held at the Pavilion. Weddings are a secondary priority to community activities. They will be conducted at the Pavilion. Receptions may be held on the main grounds, but after public hours (5 p.m.?) and there will be overlap during set-up.

Grounds - The attractive grounds are a major attribute (currently especially for weddings, other functions and the community in general). However, there are opportunities to improve functionality, especially in the former "Corporation Yard" area. For this alternative primary actions/ improvements:

- Conduct a land survey of the grounds and facility to provide a baseline and enable planning.
- Develop a Landscaping Plan for the grounds, and initiate implementation.
- To create additional parking, convert the former "Corporation Yard" to parking. Provide proper access from the new Parking to the primary grounds (may need to raise road in creek area), and providing a pedestrian path. Make this road "one-way" from Moraga Rd. to the primary grounds.
- To enhance visibility of the Hacienda to the community, install signage on Moraga Rd.
- Provide toilet access, garbage cans and other facilities consistent with community weekend access.

Hacienda Building - The envelope of the Hacienda Building will not change (with potential exception of a small addition to add a lift to the second floor). It's intended for community activities preferentially over weddings. Modifications enacted will be consistent with the current architectural Mission theme. Specific changes proposed to enhance the main building as Moraga's Community Center:

- Make the second floor ADA compliant through addition of a lift to reach the second floor in combination with modifications to the layout and flooring.
- Remodel the second floor using a flexible design to allow it to be used for commercial or town meetings, a conference center, and/ or leased offices/ town offices.
- Remodel the first-floor conference room to commercial quality to enhance revenue generation and community use.

La Sala - The envelope of La Sala will remain as is. Specific changes proposed to enhance La Sala as Moraga's Community Center:

- Renew for meetings and other community uses. La Sala is overdue for renewal and modernization.

Pavillion - The Pavillion will be the primary wedding venue. It will be modified to enhance its use as a reception location.

Castas - Recognizing the limited functionality of the current building, the Castas will be upgraded to a new larger building designed for town meetings/ large classes, etc. Size of the new structure will be approximately 5000 square feet.

Wedding Facility Centric Alternative

Wedding Facility Centric - Hacienda enhances its focus on Weddings. Weekends continue to be dedicated to weddings (excepting special events such as Cinco). Means are provided to extend the wedding season to year-round. Focus is to enhance the Hacienda's reputation as a premier wedding venue. Community activities occur on weekdays.

Grounds - The attractive grounds are a major attribute (currently especially for weddings, other functions and the community in general). However, there are opportunities to improve functionality, especially in the former "Corporation Yard" area. For this alternative primary actions/ improvements:

- Conduct a land survey of the grounds and facility to provide a baseline and enable planning.
- Develop a Landscaping Plan for the grounds, and initiate implementation.
- To create additional parking, convert the former "Corporation Yard" to parking. Provide proper access from the new Parking to the primary grounds (may need to raise road in creek area), and providing a pedestrian path. Make this road "one-way" from Moraga Rd. to the primary grounds.
- To enhance visibility of the Hacienda to the community, install signage on Moraga Rd.

Note: Grounds actions are the same as the Community Center Centric alternative, excepting providing "park" facilities for weekend use.

Hacienda Building - The envelope of the Hacienda Building will not change (with potential exception of a small addition to add a lift to the second floor). Weddings are given preference over community activities. Modifications enacted will be consistent with the current architectural Mission theme. Specific changes proposed to enhance wedding functionality:

- Make the second floor ADA compliant through addition of a lift to reach the second floor in combination with modifications to the layout and flooring.
- Remodel the second floor to become a boutique hotel (chef and staff hired as needed to meet booking demands).

La Sala - The envelope of La Sala will remain as is. Specific changes proposed to enhance La Sala as Moraga's Community Center:

- Renew for meetings and other community uses. La Sala is overdue for renewal and modernization.

Pavillion - The Pavillion will continue as a wedding and reception venue. No modifications are envisioned.

Castas - To provide four-season wedding capability, the Castas will be replaced with a new wedding facility/ conference center. Size of the new structure will be approximately 5000 square feet.

Maximize Hacienda Revenues Alternative

Maximize Hacienda Revenues - Decisions on actions related to the Hacienda are based on maximizing economic return. The objective is to break even if possible (although as a general rule parks do not break even). Invest based on projected returns.

Grounds - The attractive grounds are a major attribute (currently especially for weddings, other functions and the community in general). However, there are opportunities to improve functionality, especially in the former "Corporation Yard" area. For this alternative primary actions/ improvements:

- Conduct a land survey of the grounds and facility to provide a baseline and enable planning.
- Develop a Landscaping Plan for the grounds, and initiate implementation.
- To create additional parking, convert the former "Corporation Yard" to parking. Provide proper access from the new Parking to the primary grounds (may need to raise road in creek area), and providing a pedestrian path. Make the road "one-way" from Miraga Rd. to the primary grounds.
- To enhance visibility of the Hacienda to the community, install signage on Miraga Rd.

Note: Grounds actions are the same as the Community Center Centric alternative, excepting providing "park" facilities for weekend use.

Hacienda Building - For this alternative, options will be implemented which maximize revenues. The first floor will be leased and converted into a gourmet restaurant. For the second floor, commercial options will be sought (not currently identified). If a viable option is found for the second floor, it will be made ADA compliant through addition of a lift to reach the second floor in combination with modifications to the layout and flooring.

La Sala - To maximize meeting rental revenue from La Sala, it will be remodeled to modernize it to commercial quality. If commercially viable, major renovations may be undertaken, including to benefit from the view overlooking the creek area.

Pavilion - The Pavilion will continue as a wedding venue. It will be modified to enhance its use as a reception location (add kitchen).

Casitas - Recognizing the limited revenue generation capability of the current building, the Casitas will be upgraded to a new larger building designed for rental purposes. Size of the new structure will be approximately 5000 square feet.

Optimize Current Facilities Alternative

Optimize Utilization and Appeal of Current Facilities - Current structures will be retained, and uses (e.g., weddings) continued for the foreseeable future. Focus will be on enhancing the existing facilities, including improvements to maximize use and improve general appeal of the Hacienda and grounds. Significant capital expenditures will be minimized unless projected to pay out.

- Grounds** - The attractive grounds are a major attribute (currently especially for weddings, other functions and the community in general). However, there are opportunities to improve functionality, especially in the former "Corporation Yard" area. For this alternative primary actions/ improvements:
- Conduct a land survey of the grounds and facility to provide a baseline and enable planning.
 - Develop a Landscaping Plan for the grounds, and initiate implementation.
 - To create additional parking, convert the former "Corporation Yard" to parking. Provide proper access from the new Parking to the primary grounds (may need to raise road in creek area), and providing a pedestrian path. Make this road "one-way" from Moraga Rd. to the primary grounds.
 - To enhance visibility of the Hacienda to the community, install signage on Moraga Rd.

Hacienda Building - The envelope of the Hacienda Building will not change (with potential exception of a small addition to add a lift to the second floor). Weddings will continue to be given preference over community activities on weekends. Modifications enacted will be consistent with the current architectural Mission theme. Potential internal changes if shown to be economically viable:

- Seek viable uses for the second floor (e.g. regional conference center, class rooms, community facilities)
- Make the second floor ADA compliant through addition of a lift to reach the second floor in combination with modifications to the layout and flooring.

La Sala - The La Sala will remain as is, excepting that it is overdue for renewal and modernization.

Pavillion - The Pavillion will continue as a wedding and reception venue. Outdoor concerts and events will be explored. No modifications are envisioned.

Casitas - The Casitas will remain as is, excepting that it is overdue for renewal and modernization.

Qualitative Assessment of Alternatives

Qualitative Assessment of Strategies

Strategy Alternatives	Positives	Negatives	Hunch	Critical Success Factors
Status Quo	No additional effort required. Limited risk. Hacienda will continue as an attractive Moraga asset. Allows for enhancements later.	Doesn't address current deficiencies, including limited parking. No revenue enhancements.	Easy but lacks longer-term sustaining vision.	Continued support of the Hacienda "as is" by town residents and Town Council.
Moraga Community Center Centric	Change in focus to the community enables Hacienda to truly become Moraga's dedicated Community Center, not subservient to "weddings". Enabler to more community activities, especially on weekends.	Reduced revenues from wedding rentals. Many Moraga citizens take "pride in ownership" of the Hacienda as Moraga's own premier wedding venue. Cost to convert corporation yard to parking may be prohibitive.	Benefits of Hacienda being Moraga's dedicated Community Center will not outweigh the negative effects of reduced wedding	Finding alternative revenue replacement to weddings to sustain the Hacienda.
Wedding Facility Centric	Enhances Hacienda as a premier wedding facility. Potential use of hotel beyond just weddings. Consistent with other historical structures which have been converted into hotels/ restaurants.	Revenues from hotel have to fund capital cost of conversion plus part-time operations (unless demand justifies full time operation). Cost to convert corporation yard to parking may be prohibitive.	Limited additional revenues won't justify the capital and operating costs of turning the second floor into a hotel.	Finding a viable successful go-by model and getting confidence in success of the hotel to justify the risk. Market demand for hotel.
Maximize Hacienda Revenues	Rigorous commercial approach maximizes the opportunity to erase deficit, and turn a profit.	Further reduces focus on the Hacienda as Moraga's Community Center. Use for second floor of the Hacienda not identified. Cost to convert corporation yard to parking may be prohibitive.	Too radical.	Desire to retain Hacienda, yet do what is needed to make it profitable.
Optimize Current Facilities	Retains current successful mix of uses. Efficiently focuses investments on primary opportunity areas; the grounds and within the existing Hacienda envelope. Allows for further enhancements later.	Use for second floor of the Hacienda not identified. Cost to convert corporation yard to parking may be prohibitive.	Compromise phased approach.	Funding the corporation yard conversion and identifying practical use for the Hacienda second floor.

Quantitative Assessment – Unweighted Criteria

UNWEIGHTED SCORING						
Scope Description:	Status Quo	Community Centric	Wedding Centric	Maximize Revenues	Optimize Current Facilities	
DECISION CRITERIA						
Consistency with the Hacienda being Moraga's Community Center (community activities, access, emotional connection)	3	9	2	1	5	
Revenue sustainable (covering costs)	5	3	8	9	7	
Amount of capital expenditure required to achieve the alternative	8	3	3	1	6	
Consistency with current zoning and restrictions historically enforced to minimize impact on neighbors	10	7	2	2	9	
Maintains historical character of the Hacienda and grounds	8	7	7	6	8	
Totals	34	29	22	19	35	

Scores range from 1-10, with 10 being the best. Highest total scores favor that alternative.

Quantitative Assessment – Weighted Criteria

WEIGHTED SCORING						
Scope Description:	Criteria Weights	Status Quo	Community Centric	Wedding Centric	Maximize Revenues	Optimize Current Facilities
DECISION CRITERIA						
Consistency with the Hacienda being Moraga's Community Center (community activities, access, emotional connection)	4.5	14	41	9	5	23
Revenue sustainable (covering costs)	3.5	18	11	28	32	25
Amount of capital expenditure required to achieve the alternative	2	18	6	6	2	12
Consistency with current zoning and restrictions historically enforced to minimize impact on neighbors	3	30	21	6	6	27
Maintains historical character of the Hacienda and grounds	4.5	36	32	32	27	36
Totals		113	110	81	71	122

Weighted scores are the product of the un-weighted scores and the criteria weightings.

Hacienda Second Floor Identified Options

	Positives	Negatives	Information Needed	Hunch
Multifunctional for Moraga community - classrooms, meeting rooms, reading room:	<ul style="list-style-type: none"> - Consistent with Community Center Purpose. - Currently lack space. 	<ul style="list-style-type: none"> - Demand in Moraga? - Handle with upgrading existing 1st floor and LaSala? 	<ul style="list-style-type: none"> - Projection of demand and revenues. 	<ul style="list-style-type: none"> - Good option if there is demand.
Office space to be offered for lease.	<ul style="list-style-type: none"> - Revenue enhancement. 	<ul style="list-style-type: none"> - Inconsistent with Community Center Purpose. - Available space in Moraga suggests insufficient demand. 	<ul style="list-style-type: none"> - Marketing report to establish financial viability. - Acceptability to town. 	<ul style="list-style-type: none"> - Unlikely to be a good option.
Artist and other craft studios:	<ul style="list-style-type: none"> - Consistent with Community Center Purpose. - Currently lack space. 	<ul style="list-style-type: none"> - Demand in Moraga? - Tough to make revenue neutral. 	<ul style="list-style-type: none"> - Projection of demand and revenues. 	<ul style="list-style-type: none"> - Culturally attractive, but is a luxury the town can't afford.
Apartments for lease:	<ul style="list-style-type: none"> - Revenue enhancement. - Potential lower income housing. 	<ul style="list-style-type: none"> - Inconsistent with Community Center Purpose. 	<ul style="list-style-type: none"> - Marketing report to establish financial viability. - Acceptability to town. 	<ul style="list-style-type: none"> - Unlikely to be a good option.
Boutique hotel	<ul style="list-style-type: none"> - Revenue enhancement. - Moraga lacks a hotel. - Complimentary to weddings function. 	<ul style="list-style-type: none"> - Inconsistent with Community Center Purpose. - Is there demand? 	<ul style="list-style-type: none"> - Marketing report to establish financial viability. - Acceptability to town. 	<ul style="list-style-type: none"> - Might fill a niche, but will be tough to make financially viable.