

Hacienda de las Flores

CONCEPTUAL FEASIBILITY STUDY
NOVEMBER 9, 2016



gouldevans

*This Conceptual Feasibility Study for
Hacienda de Las Flores was produced by*

gouldevans

in association with



and with contribution from



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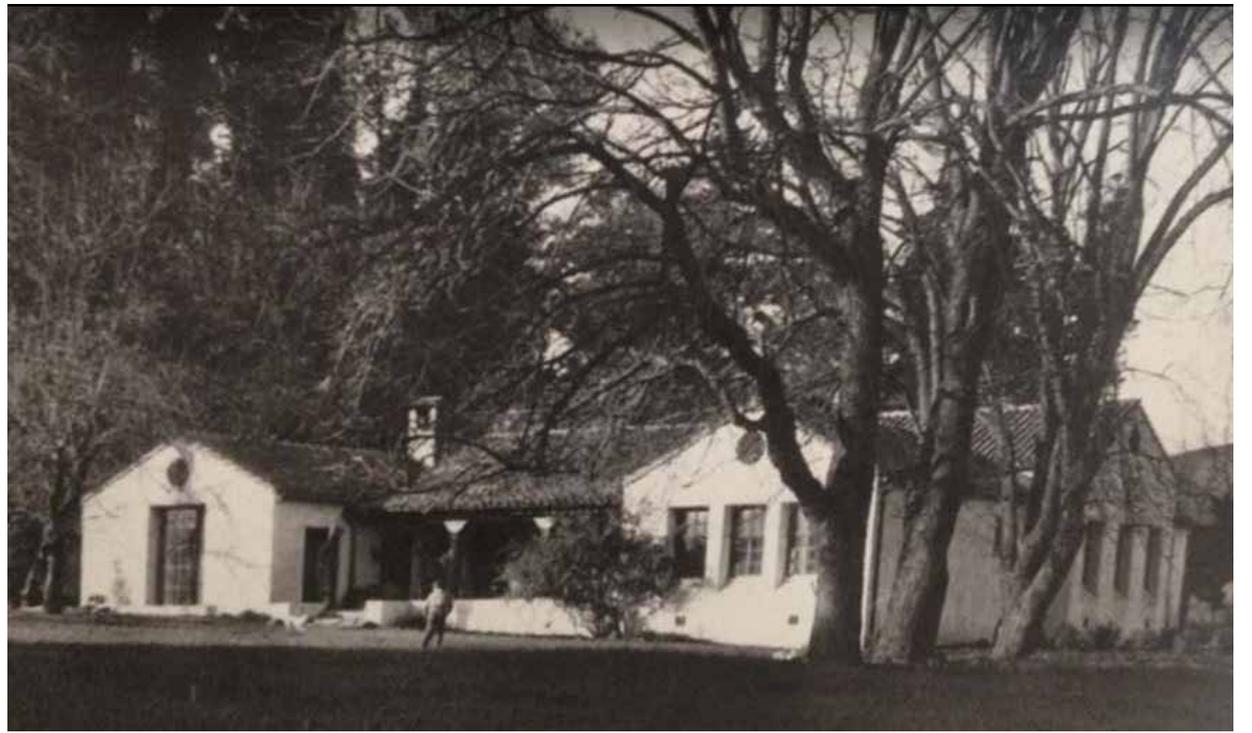
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HISTORY & BACKGROUND

The Hacienda de las Flores property is a nine acre site located in the Town of Moraga. It was originally a 26 acre site, which was purchased by Gertrude Mallette and Alberta Higgins. The two women intended to construct a home for orphaned children; however the State of California rejected the operating permit. Instead, the women proceeded to design and build the Hacienda de las Flores. Over the course of time, Donald Rheem, the son of William S. Rheem who founded the Standard Oil Company of California, purchased the property and continued to make significant additions to both the primary structure and the grounds. Rheem then sold the property to the Christian Brothers of St. Mary's College in 1961. In the early 1970's, the property was sold once again to the Moraga Parks and Recreation Authority and has been in the Town's land holdings since 1977. The Hacienda de las Flores continues to be a community center for recreation and cultural events, and maintains one of the most beautiful public garden settings and environments in the East Bay.





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IDENTIFYING NEEDS

The Town of Moraga would like to increase the utilization of the Hacienda de las Flores property to offset the financial demands of the property's maintenance. Recent financial reports identify a \$250,000 annual general fund expense, including staffing, to maintain the buildings and grounds of the Hacienda de las Flores. The site is currently used for special event venues and community enrichment programs, such as youth camps and adult programs. While these programs remain popular with the community, other facilities in the Lamorinda area directly compete for these services by offering more functional spaces. The special event bookings have declined in recent years, also due to the increased competition in the area. In addition, there has been significant deferred maintenance for the main Hacienda building and the three additional structures on the property—the Pavilion, the Casita and La Sala—which will need to be addressed.

Since 2006, the Town of Moraga has sought ways to develop a comprehensive vision for the property, which would balance both community and public uses along with other revenue-generating programming. The Town considered a Public-Private Partnership (P3) to find that financial balance of uses, and to help the property become self-sustaining. Ownership of the property would remain with the Town of Moraga. Six guiding principles were established to assist the Town with solicitation of architectural firms to:

1. Think creatively with the entire 9.6 acre parcel
2. Optimize the uses of the property and increase revenue opportunities



MEETING SCHEDULE

TUESDAY, 02 JUNE 2015
COMMUNITY MEETING #1

TUESDAY, 09 JUNE 2015
COMMUNITY MEETING #2

MONDAY, 22 JUNE 2015
HACIENDA FOUNDATION

SUNDAY, 07 JUNE 2015
LAMORINDA WINE GROWERS ASSOCIATION

TUESDAY, 07 JULY 2015
ST. MARY'S COLLEGE OF CALIFORNIA

WEDNESDAY, 08 JULY 2015
TOWN COUNCIL MEETING

MONDAY, 17 AUGUST 2015
COMMUNITY MEETING #3

TUESDAY, 19 AUGUST 2015
GAYLE SOMERS (HOME/MADE KITCHEN CAFE & BAKERY)

TUESDAY, 03 SEPTEMBER 2015
DEVELOPER THINK-TANK

FRIDAY, 02 OCTOBER 2015
TOWN OF MORAGA, PUBLIC WORKS

TUESDAY, 26 JANUARY 2016
MORAGA-ORINDA FIRE DISTRICT

3. Display an ability to work successfully with developers and investors
4. Optimize the public-private partnership opportunities
5. Exhibit an ability to create balance between a community center destination and income generating activities
6. Retain the historical and architectural characteristics of the property even if some structures are significantly remodeled or demolished

The Town proceeded with a Request for Proposal process to select a qualified architect to develop a conceptual feasibility study based on the existing analysis and a community process. Gould Evans, Inc. was approved for this study by the Town Council in May 2015. The challenge for Gould Evans and the community was to turn the vision into reality and, specifically:

- Improve the unique mixed-use area as a community asset with a focus on increased usage of the property
- Develop/improve facilities based on high quality design standards
- Establish consistent design principles throughout the property
- Provide public cultural, recreational and entertainment space
- Attract quality commercial operations to create additional revenue to make the facility financially sustainable
- Address existing and future needs for community events
- Be consistent with the Town's General Plan

With the Hacienda's 100th anniversary in 2016, this process was intended to establish a financially viable, sustainable and exciting opportunity for the property over the next 100 years. The process with the community, local and regional business Think-Tanks and Town of Moraga public officials began immediately.

COMMUNITY MEETINGS

Gould Evans conducted two community input meetings in early June 2015. These meetings were open to the general public and invited stakeholders with the goal of having an honest conversation with open communication regarding ideas for future development of the Hacienda de las Flores. For both meetings,



introductory statements were made by Jay Ingram (Town of Moraga Parks and Recreation) and Bob Baum (Gould Evans) to define the process and establish a basis of conversation. Gould Evans was tasked with developing two conceptual site plans for review by the Town Council Meeting on Wednesday, July 8th, 2015. The community outreach was intended to give Gould Evans feedback to optimize the future use of the Hacienda property. This would also serve to develop a financially sustainable project based on a public-private partnership model and to create a balance between a community center destination and income generating activities. The discussion involved a three stage process: Facts, Goals, and Concepts:

FACTS

The “Facts” segment of the meeting focused on community input regarding accepted statements about the Hacienda site itself and how it fits into the greater Moraga context. The Gould Evans team created two aerial site plans to encourage specific information sharing. The consistent issues were as follows:

- GENERAL – 9.6 acres of land; close to residential areas; deferred maintenance on all structures; hill + trails (steep hill, geology of site to be identified); primarily park
- FIRE, LIFE SAFETY AND SYSTEMS ISSUES – no fire hydrants on property; eucalyptus grove at west side of property is a fire hazard; MEP (mechanical, electrical, plumbing) systems are non-compliant to current codes
- TRAFFIC AND PARKING – parking limited, especially for large community-wide events; most people enter the site from Donald Drive
- NOISE ISSUES
- SITE ACCESS AND IDENTIFICATION – Hacienda site has little to no visibility from Moraga Road; limited and inadequate signage, lack of “identity”; remote, feels disconnected from Moraga; feels inaccessible; not physically linked to community other than by car; limited access to the disjointed bike path system; main vehicular gate locked on weekends unless there are special events; property access via walking/hiking paths are available 24/7



- FACILITY USAGE – schedule can limit facility usage; most events rely on the outside spaces to accommodate larger events; facility is under-utilized; facility cannot adequately accommodate events with more than 50 inside if it rains
- PRIOR SITE USAGE – former café, only open during daytime, Monday–Friday
- ECONOMICS – Competition for event spaces include: Orinda Country Club, Moraga Country Club, Serbian Holy Trinity Cultural Center, and Saint Mary’s College
- HISTORICAL RESOURCE – listed in county’s draft and Town general plan; buildings more than 50 years old will be treated as a historical resource, not yet on the national/state/local registry
- ACCESSIBILITY – the Hacienda is not ADA accessible, neither first nor second floor; Pavilion has recent ADA upgrades; no ADA accessible path of travel exists linking the Pavilion to the rest of the property; La Sala is primarily accessible; the Casita is not ADA accessible

GOALS

The “Goals” segment of the meeting focused on the “big picture” direction for the Hacienda. To be clear, the group was encouraged to consider broad ideas and goals, not necessarily specific programmatic needs. Each member of the audience was given an index card and asked to write down three goals which they felt would be the most significant for the Hacienda. This exercise is called “Pass and Call.” The cards were then passed to the right. The new holder was asked to circle the idea which resonated with them and that they felt would be the most significant. This was repeated once more. The Gould Evans team then gathered cards and a discussion began regarding the items circled. The “Goals” were grouped and discussed. The goals generated were as follows:

- PARKING – provide additional on-site parking
- ECONOMIC VIABILITY – capitalize on existing assets; must be financially sustainable; balance income generation and development; balance public and private usage
- COMMUNITY CENTER – community events; educational events
- HISTORICAL RESOURCE ENHANCEMENTS – preserve beauty of existing structures





- DESTINATION VENUE/CENTER – place to stay with an event space; consider adding additional facilities; provide indoor space for 150-200 persons
- USAGE – open on weekends; broad community usage; facility to be usable all year round; multi-generational usage; multi-functional, highly flexible
- SITE IDENTITY – more physically visible from Moraga Road, Enhance Hacienda as iconic symbol of Moraga
- RESPECT NEIGHBORS AND NEIGHBORHOOD – any development should be sensitive to the residential neighborhood; consider noise, acoustics, hours of usage, support services provided
- SUSTAINABLE, ECOLOGICAL, SOCIAL, FINANCIAL – improve park resources
- ACCESSIBILITY – Pavilion to be made accessible with the rest of the site; create accessible pathway from lower portion of the site to upper; make all structures ADA accessible

CONCEPTS

The meeting concluded with the “Concepts” segment which went into more depth on the specific programmatic possibilities for the Hacienda site. The format was an open discussion. Following the discussion, community members were provided with green and red dots for “dot polling” of the proposed concepts. The proposed concepts were as follows:

- DINING / RESTAURANT – catering kitchen as well as commercial kitchen; kitchen to be used for private events; outdoor dining; appeal to local Moragans; appeal to people outside the area
- COMMUNITY CENTER – new facility space for 150-200 people; rentable, flexible, multi-functional; conference/meeting rooms
- EPICUREAN KITCHEN AND EDIBLE GARDEN – educational program; demonstration kitchen; farm-to-table; opportunity to restore Moraga’s agricultural history with pear trees etc.
- WINE TASTING / WINE BAR – showcase opportunity for Lamorinda Wine Growers Assoc. and local wineries; wine cave; small music venue; social gathering lounge

The Lamorinda Wine Growers Association is commemorating 10 years of existence;
There are approximately 100 vineyard/winery owners in the Lamorinda region;
The Lamorinda area has been designated as an AVA;
History of Hacienda is associated with Christian Brothers (Brother Timothy - CA Wine Pioneer)

HACIENDA DE LAS FLORES IN MORAGA - A GREAT PLACE FOR:

- ❖ Displaying, distributing and tasting locally produced wine;
- ❖ Holding events during harvest, release of wines, etc...;
- ❖ Barrel tasting festivals, social charity auctions and special celebrations;
- ❖ Lectures and classes on wine making/viticultural topics, etc...;
- ❖ A cave, to store wine, rehearsal dinners, tours, etc...;
- ❖ A picnic area, for wine tasting - food & wine pairing;
- ❖ A Boutique style small wine making operation.

Based on the above mentioned potential concepts, Hacienda de las Flores could possibly become a home for the Lamorinda Wine Growers Association.



Lamorinda Wine Growers Association

J. Magalhaes - June 7, 2015

- OPEN SPACE PARK – community recreation opportunities: bocce ball, bike rental; performance area / amphitheater
- CONNECTIVITY TO MORAGA COMMUNITY – connect to bike path and pedestrian system; partner with Moraga Unified School District to create safer routes to the neighboring school
- SENIOR CENTER – spaces for senior activities and uses
- ART PARK – sculpture garden; opportunity to activate the entire Hacienda site; gallery openings
- TEEN CENTER – facility to support teen uses and activities
- BOUTIQUE LODGING – overnight accommodations for Moraga events (both public and private); meeting room spaces

Visioning sessions were held with the Hacienda Foundation, the Lamorinda Wine Growers Association and St. Mary's College. Many of the ideas communicated at the two community meetings were also shared by these organizations. The Hacienda Foundation supported more visibility for the Hacienda property, with the hope of improving traffic patterns and exiting around the site. They also emphasized the need for a 200-250 person capacity, interior year-round gathering space. This new facility would be supported by the existing kitchen and possibly another. The Lamorinda Wine Growers Association, with the new designation as an AVA, proposed a location to showcase their wines, such as a wine cave with picnic areas. A small wine making facility, available to the local growers, was also suggested. St. Mary's College identified a need for hotel accommodations closer to their campus. After a follow-up meeting with St. Mary's College in March 2016, President John Donahue, PhD. expressed great enthusiasm for the direction of the project and reinforced their continued interest in an inn with rooms for guests and visitors (see page 41).

GEOLOGY ANALYSIS FOR POTENTIAL WINE CAVE

A review of the site's geology by Scott Lewis with Condor Earth Technologies, Inc. produced the following conclusions:

- Hillside site adjacent to Hacienda is favorable for a new wine cave
- Geology can support an underground room for gathering of 30+ persons
- Wine Cave will require a second exit
- Recommendation to retain the existing wine cave as a historical "exhibit"

REGIONAL DEVELOPER THINK-TANK

TUESDAY, 03 SEPTEMBER 2015

ATTENDEES:

Mark Zuffo, Josh Bagley (Presidio Trust)
Marshall Pike, Hollie Potts (California Parks Company)
Joel Roos (Pacific Union Development Company)
Dick Sandler (Hayes Street Grill)
Stephen Singer (César)
Denise Pinkston (TMG Partners)
Leigh Silkunas (Commune Hotels + Resorts)
Lara Hermanson (Farmscape)
Andy Boggeri (Pv Event Group)
Jay Ingram, Parks & Recreation Director (Town Of Moraga)
Bob Baum (Gould Evans)
Douglas Thornley (Gould Evans)
Lauren Maassn (Gould Evans)
Kristian Mizes (Gould Evans)

BIG IDEA QUESTIONS:

Focus more on “what” the Hacienda could be,
rather than “how” it will be achieved

Is the Hacienda serving the local community
or is it a destination?

Is the Hacienda public or private?
To what extent is it public?

DISCUSSION & CONSENSUS:

Supportive of new entry off Moraga Road – Better Visibility

Supportive of lodging with 4-6 rooms
and special event facility

Consider limited focus on lodging
and special event rental aspect

Lodging could support a restaurant;
would also need community support

Community pool may not generate
enough revenue to be viable

Marketing Study recommended



MEETING OUTCOMES: PROJECT GOALS ESTABLISHED

BROAD COMMUNITY USAGE
MULTI-FUNCTIONAL / HIGHLY FLEXIBLE SPACE

PLACE FOR SOCIAL GATHERING

YEAR ROUND INDOOR GATHERING SPACE
FOR 150-200 PERSONS

ENHANCE SITE IDENTITY AND VISIBILITY

ENHANCE HISTORIC RESOURCE AND PARK

DESTINATION VENUE / CENTER
DINING, LODGING, WINE TASTING, CELEBRATE ART

FULLY ACCESSIBLE

FINANCIALLY SUSTAINABLE

RESPECT FOR NEIGHBORS AND NEIGHBORHOOD

REGIONAL DEVELOPER THINK-TANK

The Regional Developer Think-Tank brought together leadership in the Bay Area around development interests and public-private use of public lands. The Think-Tank included representatives from The Presidio Trust, California Parks Company, restaurateurs, resort expertise, and Pacific Union Development Company, which specializes in Public-Private Partnerships (P3). The group explored the financial viability of lodging, an expanded special event usage, a restaurant, pool and spa. The group consensus was to limit the focus on what the Hacienda already does well—special events. The event site would support a new lodge/inn. It was recommended that a restaurateur provide sole services for all the special events and in turn the restaurant facilities. The group was less enthusiastic about a pool and spa idea, as the maintenance and facility costs can be challenging. The participants identified two paths forward:

- MINOR INVESTMENT – less investment in public uses; no private development; maintain as a public community resource with limited facility use; avoid triggering seismic upgrades by leaving structures as-is predominantly
- MAJOR INVESTMENT – invest with private development money; project has to be substantial enough to attract private dollars

MEETING OUTCOMES & PROJECT GOALS

The Moraga community meetings and regional expertise provided valuable insight into forming the new vision for the Hacienda de las Flores property development. The thorough and heavily involved process to identify the needs of the community, resulted in a clear set of project goals being established that the Gould Evans team could address through the design process.

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DESIGN PROCESS

EXISTING SITE

The site for the Hacienda de las Flores is located close to the center of the Town of Moraga, within a residential neighborhood. However, its location remains somewhat hidden. The primary entrance and exit is currently off Donald Drive. There is limited signage and wayfinding to the site. A secondary entrance is located off Moraga Road, again with limited visibility. The four structures (the Hacienda, the Pavilion, the Casita and La Sala) are interspersed throughout the 9.6 acres site, and they occupy different topographical areas. The Hacienda, the Casita and La Sala are organized around a central park meadow area with large specimen trees. The structures are connected with a single lane road and park-like pathways. The Pavilion is located at a lower elevation by the existing creek. The garden area in front of the Pavilion is surrounded by cement stone walls. The facilities are not currently connected with an accessible path of travel. In addition, the roadway is relatively steep in two locations, making visibility challenging. A small wine cave exists to the west of the Hacienda, within the eucalyptus grove hillside. Parking extends from the existing entrance on Donald Drive to a prior access connector on Devin Drive; this prior access connector is used for emergency vehicle access only. The existing Laguna Creek has been rerouted into an underground culvert around the Pavilion area as part of a FEMA improvement. The community has an interest in daylighting the creek at some time in the future. A hiking path passes through the property, connecting to a network trail system in the area, including the Cindy Waxman trail. A small botanical garden is maintained along the north and east boundaries.

EXISTING SITE



The Hacienda accommodates multiple community programs and houses the Moraga Parks and Recreation Department. One commercial kitchen exists on the ground floor. The Fireside Room, considered the heart of the Hacienda, opens to the beautifully manicured garden. The building is not currently ADA accessible. There are two offset levels for both the Ground floor and the Second floor, making neither floor level fully accessible.

PRESENTATION OF CONCEPTS

CONCEPT A: COMMUNITY CONFERENCE CENTER & INN AT HACIENDA DE LAS FLORES

The Community Conference Center and Inn at Hacienda de las Flores seeks to provide an equal balance of public and private uses on the site. The private business opportunities are located at the Hacienda, while the community programs and amenities can be placed at the Casita or Pavilion area. A new entry is proposed at Moraga Road or Devin Drive to relieve the residential streets of day-to-day traffic and circulation in and out of the property. This new entry would be widened with an arrival plaza to allow vehicles to pull off the roadway to avoid queuing onto Moraga Road. Additional parking will be necessary for community functions at the Pavilion. The roadway to the Hacienda widens to approximately 20' to accommodate two way traffic.

The Pavilion, housing a renovated catering teaching kitchen, a pool cabana, new swimming pool, new offices for the Moraga Parks and Recreation Department, and new community meeting spaces, restores the historical uses at this portion of the site—Mrs. Rheem was known for her celebratory pool parties. It was assumed that the public would have access to the Pavilion community area most weekdays and on the weekends, similar to the swimming club at the Meadowood Napa Valley in St. Helena.

The renovated Hacienda would support a new private business venture consisting of a new 200 person Garden Room for special events and local functions, in addition to a new (6) guest room inn, small meeting rooms and restaurant. The La Sala building, suffering from years of deferred maintenance and structural problems on the hillside, would be removed to create a new entry plaza for the inn and restaurant. Entering the lobby off the new entry plaza, guests will have direct access to the Fireside Room and its historical features. A new elevator at the Hacienda will make all floor levels fully accessible.

CONCEPT A:
COMMUNITY CONFERENCE CENTER & INN AT HACIENDA DE LAS FLORES



KEY ELEMENTS

NEW PRIMARY ENTRY OFF MORAGA ROAD

ADDITION OF GARDEN ROOM AT HACIENDA

(6) ROOM LODGE AT HACIENDA

(18) GARDEN CASITA FOR LODGING

NEW RESTAURANT

NEW WINE CAVE AND ENTRY PLAZA

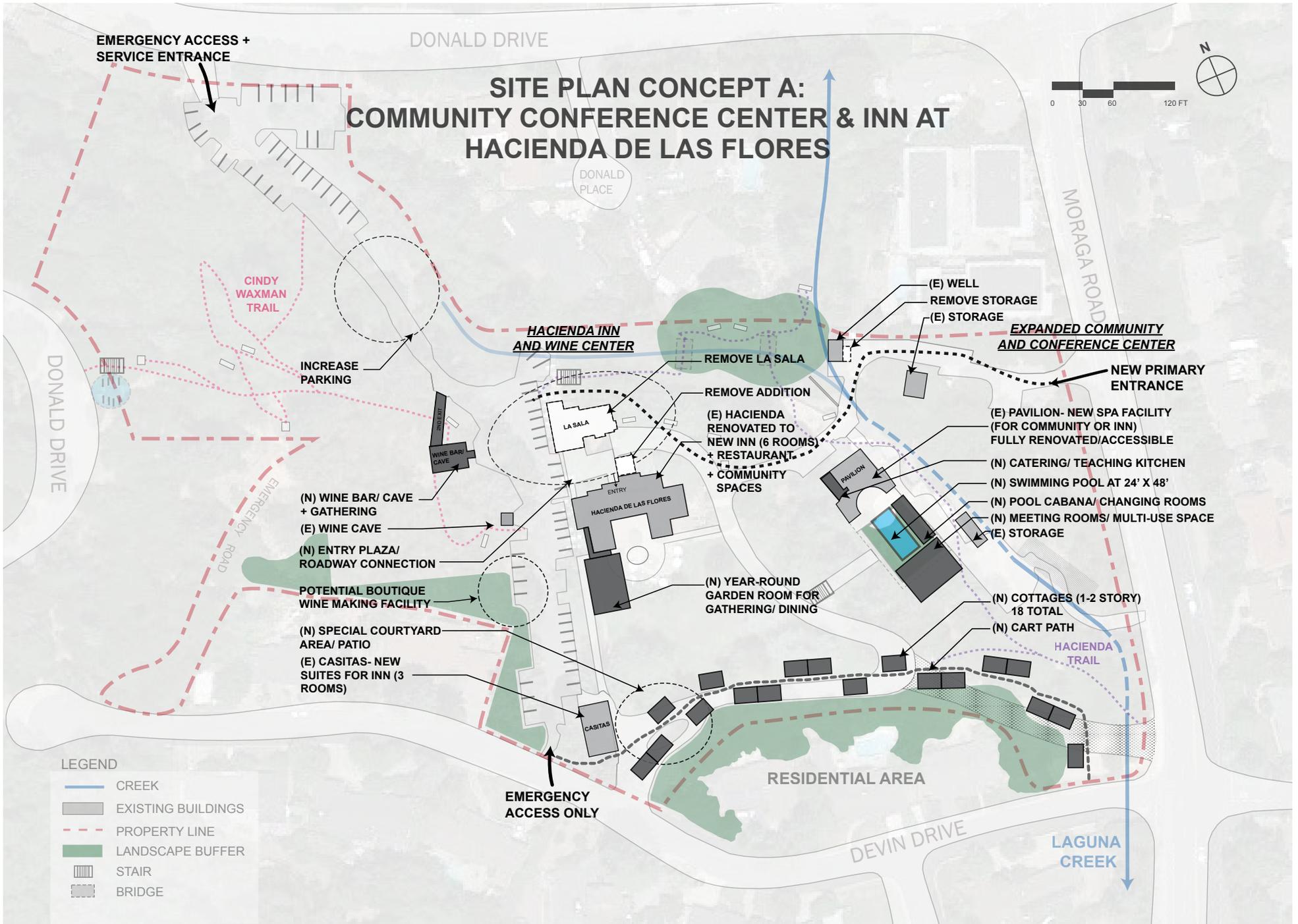
PAVILION SPA, COMMUNITY POOL
AND COMMUNITY MEETING ROOMS

The plaza will be anchored on the west with a new wine cave in the existing hillside. The wine cave might attract small music venues, a jazz club, or be used as a rehearsal venue for weddings. The Lamorinda Winegrowers Associations would have an opportunity to showcase their new AVA wines and possibly use portions for wine storage.

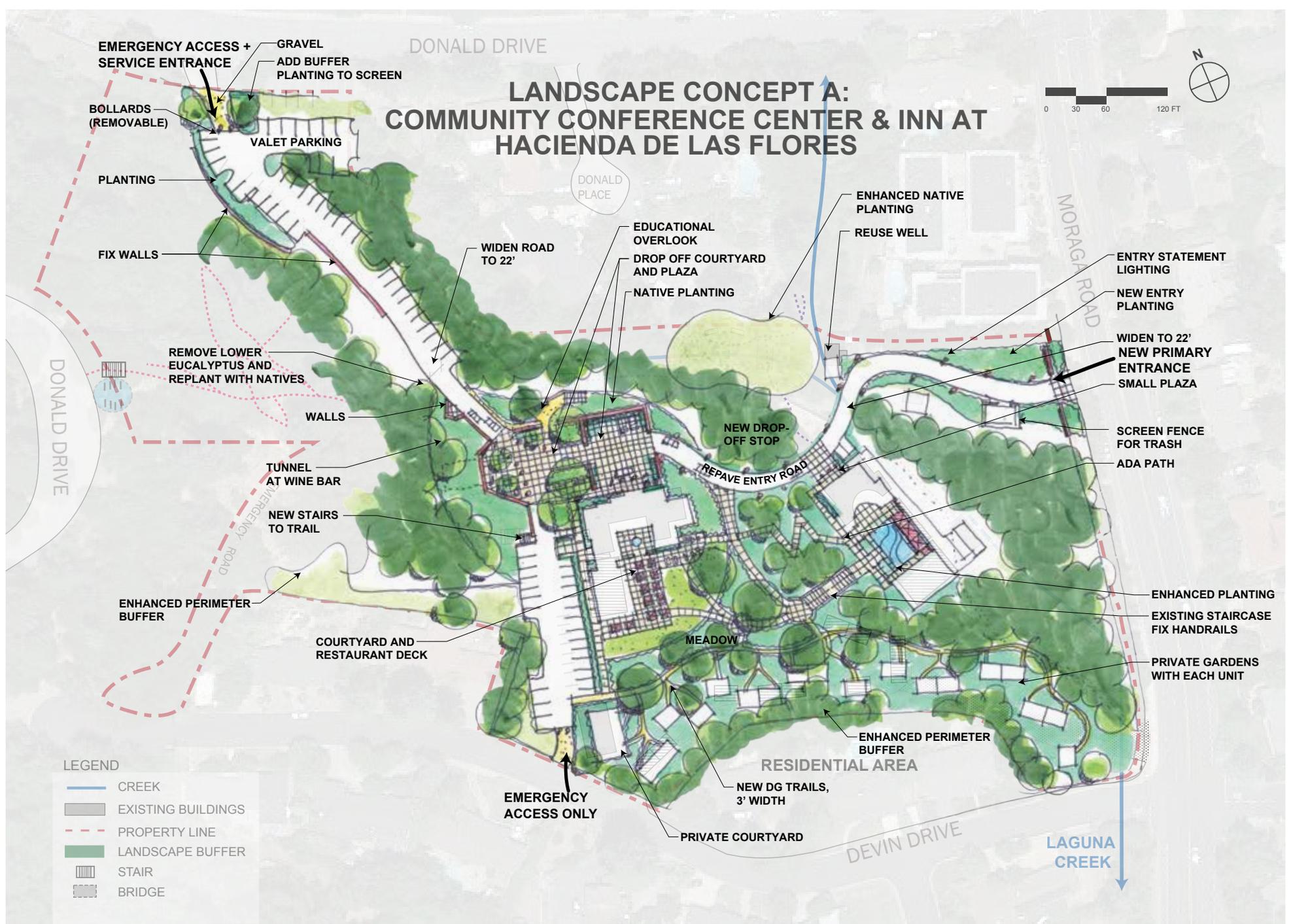
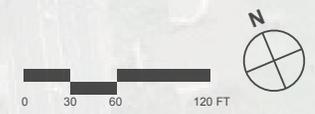
The new Garden Room is directly connected to the Hacienda. Its architectural character is intended to blend with the existing park qualities to the south and east of the facility. The overall height, approximately 12'–14' above the patio, will allow the Hacienda to remain the primary architectural focus. Large sliding glass doors open to the patio for an extension of the indoors into the outdoors. It is assumed that the new Garden Room would be available for large community events year-round, in conjunction with private events that may rent the space.

While supportive of the Inn concept, according to Think-Tank expertise, only (6) guest rooms may be a challenging business model. The project may consider the addition of (18) small cottages alongside Devin Drive. These cottages would serve as a visual and acoustic buffer to the neighboring residences. A new elevator will make all the floor levels fully accessible.

Parking capacity will be increased with the widening of the roadways and reconfiguration of the existing parking areas to be more efficient.



LANDSCAPE CONCEPT A: COMMUNITY CONFERENCE CENTER & INN AT HACIENDA DE LAS FLORES



EMERGENCY ACCESS + SERVICE ENTRANCE
GRAVEL
ADD BUFFER
PLANTING TO SCREEN

BOLLARDS (REMOVABLE)
VALET PARKING

PLANTING

FIX WALLS

WIDEN ROAD TO 22'

EDUCATIONAL OVERLOOK
DROP OFF COURTYARD AND PLAZA
NATIVE PLANTING

ENHANCED NATIVE PLANTING
REUSE WELL

ENTRY STATEMENT LIGHTING

NEW ENTRY PLANTING

WIDEN TO 22'
NEW PRIMARY ENTRANCE
SMALL PLAZA

SCREEN FENCE FOR TRASH
ADA PATH

REMOVE LOWER EUCALYPTUS AND REPLANT WITH NATIVES

WALLS

NEW DROP-OFF STOP

REPAVE ENTRY ROAD

TUNNEL AT WINE BAR

NEW STAIRS TO TRAIL

ENHANCED PERIMETER BUFFER

COURTYARD AND RESTAURANT DECK

MEADOW

ENHANCED PLANTING
EXISTING STAIRCASE
FIX HANDRAILS

PRIVATE GARDENS WITH EACH UNIT

ENHANCED PERIMETER BUFFER

RESIDENTIAL AREA

EMERGENCY ACCESS ONLY

NEW DG TRAILS, 3' WIDTH

PRIVATE COURTYARD

DEVIN DRIVE

LAGUNA CREEK

LEGEND

- CREEK
- EXISTING BUILDINGS
- PROPERTY LINE
- LANDSCAPE BUFFER
- STAIR
- BRIDGE

CONCEPT B:
COMMUNITY ARTS PARK AT HACIENDA DE LAS FLORES



KEY ELEMENTS

NEW PRIMARY ENTRY OFF MORAGA ROAD

LAMORINDA WINE BAR AND RESTAURANT

ART PARK

HACIENDA COMMUNITY ROOMS

TENT PLATFORM AT PAVILION

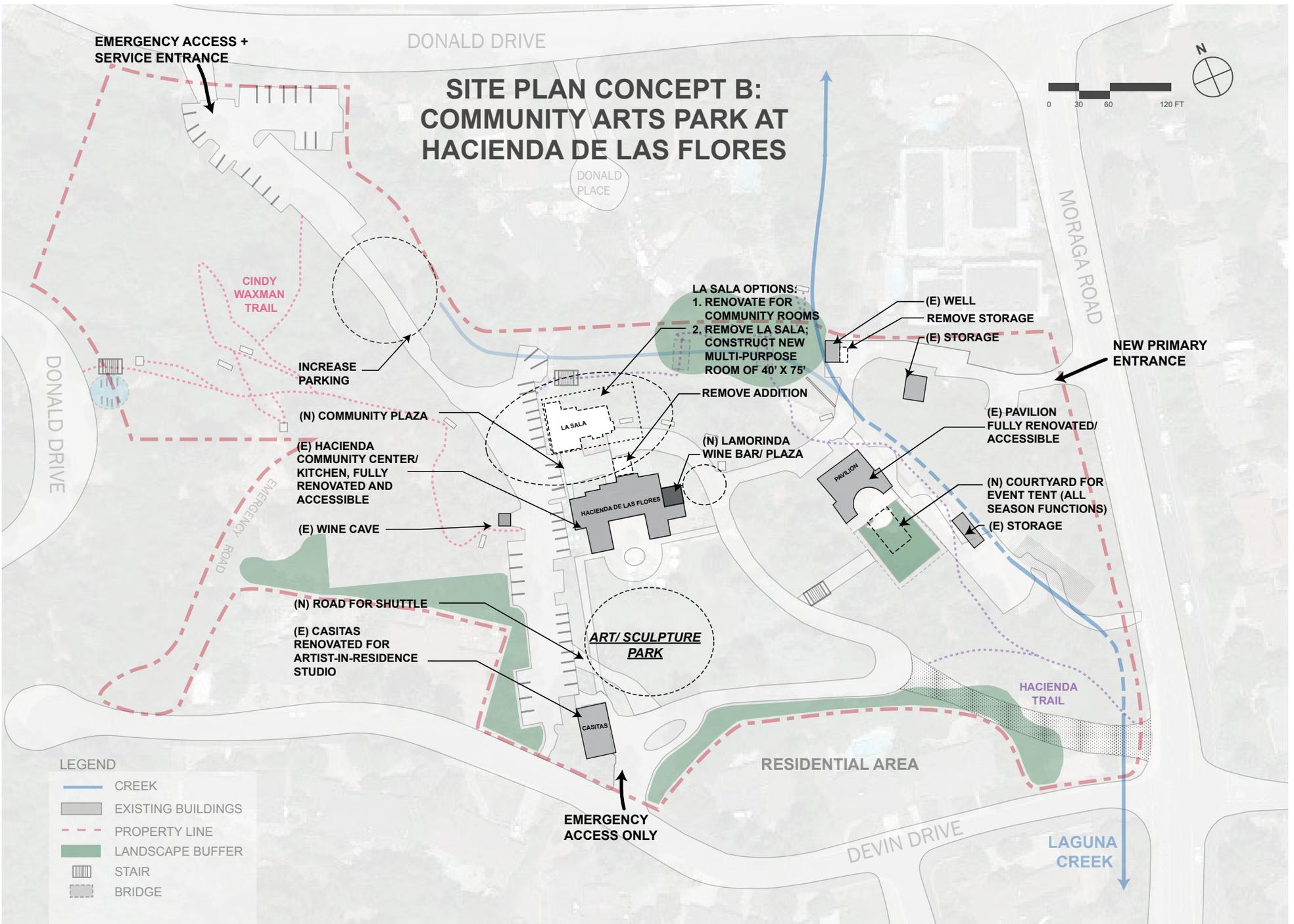
CONCEPT B: COMMUNITY ARTS PARK AT HACIENDA DE LAS FLORES

The Community Arts Park at Hacienda de las Flores proposes a community based approach to the site facilities. While maintaining many of the site improvements, such as the new entry at Moraga Road and increased parking, this concept focuses primarily on the Hacienda and those functions which support community access. An Art and Sculpture Park would enhance the existing grounds and allow the garden and park to support installations and art pieces.

The Hacienda's renovated kitchen would make the new Lamorinda Wine Bar and Restaurant possible, providing much desired gathering and social venues for the Town of Moraga. A new entry plaza to the north of Hacienda allows for improved access to the community spaces. A new elevator will make all the floor levels fully accessible.

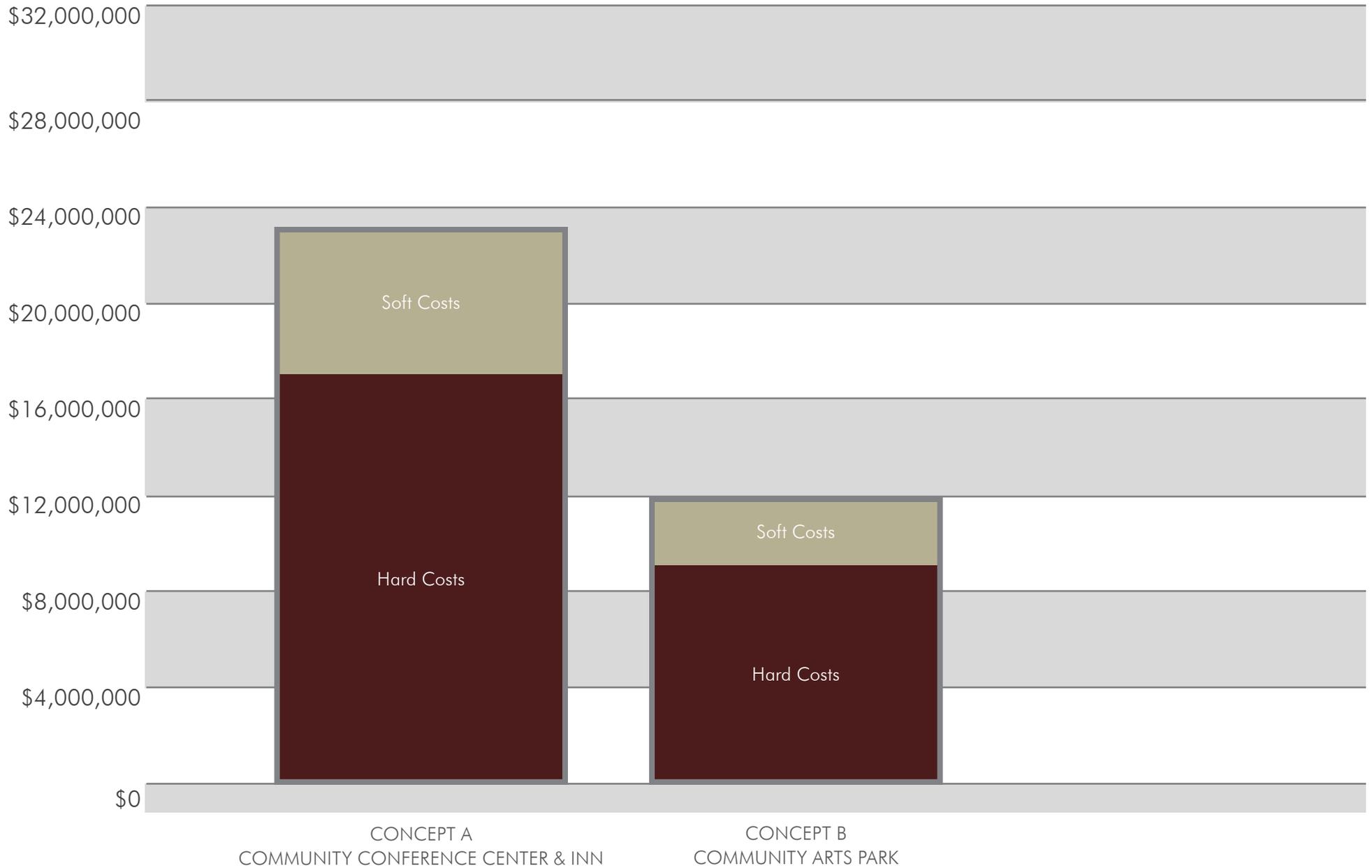
La Sala will be renovated for community programs and uses. An alternate concept is to remove the current La Sala structure and construct a new multi-purpose room. An artist-in-residence may occupy the Casistas.

The Pavilion would be fully renovated, but would essentially remain unchanged programmatically, with the exception of a level event tent platform.





CONCEPTS A & B: COST ESTIMATE COMPARISON



CONCEPT A & B SUMMARY

Following the presentation of Concepts A and B to the Moraga Town Council on 08 July 2015, Gould Evans was directed to refine Concept A. This followed both community and Town Council input at the presentation. Concept A, estimated at \$22,000,000, would be pursued as a public private partnership (P3) opportunity. The Town Council tasked Gould Evans with continued community outreach and research to further determine the proposed scope feasibility. A better understanding of the new entry off Moraga Road and any possible alternatives, in conjunction with easing of existing roadway grades, was also requested of the Gould Evans' Design Team.

SELECTED ✓
CONCEPT A:
COMMUNITY CONFERENCE CENTER & INN AT HACIENDA DE LAS FLORES



PHASED APPROACH TO CONCEPT A

In response to the Town of Moraga's concern for raising public funds and to attract private investment for the projected project cost of \$22,000,000, Gould Evans began to explore a phased approach for Concept A, which would allow a synergy to grow slowly around the proposed changes to the Hacienda property. Focusing resources on the Hacienda Inn and Restaurant, Garden Room and new entry would allow the project to proceed with substantially less public investment money. Event sites in Moraga remain limited, as such the Garden Room addition for year-round private and community venues would likely drive a stronger financial base for future phases. The Hacienda itself would now include only five high-quality guest rooms (upstairs), two small meeting rooms, a restaurant and bar, and adequate back-of-house facilities, such as an administrative lobby and office, storage closets, mechanical rooms, and laundry facilities.

Future phases would be considered to increase much needed lodging accommodations beyond the 5 guest rooms within the Hacienda itself. The development of the Pavilion as a community "hub" might become more viable with the financial successes of prior phases. The amenities in support of the Lamorinda Winegrowers Association, such as a new wine cave and/or production facility, may be part of any phase if funding became available. A phased approach is a clear pathway forward for the project with less financial risk and up-front investment. It allows the identity of the Hacienda de las Flores to become more branded and visible to both the local and regional communities.

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MARKET RESEARCH & FEEDBACK

PKF CONSULTING USA MARKETING STUDY

The Town of Moraga enlisted the services of PKF Consulting USA to study the potential market demand for the proposed development/renovation of the Hacienda de las Flores site. As described, the proposed renovation would include six guestrooms initially (five guest rooms which includes the Donald Rheem suite, were later proposed with phased approach), two small meeting rooms, a restaurant, bar, banquet space, and adequate back-of-the-house facilities, representing an initial Phase (Phase I) of the overall redevelopment. For this analysis, PKF developed revenue projections for lodging facilities in the local region, in addition to projections for the banquet facility, meeting rooms and restaurant. PKF's primary expertise is lodging revenue analysis, which may have limited their ability to fully realize the local demand for special events and dining, including the off-campus event needs of St. Mary's College. In other words, the revenue projections may be too conservative as the restaurant will likely remain open all year, operating concurrently with private events. The guest rooms may be more heavily utilized than projected as locals and their families, St. Mary's visitors, students and their families, professors and vendors may also take advantage of lodging so close to the campus.

MARKETING STUDY ANALYSIS

TOTAL PROJECTED REVENUE				
<i>A summary of PKF Consulting USA's revenue estimates is presented below.</i>				
	2015	2018	2019	2020
Ramp-up	-	75.0%	90.0%	100.0%
Inflation Factor	-	1.09273	1.12551	1.15927
Community Center / Meeting Rooms	\$54,000	\$44,000	\$55,000	\$63,000
Banquet Facilities (Garden Room)	\$1,200,000	\$983,000	\$1,216,000	\$1,391,000
Restaurant & Bar	\$858,000	\$703,000	\$869,000	\$995,000
Six Guestrooms	\$82,500	\$68,000	\$84,000	\$96,000
Total Projected Revenue	\$2,194,500	\$1,798,000	\$2,224,000	\$2,545,000

AN EXCERPT FROM PKF CONSULTING USA'S MARKETING STUDY ANALYSIS

In summary, we are of the opinion that the most appropriate strategy would be to renovate the existing facilities as conceptualized herein whereby the Town of Moraga is able to find a suitable restaurant operator to oversee the food and beverage, meeting and event, and guestroom rental of the Hacienda de las Flores. Given the lack of lodging demand to support any additional accommodation units, the primary sources of revenue would continue to be from events with supplemental revenue from food and beverage services in the restaurant, the meetings rooms, and the rental of sleeping rooms.

While it is possible that the proposed Subject will experience growth in revenue above those estimated in the report, it is also possible that sudden economic downturns or other external factors will force the property below the selected point of stability. Consequently, the estimated revenue levels are representative of the most likely potential operations of the Subject based on our analysis of the market as of the date of the report.

PKF identified three local lodging and special event facilities, with which the Hacienda may be competing:

- LAFAYETTE PARK HOTEL & SPA – The Lafayette Park Hotel is an upscale, 138-room boutique hotel located in Lafayette. The hotel features The Park Bistro & Bar, Spa at the Park, and over 5,500 square feet of meeting space.
- DIABLO MOUNTAIN INN – The Diablo Mountain Inn is an economy class, 24-room hotel located in Walnut Creek.
- THE ROSE HOTEL – The Rose Hotel is an upscale, 38-room boutique hotel in Pleasanton. The hotel features one, 18-person boardroom.

The original findings were that the Hacienda is not located well with easy access to transit and freeways, and is “unlikely to capture significant lodging demand from traditional business and leisure sources.” These findings were disputed by Moraga’s Town Council because discussions with St. Mary’s College were not part of PKF’s analysis.

The overall projections for the project are shown on the previous page. It has since been determined that the restaurant will operate concurrently with the special events, increasing these cost projections. It is also assumed that the guest rooms may be used well beyond those in conjunction with special events, as St. Mary’s College has expressed interest in renting rooms at the Hacienda.

PKF’s conclusion recommends development of the proposed project with an acknowledgement that primary revenue generation would continue to be special event planning with lodging and food/beverage services as supplemental to this income source.

LOCAL THINK-TANK

THURSDAY, 25 FEBRUARY 2016

ATTENDEES:

Wendy Wuerth-Scheck
(President, Moraga Chamber of Commerce)

Kathe Nelson
(Executive Director, Moraga Chamber of Commerce)

Jose G. Avalar (Restaurateur)

Larry Tessler
(Board Member, Moraga Chamber of Commerce)

Tom Schnurr
(Board Member, Moraga Chamber of Commerce)

Ian Cook
(Board Member, Moraga Chamber of Commerce)

Colleen O-Healy da Silva (Consulted)

Michael Karp (Restaurateur)

Nick Bozych (Lafayette Park Hotel)

BIG IDEA QUESTIONS:

How to improve local business synergies?

How to create local business opportunities?

DISCUSSION & CONSENSUS:

Project needs a local champion
from within the community

Seek out local business opportunities that would benefit
from development of the Hacienda

Business investment from within the community
to jump start the process



MEETINGS SCHEDULE

THURSDAY, 25 FEBRUARY 2016
LOCAL THINK-TANK / MORAGA CHAMBER OF COMMERCE

THURSDAY, 25 FEBRUARY 2016
OPEN HOUSE
BOARDS REMAINED FOR PUBLIC VIEWING/COMMENT FOR 1 WEEK

FRIDAY, 04 MARCH 2016
ENTRY OPTION DISCUSSION
TOWN OF MORAGA PUBLIC WORKS, PLANNING DEPARTMENT,
AND FIRE DEPARTMENT

THURSDAY, 10 MARCH 2016
ST. MARYS COLLEGE

THURSDAY, 10 MARCH 2016
JOSE AVELAR (*DON JOSE'S*)

MONDAY, 14 MARCH 2016
JOSE AVELAR AND GIL VEGA (*DON JOSE'S & VEGA'S CATERING*)

WEDNESDAY, 13 APRIL 2016
MICHAEL KARP (TABLE 24, 4TH BORE)

FRIDAY, 15 APRIL 2016
NICK BOZYCH (LAFAYETTE PARK HOTEL)

FEEDBACK

Following the PKF findings and the presentation of a phased approach for the Hacienda development, the Gould Evans team and the Town of Moraga participated in a local Think-Tank (Moraga Chamber of Commerce), met with numerous local entrepreneurs, re-engaged St. Mary's College to present further development of the project, confirmed compliance by Town of Moraga Public Works and Planning Departments, Moraga-Orinda Fire District and presented an Open House for all community members at the Hacienda itself.

LOCAL THINK-TANK CHAMBER OF COMMERCE

Wendy Scheck, current President of the Moraga Chamber of Commerce, facilitated the conversation and shared previously researched Moraga event spaces and provided feedback on the Gould Evans proposed conceptual plans.

Events

- Many spaces are available for rent in the Moraga area, including Saint Mary's College, Moraga Country Club, Holy Trinity Cultural Center, Wildwood Acres, Lafayette Veteran's Hall and Campana Farm. There may already be a fair amount of year-round event space available. There was concern about increased traffic and additional use of the Hacienda property if the improvements were made. Also, there needs to be a consideration of community groups being priced out of use at the Hacienda.

Restaurant

- Chamber representatives would like to see a restaurant operate year-round, not closed to the public during special events.
- Community may be challenged to confirm restaurant hours of operation, in particular during summer months, if the restaurant is closed for special events.

Boutique Hotel

- Current number of guest rooms posed a concern, five may be too limiting.
- Consider adding additional "Casita" as part of the first phase.



- Proposed Hacienda lodging will likely not require a full-time, on-site manager. This model has worked elsewhere in the area with an off-site manager and support (Madrona Manor – Healdsburg; Diablo Mountain Inn - Walnut Creek; Manka’s Inverness Lodge – Inverness; Milken Creek Inn and Spa - Napa).
- Consider opportunities in the Lamorinda area for AirBnB’s; there are residential properties to supplement the proposed Hacienda lodging to accommodate additional special event attendees.

Community Programs and Meeting Space

- There is a need for smaller meeting rooms, less than 40 persons, in Moraga.
- Other local community events could include bingo, bridge, enrichment classes, etc.
- The Chamber supports modest renovations to the Casita and La Sala for community use.

Wine Cave

- The Chamber is supportive of development by Lamorinda Winegrowers Association.

Spa Facilities (Pavilion)

- Knowing this was a suggestion for a future phase, no strong feelings were shared about this amenity. Pools can be a costly endeavor.

The Chamber Think Tank meeting completed with high level suggestions:

- The project needs a champion.
- Business connections and synergies could be a natural; passes to the Rheem Theatre, Moraga County Club for a round of golf, etc.
- Successful community campaign, such as Measure K, was developed through intensive community input, discussion, and outreach.
- Consider “seed money” from the community for this project, \$3,000,000 was suggested.



Saint Mary's College of California

1928 St. Mary's Road
PMB 3005, Moraga, CA 94575
tel. 925.631.4203 fax 925.376.2150
www.stmarys-ca.edu



Office of the President

March 30, 2016

The Hon. Mike Metcalf
Mayor, Town of Moraga
329 Rheem Blvd
Moraga, CA 94556

Dear Mayor Metcalf,

Thank you for providing an update with Saint Mary's College of California administration, recently taking time to share the exciting conceptual plans for a Community Conference Center and Inn at Hacienda de las Flores property. As a former home of the Christian Brothers of Saint Mary's College from 1961 to 1973, Hacienda de las Flores also housed the western province headquarters and holds a lot of history with the College and community. Saint Mary's College is especially excited to learn that this project includes a five-room inn. This could prove to be a valuable resource for guests and visitors of the College.

With no overnight lodging in Moraga, the college continually sends guests to neighboring communities for short-term accommodations. The close proximity of Hacienda de las Flores to the College will make it extremely convenient for college guests and visitors to stay in Town and return to campus via a two-mile walk or drive. With availability for five year-round, well-appointed guest rooms, Saint Mary's College is confident that the rooms will be used by the College. Saint Mary's College currently provides guests with local rates for hotels in Lafayette and Walnut Creek and would likely offer the same at the Hacienda de las Flores. We look forward to the prospect of offering our guests and visitors closer accommodations and a more relaxing stay in the future.

Regards,

A handwritten signature in black ink, appearing to read "James A. Donahue".

James A. Donahue, PhD.
President

ST. MARY'S COLLEGE

St. Mary's College was re-engaged in a conversation, demonstrating the proposed phasing of the Hacienda development and the early focus on lodging, restaurant and special event facilities. President Jim Donahue and other representatives expressed enthusiasm for the project and could see a need for this type of facility. With a myriad of programs and retreats that might best occur off the college grounds, such as vendor shows, the "Grad Fair", and Board of Directors retreats, the Hacienda with the new Garden Room would offer a feasible event location in close proximity. The partnership between the Town of Moraga and St. Mary's College would be strengthened through this ability to provide many needed services for events and lodging. St. Mary's College envisions increased needs for lodging, and believe they could fill 40+ rooms during much of the school year. **A letter of recommendation and commitment to usage of the forthcoming lodging and new facilities was authored by President Donahue in support of the project (left).**

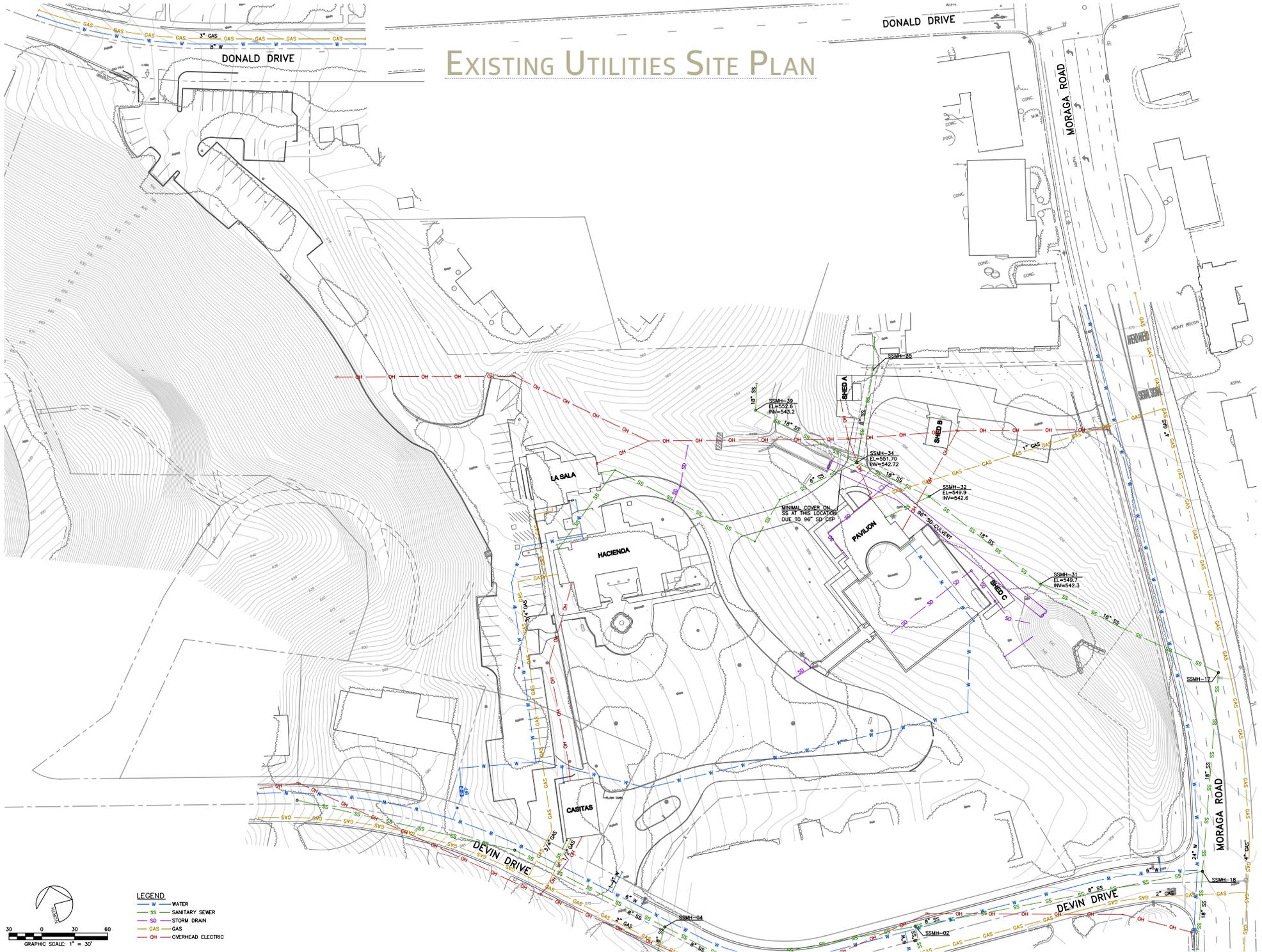
LOCAL RESTAURATEURS AND CATERERS

Local restaurant and catering entrepreneurs also provided valuable feedback. All agreed that the buildings and grounds had great potential for development and revenue generation. A restaurant and bar occupying the Fireside Room, the Mosaic Room and Dance Room were positively received, though most were careful to separate lobby and lodging functions from these areas. The kitchen, with improvements, could easily serve both special events and a restaurant. A growing concern as to the hours of operation for a restaurant and whether it could operate concurrently with a special event, were assuaged. Not only the capacity of the kitchen but also the adjacency layout, with the kitchen in a centralized location, would allow the restaurant to stay open to the public year-round and in particular concurrently when special events occur.

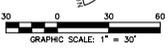
The proposed Garden Room or a customized tent could support larger special event planning, such as weddings and corporate gatherings. However, the Garden Room allows for year-round and evening usage, better acoustics for the neighborhood as events can be within an enclosed room, and its location provides a visual buffer from the parking lot.

Many felt that five guest rooms may be too few to serve the community needs.

EXISTING UTILITIES SITE PLAN



- LEGEND**
- W WATER
 - SS SANITARY SEWER
 - SD STORM DRAIN
 - GAS GAS
 - OH OVERHEAD ELECTRIC



OPEN HOUSE

An Open House was held at the Hacienda grounds to offer the community and public another opportunity to review the proposed conceptual plans and to provide additional input. Image boards of the project were presented and left for public viewing for one week with a sign-in book for comments. Use of the restaurant and bar year-round and during special events continued to be of concern to the community. While the architecture of the Garden Room also continued to be a topic of discussion, it was emphasized that the Gould Evans Design Team was not tasked with the specific architectural design, but instead with a conceptual design approach that will integrate seamlessly with the Hacienda renovation.



PUBLIC WORKS DEPARTMENT

The Town of Moraga Public Works provided feedback regarding the new entrance off Moraga Road and possible street improvements for enhanced pedestrian and bicycle amenities. The Livable Moraga Road program dovetails well into the proposed relocation of the primary site entrance. With new bicycle lanes, widened pedestrian sidewalks, parking and landscape buffers/ parkways, Moraga Road can be designed to support safer access to the site. A dedicated left turn lane may be provided when traveling north on Moraga Road, in addition to a dedicated right turn lane when traveling southward.

FIRE DEPARTMENT

The Moraga-Orinda Fire District and Fire Marshal Kathy Leonard also reviewed the proposed conceptual plans for conformance with local regulations regarding site and emergency access. Access to both Devin Drive and Donald Drive should be maintained, even with the new Moraga Road entrance. The Fire Marshal expressed some concern regarding the roadway grades. (The Design Team was earlier tasked with changes to the road slopes by the Town Council.) The project may also trigger a full sprinkler system within the Hacienda structure as part of its renovation. The water pressure should be confirmed for the new sprinkler system and any new hydrants that might be required in future phases. No such fire sprinkler system exists now. The existing hydrants around the perimeter of the site may be sufficient for Phase I, but will require additional analysis. The management of the eucalyptus grove on the hillside was strongly encouraged; the trees may be trimmed, thinned and/or removed.

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FINAL PROPOSED CONCEPT

PHASE 1

After extensive feedback from local business persons, regulatory agencies and the community at large, the Gould Evans team responded with Phase I of Concept A, henceforth referred to as the Community Conference Center, Restaurant and Inn. The key additions to Phase I are as follows:

- New Entry at Moraga Road will be enhanced with a new entry plaza and lighting features for improved visibility from the road. In addition, the trash area will be relocated to the Donald Drive access road with landscaped screening. The entry security gate will be moved westward (or inward) to allow vehicles to turn around as necessary and to bring more vehicles off Moraga Road, so queuing is mitigated.
- The interior roadway is widened to 22' and the two significant grades shall be re-graded to a maximum slope of 12%. This improved regrading satisfies the requirements for fire and emergency vehicle access on site as well.
- The new entry accommodates incoming traffic only. The roadway will be one-way only typically with the primary exit on Donald Drive. The traffic signal at Moraga Road will control exiting vehicles and allow safe access.
- The driveway connecting the existing parking area to Devin Drive will be restored for additional exiting, if needed for special events.

COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN

PHASE 1



THE SECRETARY OF INTERIOR'S STANDARDS FOR REHABILITATION & ILLUSTRATION GUIDELINES FOR REHABILITATING HISTORIC BUILDINGS

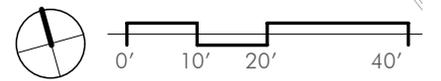
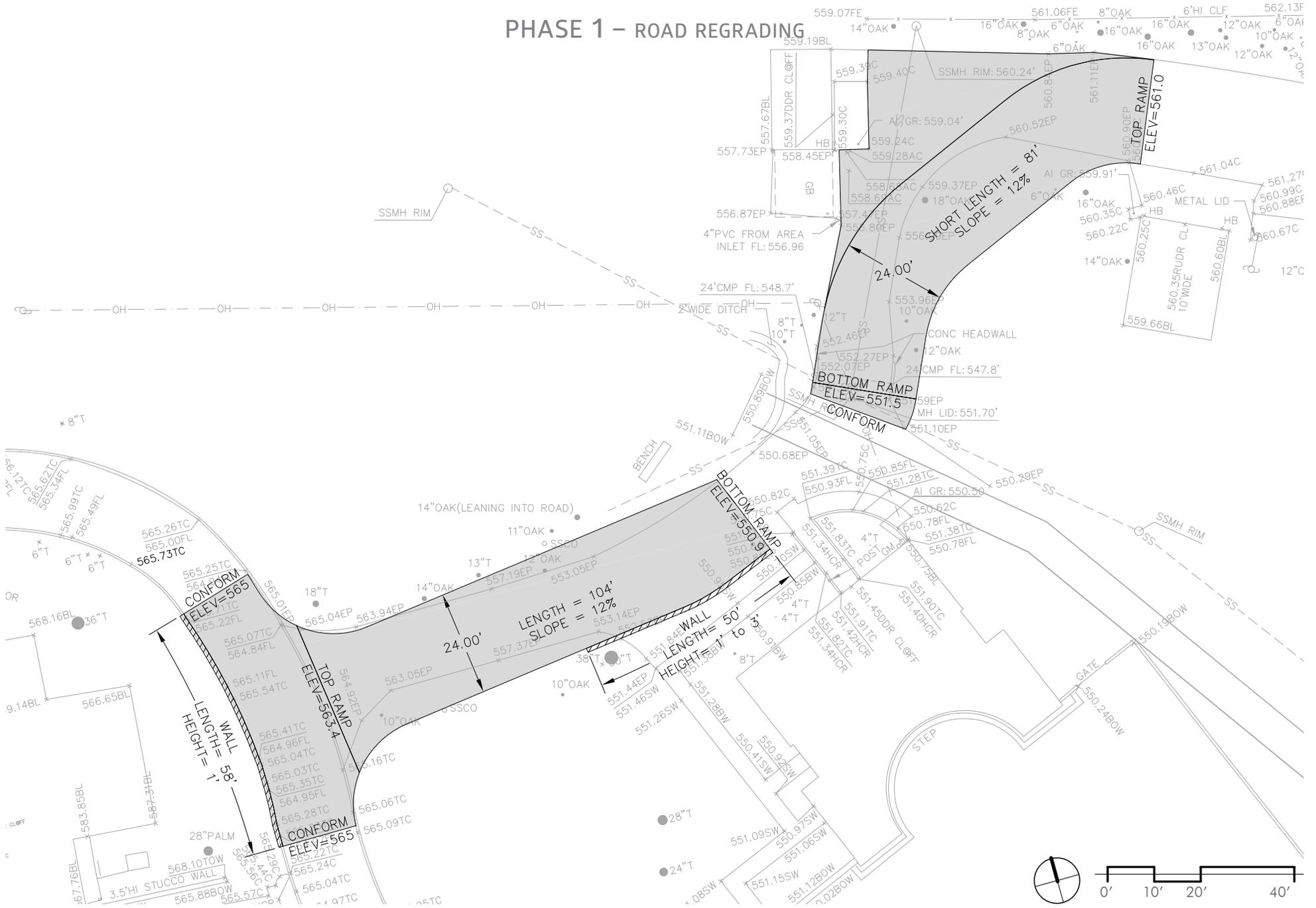
“EACH PROPERTY SHALL BE RECOGNIZED AS A PHYSICAL RECORD OF ITS TIME, PLACE, AND USE. CHANGES THAT CREATE A FALSE SENSE OF HISTORICAL DEVELOPMENT, SUCH AS ADDING CONJECTURAL FEATURES OR ARCHITECTURAL ELEMENTS FROM OTHER BUILDINGS, SHALL NOT BE UNDERTAKEN.

THE NEW WORK SHALL BE DIFFERENTIATED FROM THE OLD AND SHALL BE COMPATIBLE WITH THE MASSING, SIZE, SCALE, AND ARCHITECTURAL FEATURES TO PROTECT THE HISTORIC INTEGRITY OF THE PROPERTY AND ITS ENVIRONMENT.”

- A new ADA accessible path of travel for pedestrians from the new Moraga Road entry to the Pavilion and to the Hacienda is provided. Accessible pathways will also connect the La Sala and Casita structures for “universal access”.
- Daylighting of Laguna Creek, while very desirable, needs further study for coordination with road widening and the existing ADA parking space at the Pavilion.
- The existing Pavilion will remain as-is with minor renovations to support special events.
- The Hacienda will be fully renovated to accommodate five new guest room lodging, meeting rooms and a restaurant/bar.
- The new Garden Room for 150-200 person events will be located to the south, just off the Dance Room, with direct adjacency to the Kitchen and Fireside Room. It is recommended to keep the Garden Room height minimal, so the Hacienda remains the primary architectural focus. The height is approximately 12'-14' and is lower than the adjoining Dance Room roof peak. Another design recommendation is to provide a glazed, enclosed connection between the Dance Room and the Garden Room introduces a transparent element, separating the new from the old—a way of showing respect to the historical structure. The finishes are simple; the design intent is for the Garden Room to blend into the natural park beauty with stone walls similar to the existing site walls. The large sliding glazed doors provide openings which blur the line between the interior space and the enlarged patio and garden. This design allows a landscaped solution to emerge with plants growing up vertical walls and over canopies. The Garden Room is intentionally multi-functional and flexible; it will accommodate wedding events, which the Hacienda is well known for, corporate retreats, community celebrations such as Cinco de Mayo, music venues and business events. It will also be available to the many community organizations of the Lamorinda area.
- It should be noted that Gould Evans explored the idea of relocating the proposed Garden Room to the Pavilion area. According to local restaurant and catering experts, this did not work operationally for several reasons. Not only does the Pavilion lack a commercial kitchen to service a special event venue site, but also the roadway slopes and the distance prohibits food carts or transport vehicles

COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN

PHASE 1 – ROAD REGRADING



PARKING REQUIREMENTS (AS PER TOWN OF MORAGA MUNICIPAL CODE)

RESTAURANT
10 SPACES

LODGING
5 SPACES

GARDEN ROOM
75 SPACES

ENRICHMENT CLASSES
5 SPACES

PROPOSED TOTAL
95 SPACES

CURRENT EXISTING
83 SPACES

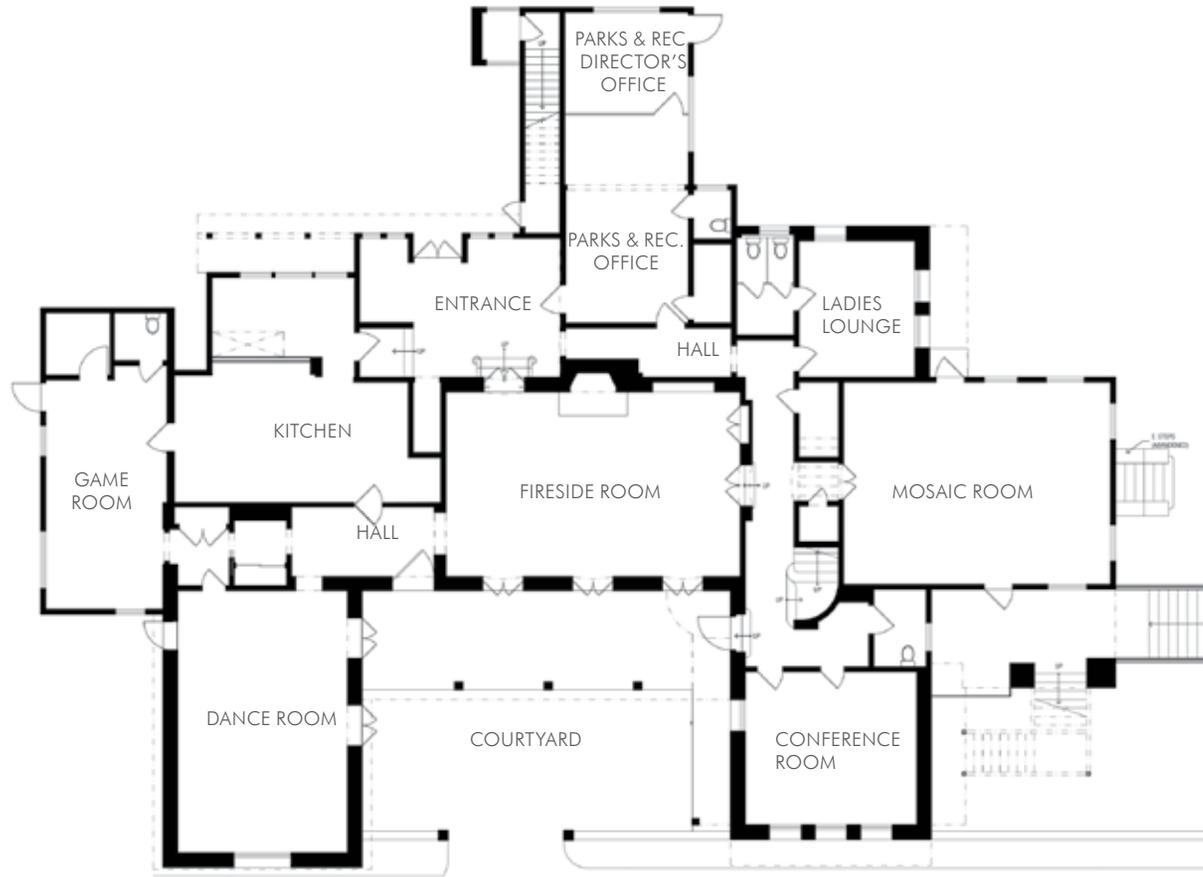
12+ SPACES PROVIDED

from easily transporting food services down to this area from the Hacienda's Kitchen facility. Locating the Garden Room adjacent to the Hacienda was the design decision with minimal financial risk.

- New multi-fixture restrooms can be accessed directly from inside the Garden Room.
- The Patio will be enlarged to facilitate special events, and it is intended to connect outdoor spaces with the indoor space of the Garden Room. The lawn and meadow landscaping will be maintained, as will the larger specimen trees. The existing fountain may be relocated within the new patio outside the Fireside Room.
- A new plaza entry to the Hacienda will be created between the lobby entrance and La Sala building.
- A new Restaurant and Bar will be located within the Hacienda building with an outdoor patio dining area on the east side. When special events are running concurrent with the restaurant services, the east deck may be used as a separate entrance. This configuration will separate public and private functions, allowing the restaurant/bar to remain open to the public.

PARKING

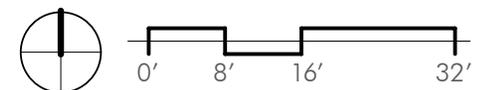
The parking requirements were analyzed per the Town of Moraga Planning Department guidelines. Ninety-five total parking spaces are required; however 85 spaces exist currently. With the widening of the interior roadways, this allows for additional parking along the one-way only road. The Livable Moraga Road project also plans for improved street parking. These additional parking spaces, both on and off the site, will exceed the current parking requirement.



HACIENDA DE LAS FLORES

EXISTING PLAN - LEVEL 1


 NEW WALLS
 EXISTING WALLS



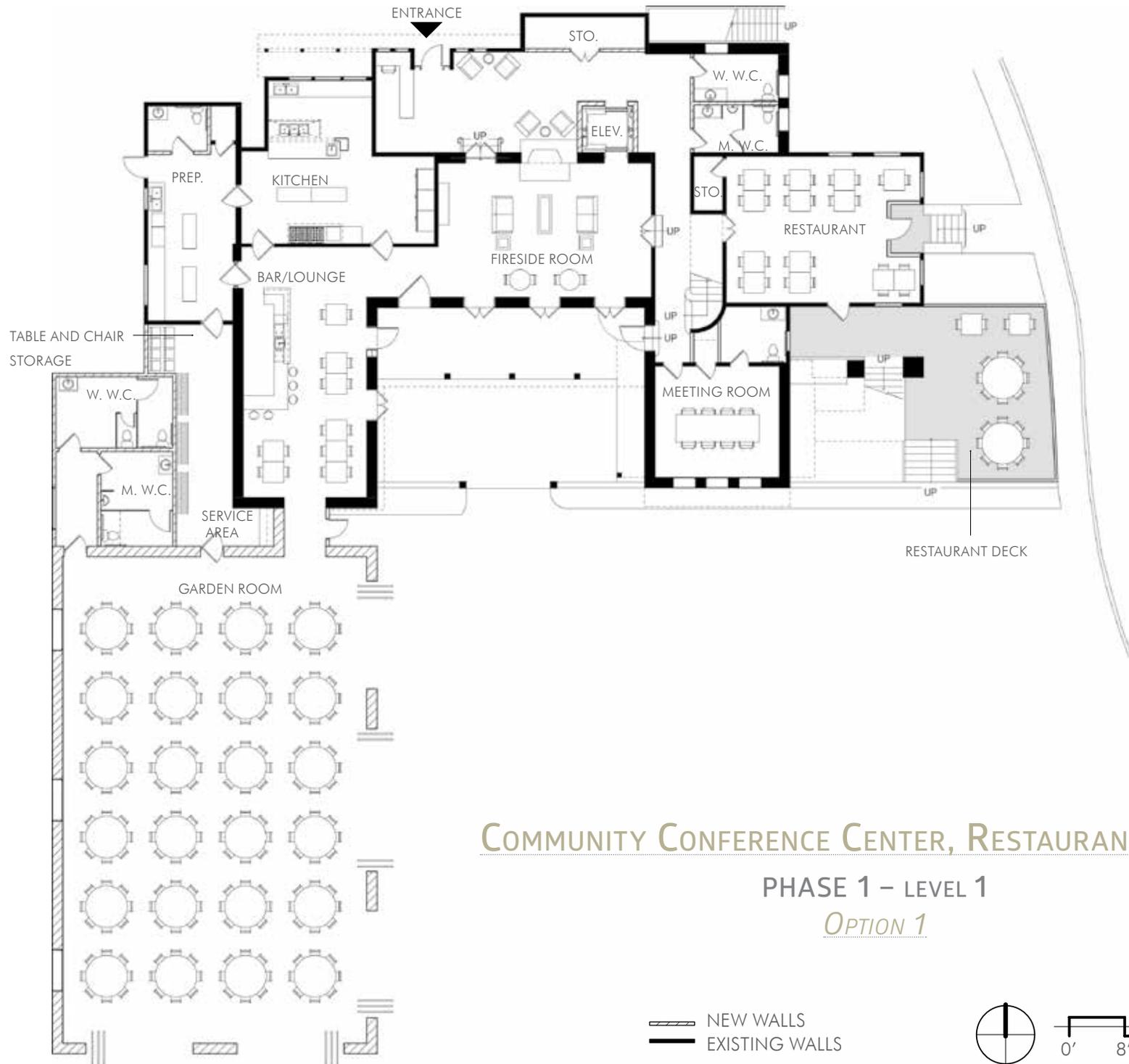
HACIENDA DE LAS FLORES EXISTING AND PROPOSED FLOOR PLANS

A full renovation for the Hacienda building is proposed for a new five (5) room inn and restaurant/bar services. This renovation is intended to enhance the existing historical and architectural beauty of the Hacienda and to address many deferred maintenance issues.

To accentuate the new Lobby and Restaurant entry experience on the north side of the building, the existing Parks and Recreation office addition will be removed; it is not part of the original historical structure. This allows the entry plaza to more gracefully engage the main entry to the Hacienda. The Lobby will occupy the current entrance and expand to the east with storage and other service support areas. A new elevator will be located in the Lobby. It will be a four stop elevator with doors on both the north and south sides of the cab to connect the Lobby to the Fireside Room and again the split level on the Second Floor. New single occupancy restrooms are located just off the Lobby.

The Fireside Room, the jewel of the Hacienda with its exposed beams, detailing, fireplace and mantel, and original doors to the outdoor patio, will be renovated to reflect its Mission Style origins. The original detailing will be enhanced and celebrated. The Fireside Room connects directly to the Bar/Lounge area, which can be used by restaurant patrons and the Inn. The Restaurant will occupy what is currently the Mosaic Room (renovated to restore the original windows and entry door), the Fireside Room and the Bar/Lounge. A meeting room can be used for either small gatherings, private dining or community meetings. As previously mentioned, the restaurant may be accessed independently through the newly restored east entrance off the patio deck. Outdoor dining may spill onto the deck and the patio to the south of the Fireside Room. An alternate plan (Option 2) shows french doors to an enlarged deck which does not utilize the original Hacienda east entry, but another new entry deck stair.

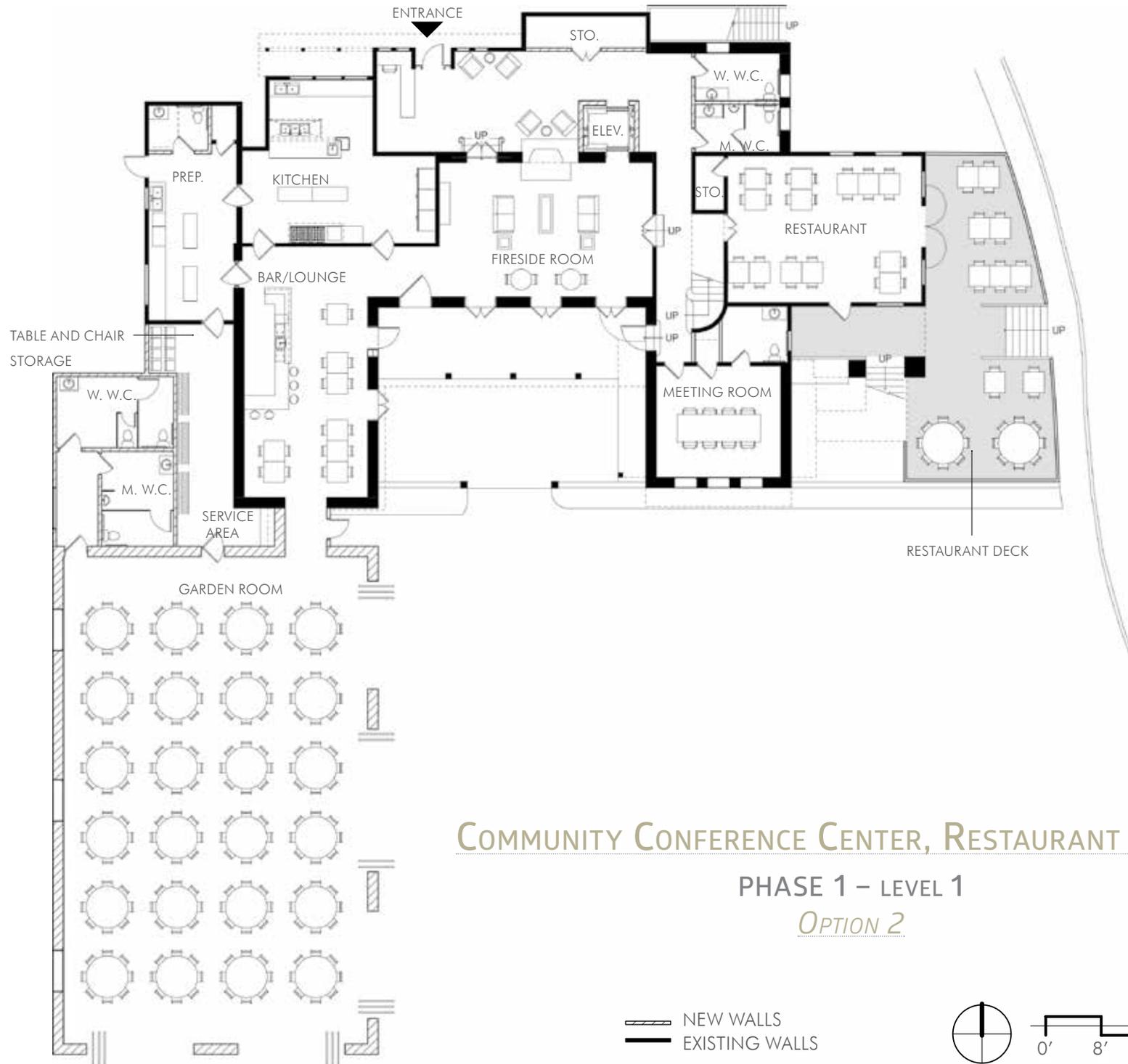
The commercial Kitchen may be expanded to include a new prep and refrigeration area in the existing storage area to the west. Additional table and chair storage will be provided in the new Garden Room's service connection area.



COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN

PHASE 1 – LEVEL 1

OPTION 1



COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN

PHASE 1 - LEVEL 1

OPTION 2

COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN
PHASE 1 – FIRESIDE ROOM (INN LOBBY AND RESTAURANT)



COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN

PHASE 1 – PATIO AND GARDEN ROOM



COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN
PHASE 1 – PATIO AND GARDEN ROOM (WEDDING VENUE)



COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN
PHASE 1 – PATIO AND GARDEN ROOM (CONFERENCE VENUE)



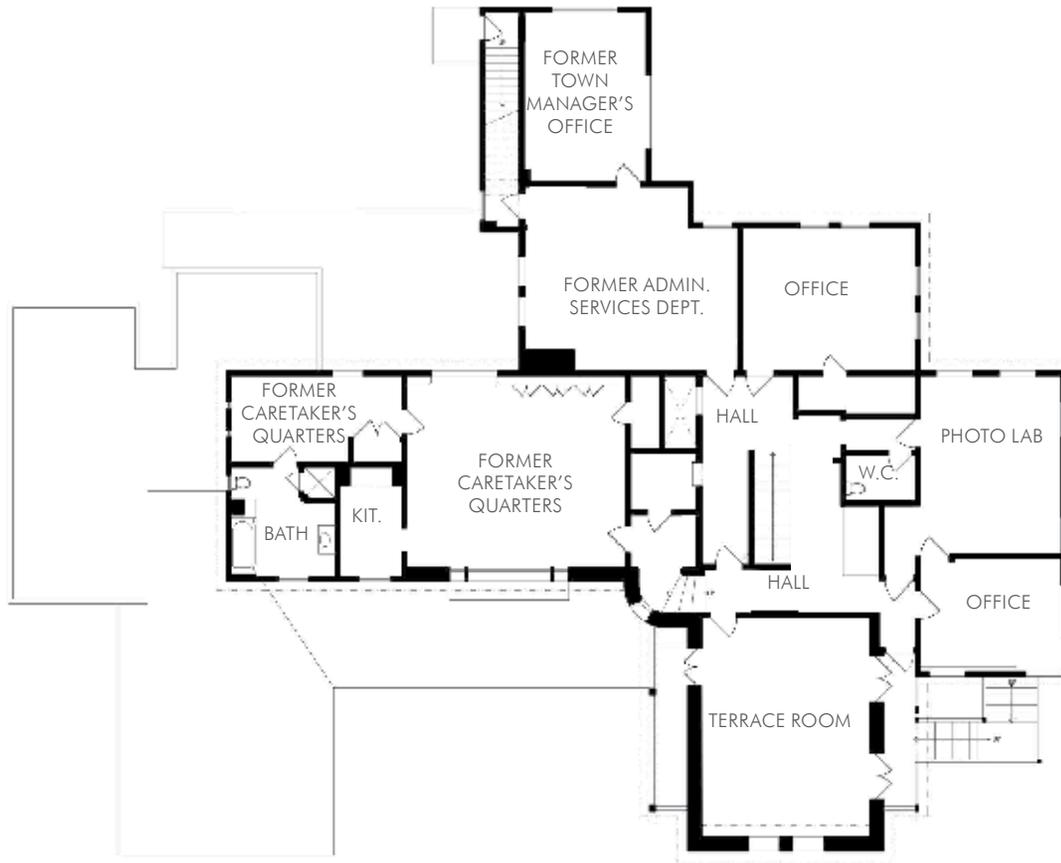


inviting, timeless, crafted



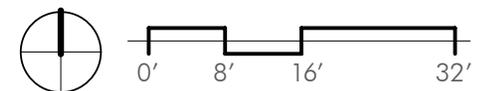
LEVEL 2

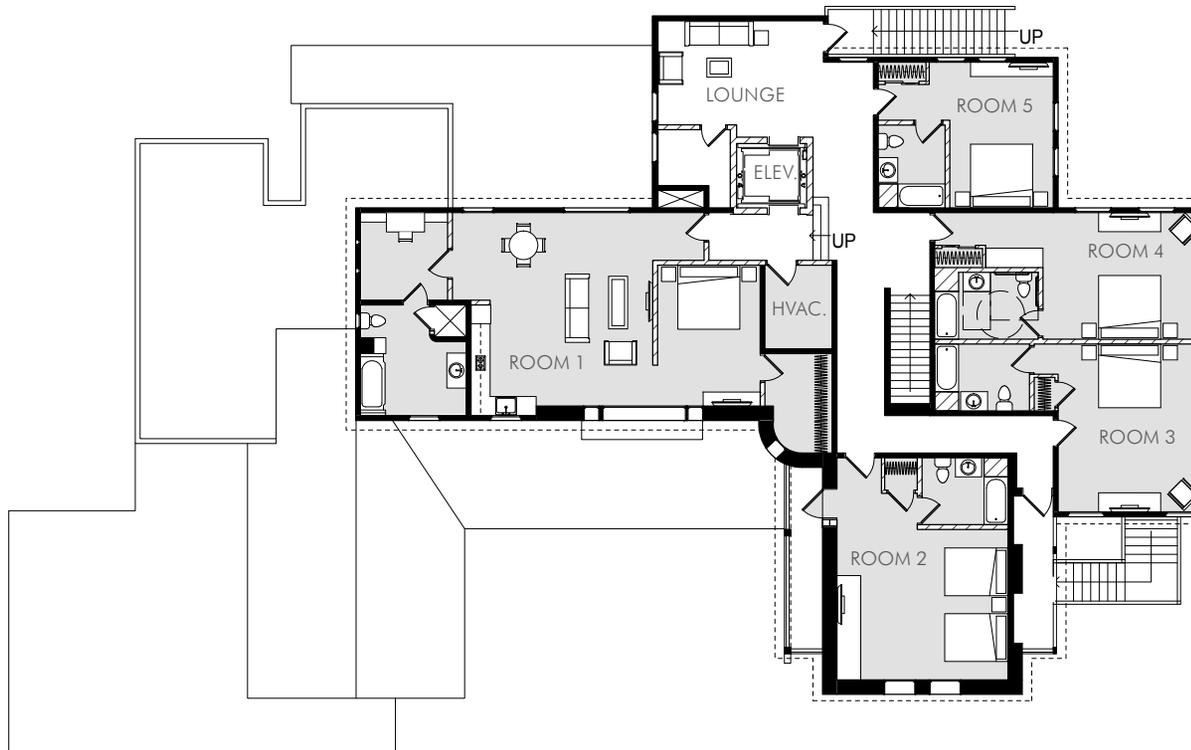
The second floor renovation includes five guest rooms, one of which is the “Donald Rheem Suite” occupying the original Rheem bedroom overlooking the gardens to the south. Again, sensitive placement of the elevator allows this floor level to be fully accessible. A small lounge area for inn patrons is located on the north side of the building. Views from the Second Floor are not obstructed by the Garden Room which is scaled to match the height of the Dance Room. An additional access stair connects this floor level with the entry plaza. The proposed style of the inn and the guest rooms is a Contemporary Mission Style, which is reflected in the mood boards and interior furnishings shown on the previous page.



HACIENDA DE LAS FLORES

EXISTING PLAN – LEVEL 2

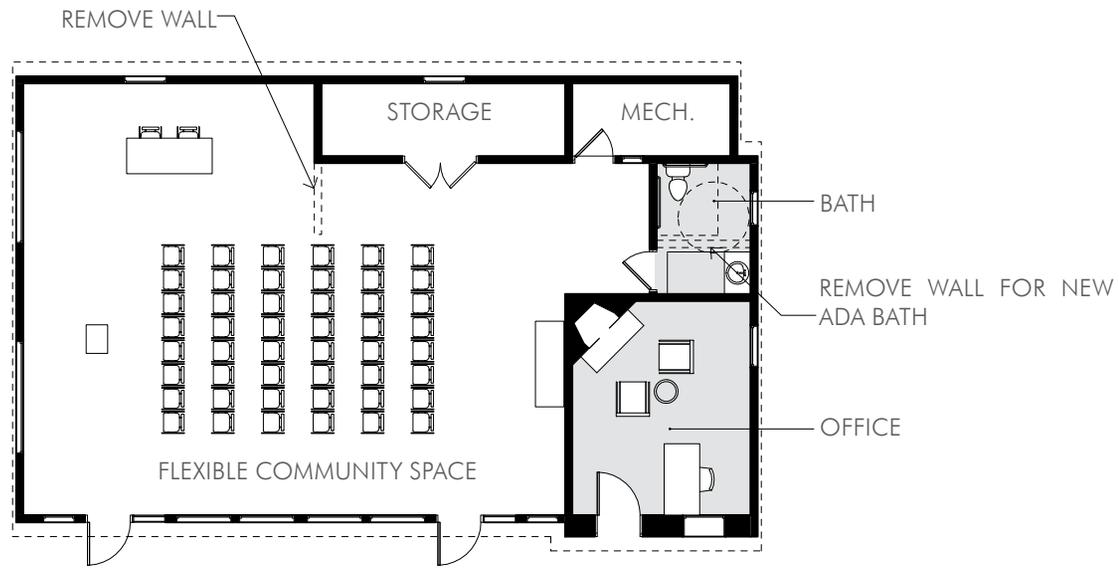




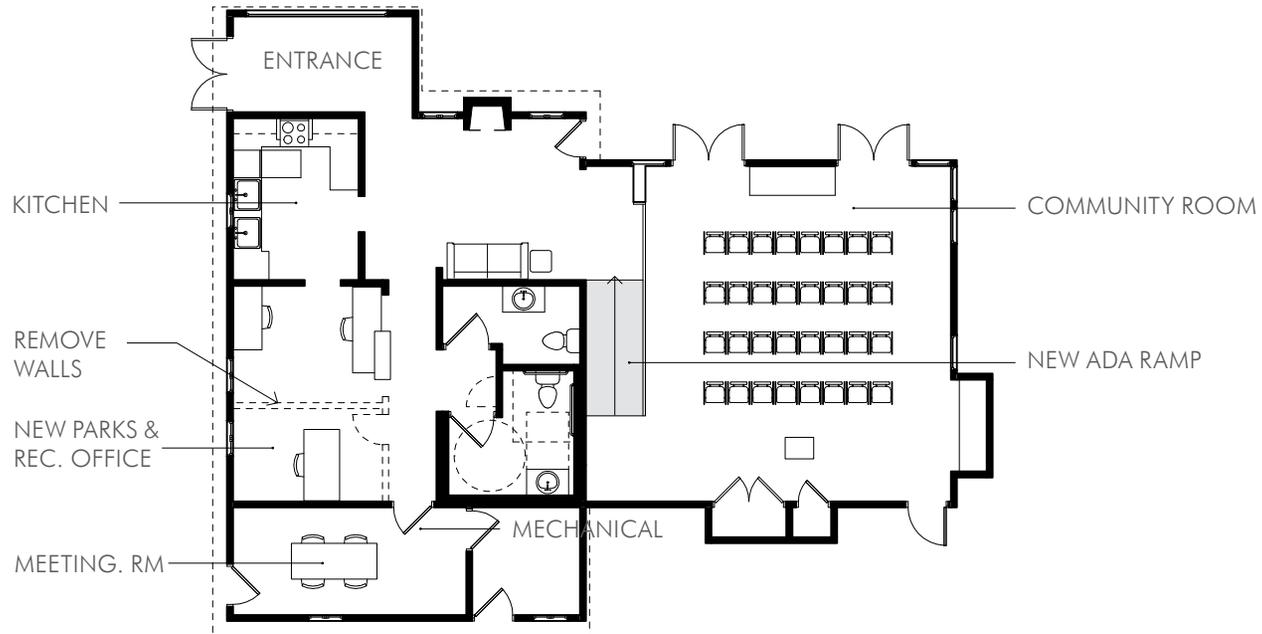
COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN
 PHASE 1 – LEVEL 2

 NEW WALLS
 EXISTING WALLS

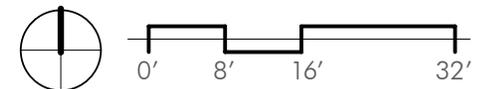




CASITA



LA SALA

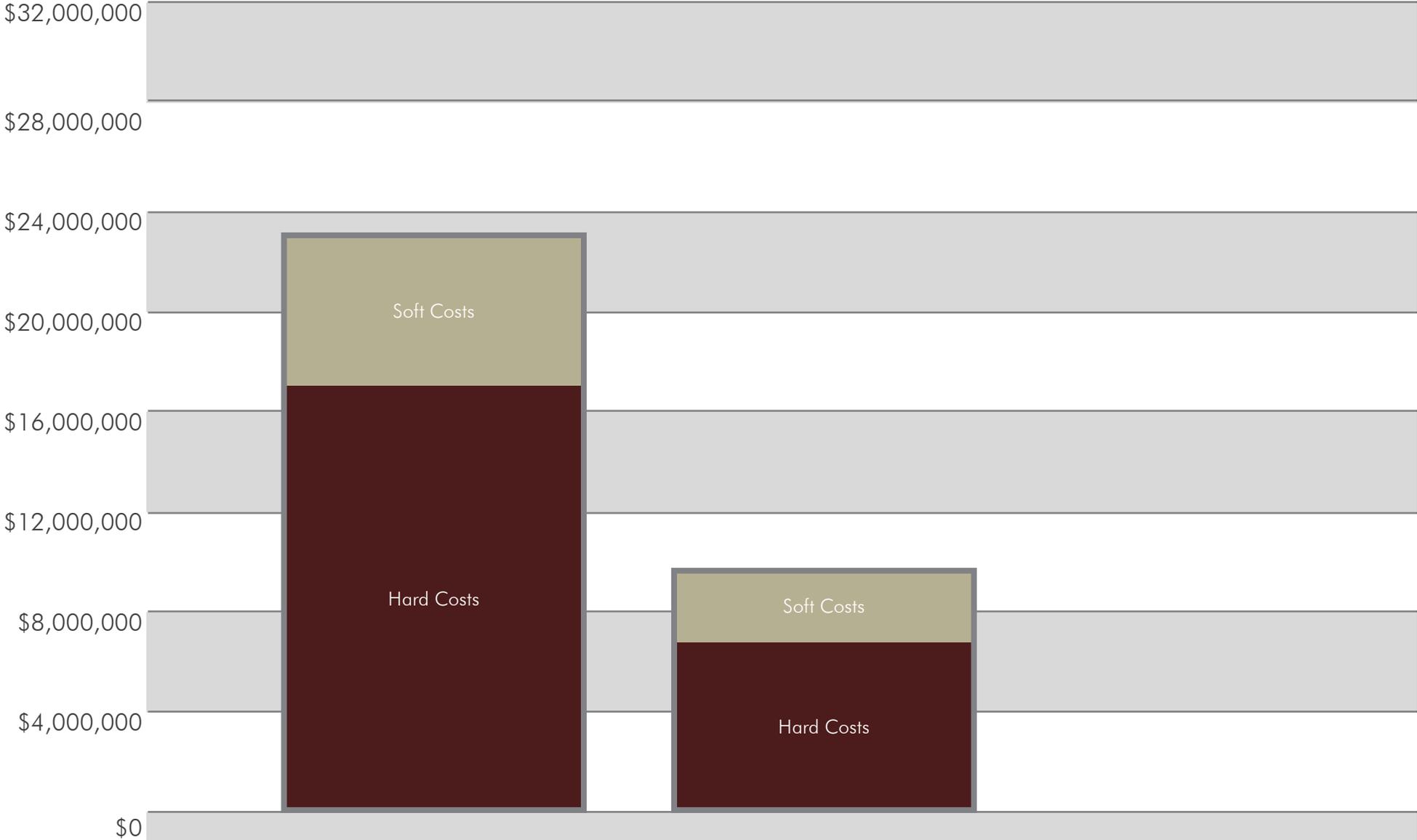


LA SALA & CASITA

La Sala and Casita will have minor renovations to better accommodate community functions and programs. The Casita will be renovated for a flexible community use space, with a private office for a community director, if needed. A movable partition wall may acoustically separate the large gathering space from smaller room areas. Youth summer camp functions may continue to use the Casita for programs.

La Sala's renovation includes the new location for the Moraga Parks and Recreation offices and support spaces. This new location is an improvement with respect to wayfinding. The existing kitchen will remain as an amenity. The community room will be fully accessible with a new ramp. These structures will remain as community amenities primarily for ongoing programs.

PRELIMINARY CONCEPT A & PROPOSED FINAL SOLUTION COST ESTIMATE COMPARISON



CONCEPT A
07.08.2015

CONCEPT A PHASE 1
04.27.2016

Note: FF&E Not Included

REVIEW OF COST ESTIMATES

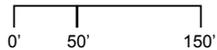
The phased approach to the Hacienda property development minimizes financial risk, as the funds needed to start this process reduce to approximately \$7 million, which includes 35%–40% for “soft costs”. The majority of the construction costs are associated with the Hacienda renovation and the site development. These costs do not include daylighting of Laguna Creek.

FUTURE PHASES

Phases 2 and 3 of the Hacienda development propose to provide the site amenities identified earlier in the feasibility process—the Wine Cave and Custom Crush Facility, additional guest rooms or Casita, and the Pavilion as a community center and resource. The timing of these phases depends on the success of Phase I and the synergies created around the Hacienda renovation.

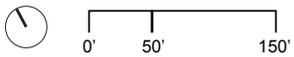
COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN

PHASE 2

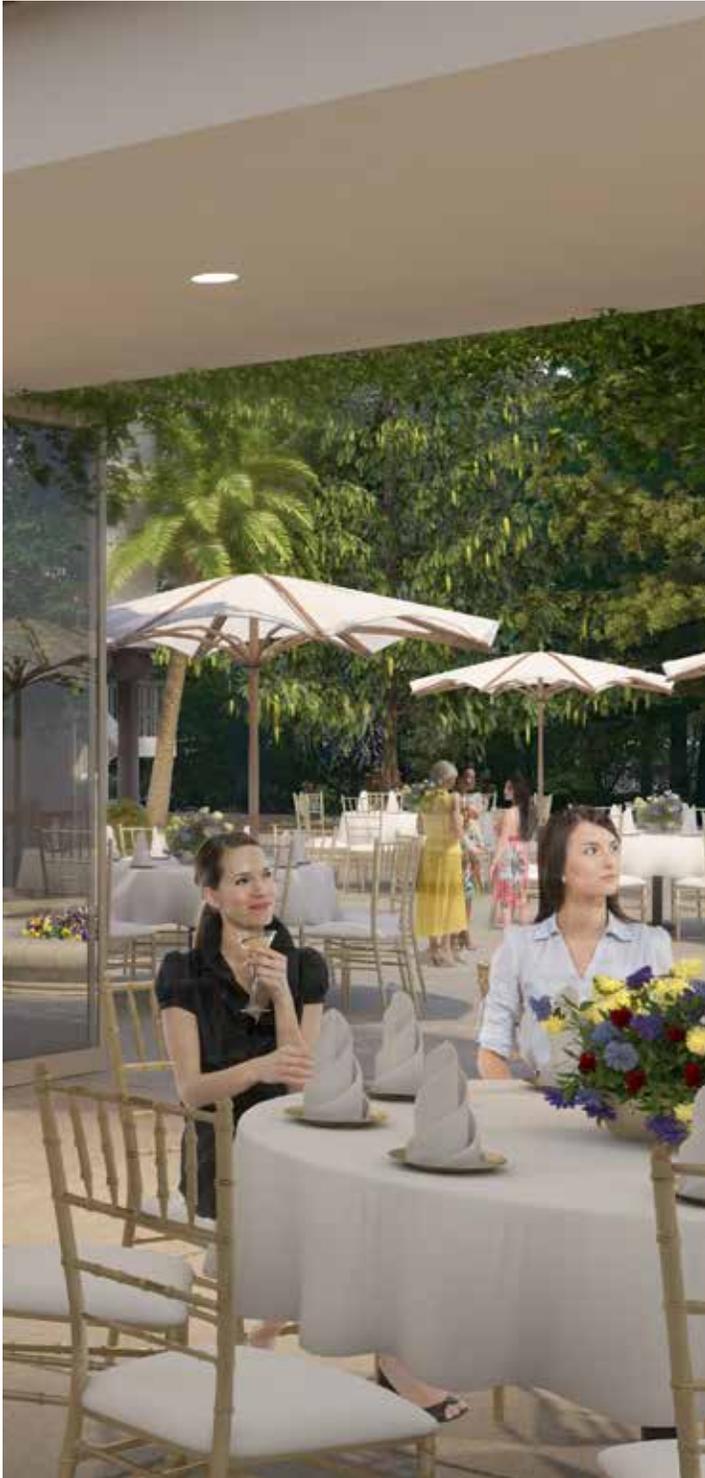


COMMUNITY CONFERENCE CENTER, RESTAURANT AND INN

PHASE 3



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CONCLUSIONS & NEXT STEPS

Gould Evans continues to advocate for a phased approach to the Hacienda de las Flores project to minimize financial risks to the Town of Moraga. After one full year of community engagement and discussions with local and regional expertise in unique site developments such as the Hacienda de las Flores, Phase I provides a viable solution for the Town to best accommodate a balance of private business venture with public access. The community partnership opportunities are strengthened with Phase I, in particular with St. Mary's College and other local businesses that would benefit directly from thriving Hacienda usage. The Hacienda de las Flores has a unique opportunity to be a new Bay Area destination and to bring recognition to the Lamorinda Wines and the beautiful setting of Moraga. This project can be a new heart and social gathering place for the Town of Moraga.

PUBLIC-PRIVATE PARTNERSHIP (P3) OPPORTUNITIES

After several discussions with Public-Private Partnership (P3) developers, our analysis and recommendations are as follows:

- There is a real potential for such a conceptual development.
- Consider Request for Qualifications (RFQ) process – This process allows for the Town of Moraga to find the best partner, and can be an opportunity for potential development teams to communicate their vision and approach; it also allows the Town of Moraga to find a best quality developer—this is less about the financial terms initially, as it is in the RFP process itself.
- Consider hiring the consulting services of a “land economist” or broker, who specializes in land-lease deals and can lead an RFQ process.

In closing, the Town of Moraga's citizens have been great partners through this process. The community is actively engaged in the future of the Hacienda de las Flores, which sets the stage well for its future.



gouldevans
www.gouldevans.com