**DATE:** February 25, 2020

**TO:** Honorable Mayor and City Council

**FROM:** David O. Printy, Senior Project Manager

Edward Arango, Assistant Public Works

Director

Kristine Crosby, Recreation Manager John R. Marchant, Community Services

Director

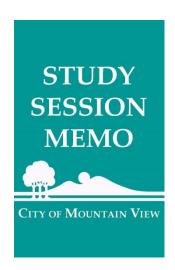
Dawn S. Cameron, Public Works Director

VIA: Max Bosel, Interim City Manager

TITLE: Rengstorff Park Aquatics Center

Replacement, Design, Project 18-38 –

**Programmatic Scope Options** 



## **PURPOSE**

The purpose of this Study Session is to receive direction on the project scope option for the Rengstorff Park Aquatics Center Replacement Project.

#### **BACKGROUND**

Rengstorff Park Aquatics Center (hereinafter referred to as the "pool" or "Rengstorff Park Pool") is located on the north side of Rengstorff Park, accessible from Crisanto Avenue. This pool was opened in 1959 and is one of two aquatics facilities operated by the City of Mountain View. This facility features a 5,200 square foot building with restrooms and showers, a six-lane "L-shaped" pool with a water slide and diving board, and a small wading pool for a total of 5,800 square feet of water (Attachment 1). Rengstorff Park Pool is the City's seasonal pool operating April through September for swim lessons and Recreation Swim. The local youth swim team, Los Altos Mountain View Aquatics Club (LAMVAC), moves programming for the summer months from Eagle Park Pool to Rengstorff Park Pool to accommodate additional City programming at Eagle Park Pool.

Eagle Park Pool is the City's year-round pool and features 6,300 square feet of buildings with restrooms and showers; an eight-lane, 25-yard rectangular pool with two diving boards (one-meter and three-meter); and a bulkhead to change the orientation of swim for a total of 7,000 square feet of water. During the majority of the year, Eagle Park Pool is set to eight 25-yard lanes while, during the summer, the pool is set as eight 25-meter lanes by moving the bulkhead. The bulkhead is moved to increase the shallow end for

Recreation Swim and provide more space for Swim Lesson programs. Eagle Park Pool hosts the City's lap swim program, the local adult swim team (Mountain View Masters (Masters)), LAMVAC, and water exercise classes. Lifeguard and safety classes occur at both pools pending availability. During the summer, the Eagle Park Pool schedule is adjusted to add swim lessons and Recreation Swim to the regular programming.

On September 11, 2018, the City Council approved the agreement with ELS Architecture and Urban Design (ELS) to provide architectural and engineering design services for the Rengstorff Park Aquatics Center Replacement project (hereinafter referred to as the "project").

ELS's initial tasks were to verify the project scope and general design criteria. ELS was provided a baseline scope to evaluate against similar projects they had recently completed as well as opportunities to meet with City staff and the public to seek input and refine the scope. The baseline scope includes complete demolition and removal of all existing buildings, pools, and site improvements; and design of new building(s), pools, and site improvements. The baseline scope sought primarily to provide new, modern, and sustainable aquatics facilities with modest enhancements to the recreational programs at Rengstorff Park. The baseline project scope is further detailed in Attachment 2.

## **DISCUSSION**

# **Current and Future Rengstorff Park Amenities**

Since the early 1960s, Rengstorff Park has served the community as one of the largest community parks in Mountain View. Bounded by Rengstorff Avenue and Crisanto Avenue to the west and north respectively and Escuela Avenue to the east, this 27-plus acre municipal park houses an abundant and diverse set of amenities that are used by all ages and walks of life. On the following page, Figure 1 illustrates the existing and planned public amenities in Rengstorff Park.

## **Amenities/Features:**

- 1. Aquatics Center
- 2. Community Center
- 3. Senior Center
- 4. Child-care facility
- 5. Tennis courts
- 6. Handball and pickleball courts
- 7. Basketball courts
- 8. Skate park

- 9. Family/group picnic and barbecue
- 10. Playgrounds and "tot-lots"
- 11. Outdoor exercise equipment
- 12. Muni-water well
- 13. Maintenance building and yard
- 14. SFPUC/Hetch Hetchy
- 15. Magical Bridge Playground (future)



Figure 1: Rengstorff Park Annotated Map

The City is in the process of developing a "Magical Bridge" all-inclusive play area (No. 15 above) to the north of the existing tennis courts. This future facility is anticipated to be constructed in the next few years.

The park includes four parking lots with a capacity of 410 parking stalls, of which 183 stalls are at the Senior Center off of Escuela Avenue and are remote to the Aquatics Center. Additional street parking is available along the street on Cristanto Avenue. Depending on the number of simultaneous events and activities, the parking lots historically reach capacity most weekends and some weekdays from normal

<sup>\*</sup> P = Four parking lots with 410 spaces total.

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recreational uses (barbecues, tennis, recreational pool use, Community Center programs, etc.).

## **Public Input**

Throughout fall 2018, three community meetings were held to seek public input on the project. Each community meeting was attended by approximately 15 to 35 members of the public, including competitive swim and lap swimmers as well as water exercise participants. Staff held focus group meetings with the City's competitive swim team organizations, LAMVAC and Masters, in November 2018. To further broaden the reach of public input, staff also initiated an online and paper Citywide survey in August 2019.

Community Meeting No. 1 took place on October 18, 2018 and was attended by approximately 35 people. Attendees were invited to visit with representatives from ELS to share their ideas related to site improvements, sustainability, input on the pool for "fun water" or "fast water," building amenities, and any additional input to consider in the design process. "Fun water" is defined as a pool meant for leisure or recreational use and may feature a slide, splash pad, zero-depth entry, or other elements not related to competitive swim. "Fast water" is defined as a pool designed for traditional lap swimming and used for competitive swimming. "Fast water" may feature lane lines, swim-meet amenities, starter blocks, and other elements related to lap swimming. The attendees also were asked to provide their suggestions for aquatic or facility amenities by placing Post-it Notes on an "idea tree" board. The suggestions were tallied and cataloged by ELS and used to inform the material for the next community meeting.

Community Meeting No. 2 took place on November 15, 2018, with approximately 20 people attending. Using Meeting No. 1's "idea-tree" exercise as well as input from staff, ELS brought site plans and project element pieces (i.e., various pool sizes, shade structures, etc.) for use in an interactive design exercise. Attendees were then asked to design the new facility based on a site plan showing the constraints of the site and the limits within which options had to fit. Attendees were tasked with developing three site plan options with corresponding estimated costs for the features they chose. Through this process, the majority of attendees expressed the desire to increase the size of the lap pool to a 50-meter pool. It should be noted that most of the attendee-generated plans with 50-meter pools exceeded the area of the existing Aquatics Center.

Community Meeting No. 3 took place on December 6, 2018, with approximately 15 people attending. ELS presented three project scope options based on the City's initial project scope and input received from the first two community meetings (see Attachment 3 for additional details). The scope options presented are found in Figure 2.

Figure 2: Scope Option Diagrams



- 8-lane/25-yard lap pool and leisure pool
- 10-lane/25-yard x 8-lane/ 25-meter pool and leisure pool with two 25-yard lap lanes
- 20-lane/25-yard x 8lane/50-meter pool and leisure pool

Divided in groups, the 15 attendees discussed the pros and cons of each option, rated each option on a scale of one to five, with one as the least successful at meeting the needs of the community and five as meeting community needs the best, and selected their preferred option. Option 1 received an average rating of 1.85, Option 2 received an average rating of 3.65, and Option 3 received an average rating of 4.36. Two groups selected Option 3 with the 50-meter pool as their preferred option, and the third group was split between Option 2 and Option 3. When asked how they arrived at their scores, the prevailing reason given by attendees for supporting Option 3 was the desire for a 50-meter pool and their prioritization of "fast water" over "fun water."

In November 2018, staff and ELS held focus group meetings with representatives from LAMVAC and Masters, providing staff an opportunity to further understand each organization's operation, pool facilities they have access to, and overall feedback on each option. Masters serves between 200 and 400 members a year, while LAMVAC's membership is 175. Both organizations' memberships consist of 60 percent Mountain View residents and 40 percent nonresidents. Each organization hosts one swim meet a year at Eagle Park Pool. LAMVAC utilizes Foothill College's pool facilities in addition to the City's pools for their programs.

Staff also conducted a Citywide online and paper survey from August 5, 2019 to August 23, 2019. The survey was advertised to pool users through posted signage at the pools,

flyers, e-mails to aquatic program users, and sent to both LAMVAC and Masters to share with their memberships. One hundred forty-eight (148) survey responses were received during the three-week time frame. Survey respondents rated the importance of pool and facility elements as well as which aquatics programs were most important to them. The following table reflects the summary results of the survey with facility elements and programs that received "Important" and "Very Important" rating by more than 50 percent of respondents:

Table 1: Citywide Survey Summary Data

Facility Elements	Percent (%)*	<b>Aquatic Programs</b>	Percent (%)*
Shade Structures	85.8	Recreation Swim	79.8
Shallow Water	73.0	Swim Lessons	70.9
Deep Water	71.6	Lap Swim	70.3
Seating/Picnic Tables/	68.9	Lifeguard/Safety	56.1
Viewing Areas		Courses	
Toddler Area/Pool	63.5	Youth Swim Team	51.4
25-Meter Lap Lanes	62.8		
50-Meter Lap Lanes	60.2		
Diving Boards and Diving Area	55.4		
Green Space	54.1		

<sup>\*</sup> Percent of responses ranking this item as "Important" or "Very Important."

# Parks and Recreation Commission Meeting

On January 16, 2020, staff presented information regarding the three scope options to the Parks and Recreation Commission (PRC) for their review and input. Staff recommended that Option 2 be forwarded to City Council as the preferred direction for the project because it provided the best mix of recreational and lap-swim amenities for the public. During the public comment section of the meeting, there were 10 public comments in favor of Option 3 because of its inclusion of a 50-meter pool. Among the reasons given were that there are not enough of 50-meter pools available to the general public and that this was an opportunity for the City to invest in a regional aquatics asset.

The PRC discussed the relative merits of including a 50-meter pool and associated infrastructure in Rengstorff Park. The consensus of the PRC members was that Rengstorff Park was intended as a community "neighborhood park" and that it was not an appropriate venue for an elite, regional aquatics facility. The PRC mentioned that

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the relatively small site should accommodate recreational functions for youth as well as seniors while also providing for lap swim programs.

As the Rengstorff Park Aquatics Center project will become the newest aquatics facility in the City, staff intends to establish it as the year-round facility and transition Eagle Park Pool to the seasonal pool. The PRC also included in their recommendation to Council that staff work with stakeholders to analyze program needs and the possibility of using Eagle Park Pool as a second year-round facility if found necessary. Based on the number of lanes planned for Option 2 at Rengstorff Park and recent pool data and lap swim demand, staff anticipates current programming is expected to be accommodated without year-round activation of Eagle Park Pool. After completion of the new facility at Rengstorff Park, staff, with feedback from stakeholders, will evaluate the usage and demand of aquatics programs in order to assess a need for a second year-round pool. Prior to any activation of a second pool on a regular basis, resources such as budget and staff availability will need to be determined. In addition, fees will need to be reviewed to ensure appropriate cost recovery of a second year-round pool operation.

# **Scope Options**

All three options would provide improvements over the current layout of Rengstorff Park Pool. With each project option, the Rengstorff Park Aquatics Center will be able to support the aquatics baseline programming of lap swim, recreation swim, swim lessons, water exercise classes, lifeguard and safety classes, private rentals, LAMVAC, and Masters. In all options, program elements may be expanded with the configuration of two separate bodies of water. Having two separate pools allows for concurrent programming (i.e., lap swimming in the lap pool while swim lessons or other classes could occur in the leisure pool). In addition, with two pools, each may be set at a different temperature for programming purposes (i.e., lap pool may be kept cooler than leisure pool). Each option expands the number of lap lanes available and offers a larger leisure area compared to the current Rengstorff Park Pool layout. Depending on the depth of the new pool(s), there is an opportunity to expand class offerings to specialized aquatics programs such as diving, scuba, and fitness classes.

Below are details of the facility features associated with the existing Rengstorff Aquatics Center as well as each scope option, the anticipated construction project costs, and ongoing operating costs as well as additional program considerations related to each specific option.

#### Existing:

Existing "L-shaped," six-lane/25-yard lap pool with shallow "leg" for recreational uses with 4,900 square feet of water, water slide, and one-meter diving board. Existing 900 square foot wading pool. Existing 5,200 square foot building for public, staff, and mechanical/plumbing support spaces.

Existing Annual Operating Costs: \$846,000\*

\* Includes Eagle Park Pool Operations:

#### Option 1:

New eight-lane/25-yard lap pool with enlarged leisure pool with a "zero-depth" entry and water slide with 6,235 square feet of water. A new 7,200 square foot building for public, staff, and mechanical/plumbing support spaces.

Anticipated Annual Operating Cost: \$1,081,000 Anticipated Construction Project Cost: \$15,300,000

Option 1 has two additional 25-yard lap lanes compared to the current Rengstorff Park Pool layout; however, the total number of 25-yard-length lap lanes available is the same number available at Eagle Park Pool and would not increase the number of lap lanes available as the year-round pool.

#### Option 2:

New 10-lane/25-yard x eight-lane/25-meter lap pool with enlarged leisure pool with two shallow 25-yard lap lanes and a "zero-depth" entry and water slide with 9,600 square feet of water. A new 8,000 square foot building for public, staff, and mechanical/plumbing support spaces.

Anticipated Annual Operating Cost: \$1,128,000 Anticipated Construction Project Cost: \$18,136,000

Option 2 increases the number of lap lanes available by two for a total of 10 lanes when the lap lengths run alongside 25 yards. An increase in number of swim lanes may allow for split use of the lap pool to expand programs. In addition, dimensions of the lap pool may accommodate water polo play. The two additional 25-yard "cool-down" lanes in the leisure pool increase programming space for water exercise classes and swim lessons and provide a space for cool-down and warm-up for swim meets or additional lanes for lap swimming.

Option 3: New 20-lane/25-yard x eight-lane/50-meter lap pool with enlarged leisure pool with a "zero-depth" entry and water slide with 14,300 square feet of water. A new 9,000-plus square foot building for public, staff, and mechanical/plumbing support spaces.

Anticipated Annual Operating Cost: \$1,238,000 Anticipated Construction Project Cost: \$21,635,000

In Option 3, the number of lap lanes significantly increases to 20 lanes when lap lengths run 25 yards. When in meters, this pool would provide eight 50-meter lap lanes. For the majority of the year, the pool would be set up in the 25-yard lap lane format to maximize usage and expand lanes available for the lap swimming programs. Due to the increase in lap lanes, there is a greater potential for shared group use and concurrent use in the aspects of lane allocations. Although Option 3 is a larger body of water for the lap pool, the amount of shallow water available is the same as Option 1 and is less than Option 2. The amount of deep water is vast with this option and would provide for programming related to diving, synchronized swimming, and water polo. This option has the greatest impact on the ongoing operational budget due to the size of the building and volume of water. This option also limits the amount of green space that may be available within the facility site plan due to the size of the pool and deck space required for a 50-meter pool. It should be noted that this option does not include reviewing stands, score boards, or sufficient area to support larger events, such as swim meets and other competitions. Similarly, this option does not provide additional parking accommodate larger competitive events.

# **Operational Study**

To verify the local aquatics market and operational impacts of each project option, staff commissioned a report by Ballard King and Associates, LTD (BK), a subconsultant to ELS. BK researched the local demographics and recreational aquatics marketplace to provide the City with a recommendation of which facility scope option would have the best operational performance. BK's report not only provides the City with estimated operating costs and revenues based on current practice and fees for each option but also includes recommendations for staff to consider for future programming and potential fees to align with the local market while achieving a higher cost recovery (Attachment 4).

Through BK's detailed market research, it was revealed there is a significant lack of leisure or "fun water" pools in the local area. The local area BK reviewed included parts of Palo Alto, Los Altos, Los Altos Hills, Sunnyvale, Cupertino, and Santa Clara. The local area was defined based on current City participation data. Many of the pools included in the study are traditional rectangle pools designed primarily for "fast water" activities. BK notes throughout the report that an enhanced and expanded leisure pool would further meet community needs while having a higher operational performance, or cost recovery potential, than a facility with less or no "fun water." The expanded leisure pool would also allow for increased programming for a variety of age groups from infants and toddlers to teens and adults. Of the three options, Option 2 has the greatest leisure pool size with the additional two 25-yard shallow lanes for a total of 3,360 square feet of "fun water" (leisure pools in Options 1 and 3 are 2,000 square feet).

BK also reviewed the three options to develop estimated operational costs and potential cost recovery. City Council Policy J-2, Recreation Cost-Recovery Policy, establishes uniform guidelines, cost-recovery levels, and goals for Recreation programs. Cost recovery for programs is categorized into one of three levels, from those providing a communitywide benefit (Level 1) to those providing an individual or group benefit (Level 3). The Policy outlines the minimum recovery range for each level, which are as follows: Level 1-0 percent to 50 percent; Level 2-50 percent to 100 percent; and Level 3-80 percent to 122 percent.

The following Aquatics programs have been categorized by Council into the three levels:

**Table 2: Cost Recovery Policy Levels** 

Level 1	Level 2	Level 3
(0 Percent to 50 Percent)	(50 Percent to 100 Percent)	(80 Percent to 122 Percent)
Senior Aquatics (Lap	Recreation Swim	"Aquacize"/Aquatic
Swim, "Aquacize"/	• LAMVAC	Fitness
Aquatic Fitness)		Group/Private Swim
		Lap Swim/Masters
		Pool Rental
		Red Cross Training for
		Lifeguards

Through the Fiscal Year 2018-19 budget process, new program fees were approved to meet cost-recovery goals based on operating cost increases to the City. These new fees have begun to roll out by program and will be in full effect by June 2020.

For BK's analysis, the estimated costs were based on industry standards for aquatics facilities that were similar in size. Using the City's current fee structure and anticipated attendance for a new aquatics facility, BK estimated revenue the City may receive for swim lessons, lap swim, recreation swim, water exercise classes, private rentals (including LAMVAC), and Masters swim. Based on estimates provided by BK, Option 2 has the greatest cost recovery at the current fee and program structure of 50.6 percent. For comparison, the cost recovery for Aquatics programs as a whole was 42.2 percent for Fiscal Year 2018-19. The summary of cost recovery scenarios amongst the options can be found in the below Table 3.

**Table 3: Cost-Recovery Scenarios** 

	Low	Medium	High
FY 2018-19	42.2 percent	-	-
Option 1:	47.3 percent	71.1 percent	75.7 percent
Option 2:	50.6 percent	72.6 percent	81.9 percent
Option 3:	44.0 percent	70.3 percent	79.8 percent

Note: All percentages represent estimated five-year averages.

As noted in the above chart, the projected cost recovery potential for Option 2 is higher than either Options 1 or 3 in all operational scenarios. Even when considering all of BK's recommended fee structure updates and additional programming changes with increased attendance, Option 2 still has the greatest potential cost recovery at 81.9 percent. Upon selection of project scope, staff will review each individual aquatics program to determine if potential fee increases may apply in order to meet minimum cost recovery goals.

# **Heritage Tree Impact**

An arborist report was prepared for the Rengstorff Park Master Plan in October 2010, and an updated report was prepared for the area around this project in April 2019. All three project options will impact a number of existing trees, each in slightly different ways. Based on all three options' layouts, between 35 and 41 trees will be impacted, of which 12 to 14 are classified as Heritage trees (Attachment 5). Options 1 and 2 have more opportunity to make adjustments to the site plan to minimize impact on Heritage trees and park open space. Option 3 may have the greatest impact on Heritage trees

and park open space as there is less opportunity to adjust the site plan due to space needed to support a 50-meter pool. The precise number and type of trees impacted will not be known until the preferred scope option is selected and further evaluation is completed through the conceptual design process. As requested by the PRC, staff will also evaluate if one of the Heritage trees closest to the existing aquatics building (Tree Tag No. 23716) can be retained if at all possible and incorporated into the design.

After completion of the Conceptual Design phase, staff will return to the PRC with conceptual design options, including the precise number and type of trees impacted and staff's proposals for mitigations.

## **Staff Recommendation**

Staff recommends Option 2 as the preferred scope option for the following reasons:

- This option provides the greatest opportunity to balance the community needs between "fun water" and "fast water" with the potential for additional and concurrent programming. It increases the number of 25-yard lap lanes at Rengstorff (from six to 10) for "fast water" programming and provides two additional 25-yard length warm-up lanes in the leisure pool that may be used for lap swim, competitive swimming, and practices. Alternatively, it also provides eight 25-meter lap lanes for program flexibility. For "fun water," it provides an opportunity to expand swim lessons and increase recreational swim elements due to the increase in water in both the leisure pool and larger lap pool.
- Compared to Option 3, Option 2 is estimated to cost approximately \$3.5 million less to construct and approximately \$132,000 less annually to operate. Based on the analysis from BK, Option 2 has a greater potential for a higher cost-recovery rate at current fees/programming compared to the other two options.
- Option 2 would encroach less into Rengstorff Park's open space while still simultaneously providing for greater "green space" within the project boundary. It also has the potential for removal of fewer Heritage trees due to the greater flexibility of the green space and site plan of this option.

## **Fiscal Considerations**

Rengstorff Park Aquatics Center Replacement, Design, Project 18-38, is funded with \$2.8 million from the Park Land Dedication Fund. Option 1 design costs are estimated to be within the current budget. If Option 2 or Option 3 is selected, the design costs

may increase between \$443,000 and \$1,078,000 for a new total cost between \$3,243,000 and \$3,878,000, respectively, and staff will need to request additional funding to support the higher cost. Rengstorff Park Aquatics Center Replacement, Construction, Project 21-39, is scheduled in the five-year CIP and was initially budgeted for Option 1 with an estimated budget of \$15.3 million. Options 2 and 3 have estimated construction costs of \$18,136,000 and \$21,635,000, respectively. This project is expected to be funded entirely from the Park Land Dedication Fund. Staff will return to the PRC with the recommendation to commit Park Land Dedication In-Lieu Fees to the construction of the pool with either the conceptual design or as part of an annual CIP process, depending on timing. This will provide for a better construction estimate and, therefore, a more accurate commitment of Park Land Dedication In-Lieu Fees.

The Aquatics operating budget for Fiscal Year 2018-19 was approximately \$846,000 to support both Eagle Park Pool and Rengstorff Park Pool. Current estimates of ongoing operating costs for the new Rengstorff Park Aquatics Center may range from \$952,000 to \$1,109,000 depending upon which option is selected by Council. Operating Eagle Park Pool as a seasonal pool is estimated to cost \$129,000 annually. Combined, the total estimated operational cost for both aquatics facilities ranges from \$1,081,000 to \$1,238,000, which would increase between \$235,000 and \$392,000 over the current operating budget. Staff will conduct a more detailed review of operating costs associated with the selected option following conceptual design to include for consideration through the Fiscal Year 2022-23 budget process. See Table 4 below comparing costs for all Options.

Table 4: Capital Improvement and Operating Cost Impacts

**Rengstorff Park Aquatics Center Replacement** 

	CIP Costs		Annual Operating Budget	
	Design 18-38	Construction 21-39	Total Aquatics Program	Cost Increase ***
FY 2018-19:	-	-	\$846,000	-
Option 1:	\$2,800,000*	\$15,300,000*	\$1,081,000**	\$235,000
Option 2:**	\$3,243,000	\$18,136,000	\$1,128,000	\$282,000
Option 3:**	\$3,878,000	\$21,635,000	\$1,238,000	\$392,000

<sup>\*</sup> Scheduled in the current five-year CIP budget.

<sup>\*\*</sup> Additional funds required to implement.

<sup>\*\*\*</sup> Annual operation costs before considering revenue.

## **RECOMMENDATION**

Staff and the PRC recommend that the City Council direct staff to advance Option 2 to the conceptual design process and seeks input on the following questions:

- 1. Does Council concur with staff's and the PRC's recommendation for Option 2?
- 2. Does Council have any other comments or direction for staff for the conceptual design process of the Rengstorff Park Aquatics Center Replacement Project?

## **NEXT STEPS**

Staff will return to the PRC during the next design phase, Conceptual Design, to obtain comments on up to three alternative versions of the preferred scope option. Subsequently, staff will return to the City Council for selection of a preferred Conceptual Design and recommended budget adjustments, if required.

Staff expects to complete design in summer 2021 with construction commencing approximately six months later.

## **PUBLIC NOTICING**

In addition to the standard agenda posting, all neighborhood associations and property owners and residents within 750' of the Community Center received notices of the Council meeting in English and Spanish. Lawn signs advertising the meeting were placed on-site at the project location, and a notice was listed on Express MV (*Mountain View Voice*) and the City's website. Staff sent a notification to Los Altos Mountain View Aquatics Club, Mountain View Masters, lap swim users, and registrants from aquatics programs from 2017 to present.

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Attachments: 1.

- 1. Existing Aquatics Center
- 2. Baseline Project Scope
- 3. Project Scope Option Diagrams and Feature Matrix
- 4. Operational Plan and Comparison Report (Executive Summary and Appendix E, Alternative Service Providers and Fees)
- 5. Potential Heritage Tree Impact Map

cc: Clarence Mamuyak, President, ELS Architecture and Urban Design

CSD, POSM, FRM, PWD, APWD—Arango, PCE—Au, SPM—Printy, Project File (all w/a)