



# Library & Cultural Arts Facility Master Plan Feasibility Study Report

January 2020



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**EXECUTIVE SUMMARY**

The City of Elk Grove is the second largest city in Sacramento County, with a population of nearly 174,000 projected to grow to 210,000 by 2036. The City currently provides two libraries for community use, part of the Sacramento Public Library (SPL) system that operates 28 branches throughout the region. Both Franklin Library and Elk Grove Library are consistently ranked among the top five circulating libraries within the SPL system; with their high usage and excellent service, these facilities are increasingly experiencing capacity, infrastructure, and condition challenges to meeting the community’s current and projected service needs.

In July 2017, the Elk Grove City Council approved the Civic Center Master Plan, which provides the comprehensive framework for the development of a new civic campus in the heart of Elk Grove. Located at the southeast corner of Big Horn Boulevard and Civic Center Drive, the new campus includes an aquatics center and senior community center, and is sited for a new library and cultural arts facility, among other future amenities.

In November 2017, the City initiated a master plan process to assess the needs and develop a vision for the future of its library facilities: Elk Grove Library and Franklin Library, as well as the proposed new library at Civic Center. This process and resulting plan are intended to guide the development of the future Civic Center library as well as inform and update Elk Grove’s library services plan to support Sacramento Public Library’s current Facility Master Planing effort.

## LIBRARY SYSTEM RECOMMENDATIONS

The recommendations in this master plan aim to build capacity by creating two new branch libraries, located on the east and west sides of Elk Grove, on both sides of Highway 99. Both libraries would be larger in size than current facilities to meet the identified 0.43 - 0.52 square foot/resident space target. Two system facility strategies were developed to meet this target, an interim phase and the proposed strategy.

### **(Interim) Phase 1: Three Libraries – 1 New Destination + 2 Existing Branches**

Acknowledging the challenges associated with large planning projects, an Interim Phase has been identified as a first step in the library service recommendation for increased capacity. This gives the City an immediate goal to start working towards, while providing more time to acquire the funding and land to realize the ultimate proposed strategy. The Interim Phase offers a new, large “destination” library at the Civic Center, which could range in size from 45,000 to 60,000 SF. The library would be complemented by a co-located cultural arts theater, which would be 20,000 to 30,000 SF, allowing for 300-500 fixed seats. The existing Franklin and Elk Grove libraries would be maintained.

### **(Ultimate) Phase 2: Three Libraries – 1 New Destination + 1 Relocated Branch + 1 Focused Branch**

The ultimate Proposed Strategy offers a similar sized “destination” library at the Civic Center site (45,000-60,000 SF) in addition to the cultural arts theater. The existing Elk Grove Library would be relocated to a larger facility ranging from 25,000-30,000 SF in size. Similar to the current Elk Grove Library, the new facility would be located on the east side of Highway 99, to adequately serve residents on the east half of Elk Grove. A specific site or location has not yet been determined. The Franklin Library would remain, and be repurposed as a focused-service branch library, such as a youth or teen library, while allowing all patrons to still be able to pick up or drop off materials and attend library-organized programs. This proposed strategy would meet the master plan recommendation of 0.43 to 0.52 SF/resident.

## CULTURAL ARTS CENTER RECOMMENDATIONS

Based on findings and input from the Elk Grove Arts Commission, stakeholder interviews, community surveys, and data on community activity and regional resources, recommendations were developed regarding the most appropriate operating model for a new performing arts facility in the City of Elk Grove. The following assumptions are made in developing an operating model and financial forecast for the Cultural Arts Center:

- The City will own the facility and either operate the facility or develop a contract with an external operator of the performing arts facility;
- The facility will be in the range of 25,000 square feet with a primary performance space of 400 seats; building operations (including utilities and maintenance) is assumed at \$8.75 per square foot;
- Activity will include over 240-250 event days, comprised of presented events by touring artists, commercial renters, not-for-profit renters, and activities by at least one partner or resident organization;
- The facility will be supported by four full-time staff and additional part-time or contract staff as required for activity.

## NEXT STEPS

This master plan process represents an important first step in improving Elk Grove’s library facilities and services and cultural arts venues, and is a significant contribution to the Elk Grove Civic Center South district development plan. While over 500 community members provided feedback for this study, more engagement will be needed as efforts to implement this plan move forward. It will be important for the City to continue the conversation with community members, community leaders, and Sacramento Public Library about the need and opportunities for improved library and cultural arts facilities in Elk Grove. Continuing to build a city-wide awareness of the needs and the vision for improved library services – both within Elk Grove’s existing facilities, as well as at the future Civic Center site – to community members is critical to securing support and momentum for the implementation of these recommendations.

The work completed during this planning process provides an excellent foundation for moving forward with the next steps, including programming for a “right-sized” facility program for a joint use Civic Center Library and Cultural Arts Center, and identification of preliminary project budget. On August 22, 2018, the Elk Grove City Council received a presentation on this report, and permitted the continuation of the project’s schematic design process.

Concurrent with refining project definition is the ongoing work necessary to evolve library operations and fund either the large or smaller branch scenarios. This work will require further detailed discussions and analysis with Sacramento Public Library and the City of Elk Grove.

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# HELP IMAGINE



## OPPORTUNITIES FOR ELK GROVE'S LIBRARY & CULTURAL ARTS CENTER

### INTRODUCTION

In November 2017, the City of Elk Grove commissioned Group 4 Architecture, Research + Planning (Group 4) to complete a Library Services and Cultural Arts Facilities Master Plan for the city and its new Civic Center campus. The project was initiated to:

- Assess public library service and space needs for the City of Elk Grove
- Evaluate current and future library facilities for the city and adjustments to existing library facilities necessary to serve the city through the build-out of the existing city limits
- Develop library service and facility goals for the City in support of an updated Sacramento Public Library (SPL) Facilities Master Plan
- Assess the need, size, and types of Cultural Arts facilities to serve the city through the build-out of the current city limits
- Develop a draft project cost model for the recommended strategies

Group 4 worked closely with AMS Planning & Research, specialists in feasibility studies and facility planning for performing arts centers, to identify the regional demand for a performing arts venue, and establish the recommended theater type and size for the proposed Civic Center location. Group 4 and AMS collaborated with City leadership, stakeholders, and the community at large throughout the master planning process to create a clear vision for improved library services and cultural arts opportunities.





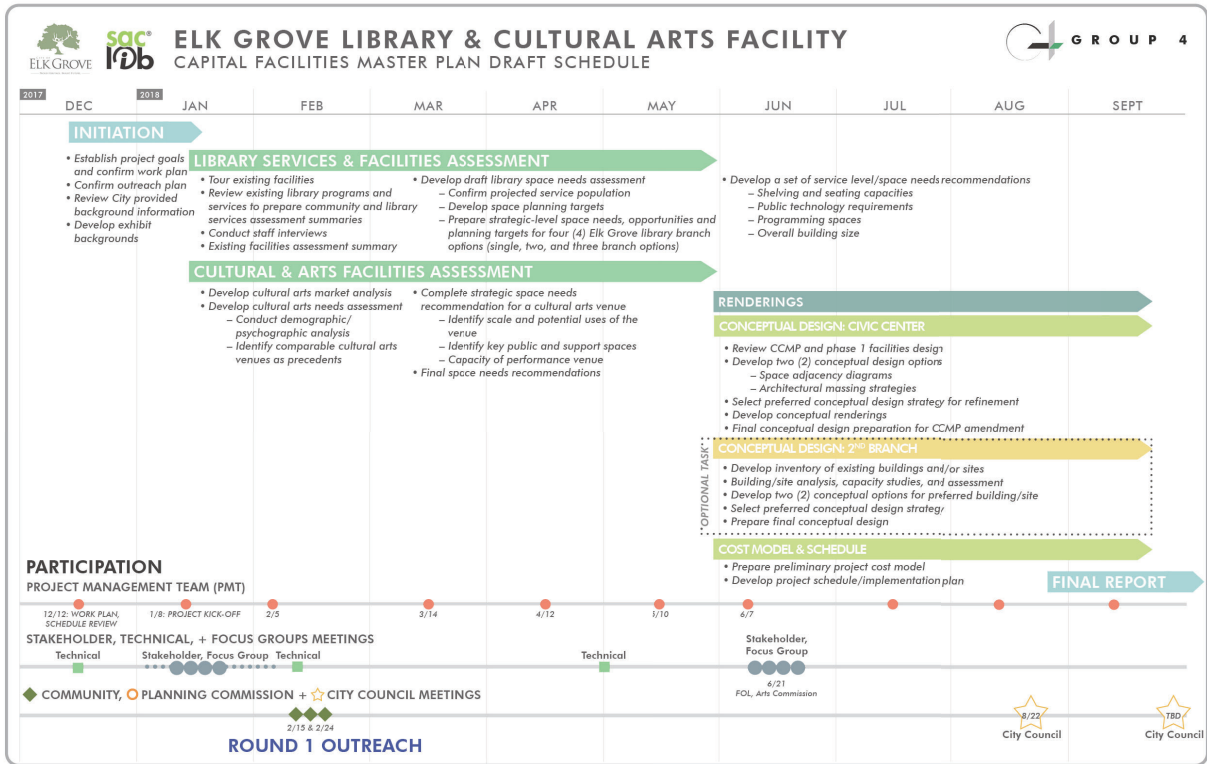
#### PROJECT BACKGROUND

The City of Elk Grove is a suburban community located south of Sacramento, and is the second largest city in Sacramento County. The City's current population is nearly 174,000, and projected to grow to 210,000 by 2036, according to the Sacramento Area Council of Governments.

Elk Grove currently provides two libraries for community use, both of which are operated by the Sacramento Public Library (SPL), which operates a total of 28 branches throughout the region. Franklin Library, located on the west side of the City, is the larger of the two branches and was constructed in 2002. The Elk Grove Library, located east of Highway 99 at the entrance to the historic downtown, was constructed in 2007. Both libraries are consistently ranked among the top five circulating libraries within the SPL system. Despite the relative high circulation rates and excellent service that is provided by SPL, both facilities lack sufficient capacity, infrastructure, or condition to meet the community's full range of service needs.

In July 2017, the Elk Grove City Council approved the Civic Center Master Plan, which provides the comprehensive framework for the development of a new civic campus in the heart of Elk Grove. Located at the southeast corner of Big Horn Boulevard and Civic Center Drive, the new campus is comprised of an Aquatics Center, Senior Community Center, and the future home of a new library and cultural arts facility. The campus will also include a large park, nature preserve, and nature center. The Aquatics Center, promenade, and parking were completed in 2019, and completion of the Senior Community Center and associated site work is anticipated in early 2020. The library and cultural arts facility will be a part of a future phase.

The City initiated a master plan process to assess the needs and develop a vision for the future of its library facilities – Franklin, Elk Grove, and the feasibility of building a new co-curated library/cultural arts facility at the new Civic Center site. This process and resulting plan are intended to help guide the development of the future Civic Center library/cultural arts center as well as provide an update to Elk Grove's library services as a whole as they pertain to SPL's Facilities Master Plan, which was drafted in 2007.



**METHODOLOGY**

The master plan process was conducted from December 2017 - January 2019, included engagement on all levels, with the project team working with City leadership and staff, SPL staff, stakeholders, and the community to complete the identified tasks, which led to the recommendations included within this report. Existing SPL data and past planning efforts also helped to inform the project team as they explored strategies and scenarios. The key groups who participated throughout the study include:

**City Council**

The project team conducted Council briefings with each of the City Council members, in addition to providing an update on the progress of the master plan at a regularly scheduled Council meeting.

**Project Management Team (PMT)**

The PMT was composed of key City and Library staff, and Group 4 and AMS project personnel. The PMT served as a core component of the methodology, providing day-to-day direction, project oversight, and support throughout the entire process. The PMT met monthly to review project progress and coordinate project tasks.

**Technical Meetings**

Group 4 conducted several technical meetings with key SPL staff throughout the project process. Early on, the team toured the existing Elk Grove libraries with Library staff to gain a better understanding of the current conditions and functionality of the facilities. The technical meetings enabled SPL to provide continual insight about the services and operations of the existing libraries and system, and helped the project team vet and develop the system strategies and preferred building programs for the future libraries within Elk Grove.



### Community Outreach

Integral to the project engagement plan was the community outreach component, which allowed constituents to provide input on the long-term plan for Elk Grove's libraries during the Library Services and Facility Assessment phase of the project. A variety of methods of community outreach were utilized to collect feedback and comments on the project:

- **Community Open House & Workshop:** The project team conducted one round of community meetings to solicit input on the existing Elk Grove library facilities and to better understand the community's needs through a space and activity prioritization exercise. The community meeting included an open house at the Elk Grove Library, where community members were welcome to drop by for an informal presentation and offer input. The community meeting also included a structured presentation and interactive stations where feedback was gathered.
- **Intercept Kiosks:** An intercept kiosk was conducted at the Franklin Library on a Saturday at their monthly Lego building event. The content of the kiosk was the same as the open house, and allowed for the project team to obtain a diverse range of feedback from participants.
- **Online Survey:** Community members were invited to provide feedback via an online survey made available on the City's and SPL's websites. The survey was also posted on social media platforms such as the City's Facebook, Instagram, and Nextdoor pages.



### Stakeholder Interviews

In addition to general community outreach, the project team worked closely with key stakeholder groups throughout 2018 to identify needs specific to each group.

- **Franklin and Elk Grove Library Friends Groups:** The project team met with the Friends of the Library groups on January 21, 2018, to provide an overview of the project as well as to collect their input on the existing facility assessment and community needs. A follow-up meeting was conducted on June 21 to provide the groups with a summary of the facility and needs assessment as well as to present the draft system strategies and proposed Civic Center building program.
- **Cosumnes Community Services District:** On January 8, 2018, the project team met with Joshua Green, the Parks & Recreation Administrator with the Cosumnes Community Services District (CSD) to discuss their existing programs and services and any future collaborative partnership opportunities that the future library and cultural arts facility could provide.
- **Elk Grove Unified School District:** Group 4 and City staff met with representatives from the Elk Grove Unified School District (USD) on February 15, 2018, to discuss the project as well as the Franklin Library operations due to its use as a joint school and public library. The project team also took a tour of two Elk Grove high school performing arts facilities on January 8 to gain a better understanding of what cultural arts facilities the school district currently provides within the community.

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## VISION

### 21ST CENTURY LIBRARY TRENDS

Early on in the planning process, the PMT examined trends and best practices that make modern library facilities vibrant and invaluable destinations. The PMT engaged in discussions with SPL and Group 4 about what constitutes a 21st century library, and the best practices implemented by modern library facilities established the foundation for the vision and recommendations of this study.

Libraries have evolved significantly over the past few decades, and are no longer just places to check out books or attend a public meeting. Instead, libraries of the 21st century are a nexus of interaction and engagement – environments that foster communication and connections between residents, and that encourage active learning, civic engagement, and a strong sense of place.

Best practices for planning and design of 21st century libraries include:

#### 1. Efficient Operations

- Streamlined workflows to stretch dollars
- Design for optimal functionality
- Creative uses of community resources, staff, and volunteers

#### 2. Flexible Buildings

- Adjust to changing needs and technology
- Multi-use spaces, floors, walls, and furniture

#### 3. Accessible to All

- Multi-generational
- Latest resources and technology in a range of media
- Universally accessible to the entire community

#### 4. Collaborative Environments

- Connected to knowledge, ideas, technology, and people
- Knowledge sharing of new media and technology
- Space for formal and informal social interactions
- Access to community networks and activities

#### 5. Foster Creativity

- Outlet for expression
- Spaces and resources for creative skill building
- Complimentary STEM & performing/visual arts programming
- Learning and discovery through doing





## 6. Vibrant Places and Spaces

- An active and evolving asset
- Welcoming and comfortable for all
- Grounded in the culture and history of the community

## 7. Celebrating Community

- “Third Place” – space to interact, study, learn, and share
- Creating culture and healthy communities
- Showcase the excellence and creativity of the community
- A place to be proud of

## 8. Community Synergies

- Centralized activities and resources for everyone
- Complementary uses
- Power of partnerships
- Site sharing and optimization

## 9. Sustainable Design Strategies

- Context specific design solutions
- Passive design strategies for efficient water and energy use
- Designs for longevity



In addition to the industry best practices listed above, the Project Management Team worked with SPL to identify the key branch, technology, and facility trends to guide the development of the building program for the new Civic Center library and any future branch libraries within Elk Grove. The following trends were identified, based on the SPL Facility Master Plan Biennial Update and Renewal Report from April 2015:

### 1. Branch Trends

- Children and families – promoting family literacy, including space for play; space for parent and child seating; children’s areas zoned for each developmental stage; and incorporating outdoor space into library programming
- Teen zones – designating space separate from traditional library areas to accommodate a diverse range of teen programming; flexible furniture to support both individual and group study or activity
- Library as formal education space – library space should support students with the space and technology needed for homework, tutoring, and quiet reading
- Adults learn and explore – offering an enriched catalog of programs, activities, and materials for adults (not just for children and teens)
- Library as a DIY hub – offering and expanding “how to” programming (e.g., sewing classes, bicycle repair); embracing the “lending library” concept or the lending of non-traditional formats such as tools or musical instruments
- Library as a place to relax and unwind – facilities should support clean, browsable, and organized displays that showcase a variety of library materials, in addition to improved seating options
- Library as a place to do government-related activities – serving as a polling station, providing space for free tax assistance, or Veterans Resource Stations

### 2. Technology Trends

- Facilities should incorporate more seating areas, charging stations, and portable charging options and Wi-Fi access points to allow for the proliferation of patrons using their own devices
- Facilities should incorporate more computer labs for classes, maker labs, laptop labs (for pop-up classes), and study rooms for one-on-one technology coaching
- New libraries must be designed with flexibility to rapidly adapt to changing technology and user needs

### 3. Facility Trends

- Facilities must be reconfigurable and flexible enough to accommodate the multiple library services provided: people space, multiple spaces for groups of people, dual-purpose space, seating with a variety of options, indoor-outdoor programming space
- Facilities need to be inclusive to the widest number of people in the community
- Emphasizing the appropriate design of facilities and systems to maximize energy savings as energy costs continue to rise



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**Online Survey: 444** participants  
**Community Outreach Events (2/15 & 2/24): ~125** participants  
**Total: ~569** participants

**FACILITY AND NEEDS ASSESSMENT**

This section summarizes the analysis of Elk Grove’s service delivery network and facility conditions. How well do Elk Grove’s existing libraries support its ability to serve current and projected community needs? Do the Franklin and Elk Grove libraries’ existing geographic locations provide adequate access to area residents? What are the current conditions of the existing facilities?

**LIBRARY NEEDS ASSESSMENT**

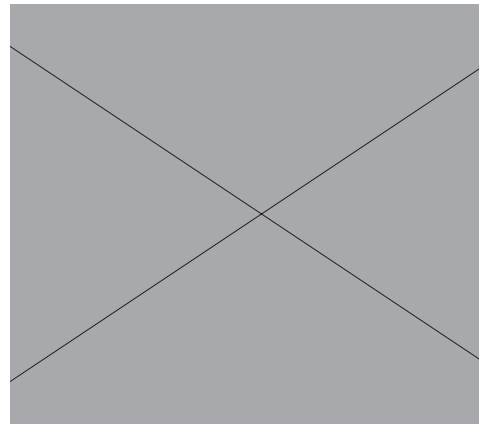
The residents of Elk Grove were provided the opportunity to contribute to the vision of Elk Grove’s libraries through one round of outreach that was completed in February 2018, as well as an online survey. Approximately 569 participants provided the project team with input through in-person events or online.

Both the in-person outreach events and online survey focused on community needs and priorities. Participants were asked to rank the library spaces and activities most needed in Elk Grove. Respondents were presented with a selection of ten types of core and new library services, and ten types of library spaces – both traditional and innovative; participants were then invited to “vote” for their priorities by selecting their top three choices. The results of this exercise showed some clear priorities for the future Elk Grove libraries, and demonstrated a need for expanded spaces or enhanced library services.

**BOOKS, MOVIES, MUSIC**



**COMMUNITY EVENTS**





#### Top Priorities for Library Spaces:

- **Space for books, movies, and music** received the most votes, with 86% of respondents indicating their preference for maintaining space within facilities for traditional library items.
- **Children's space** was the second-highest priority, with votes from more than 73% of participants. Both Franklin and Elk Grove libraries today have a robust Children's collection and diverse range of programming geared towards youth. Elk Grove residents feel strongly that their libraries should continue to support the younger populations.
- **Technology hub** was the third choice for respondents, receiving votes from 63% of participants. This reinforces the role of the library as a destination for all things technology related, from merely providing space to plug-in and work to offering computer classes or maker activities.
- **Quiet reading space** came in fourth place, with 59% of participant's prioritizing library facilities that maintain a dedicated area for quiet reading, studying, or working.
- **Outdoor space** ranked fifth, with 54% of participants' support. Neither of Elk Grove's libraries currently provide outdoor programmable space, thus highlighting residents' perceived need for such space.



Top Priorities for Library Activities:

- **Community events** was the top priority, selected by 76% of participants. Although participants ranked “rooms for community use” seventh highest, their top choice is community events for activities provided within or by the library.
- **Learning and tutoring** came in second highest, selected by 72% of participants. The library can play a fundamental role in offering lifelong learning, after-school homework help, or other opportunities centered on enrichment.
- **Quiet reading and studying** received 68% support. Elk Grove residents maintain a preference for more traditional library activities such as reading or studying.
- **Creating and making** was a priority for many respondents, selected by 63% of participants. Reflecting the evolving service model for 21st century libraries, Elk Grove residents indicated their preference for a facility that offers and can support maker space type programming or a lending library, a trend that SPL is currently exploring in other system branch libraries.
- **Entertainment and programs** placed fifth, with 57% support. As with the leading “community events” priority, participants feel strongly that Elk Grove libraries should also be a forum for community gathering, providing residents with the opportunity to attend a musical performance, poetry reading, or even a library petting zoo (as recently provided by the San Francisco Public Library at their North Beach Branch)!

# LIBRARY

## COMMUNITY SURVEY RESULTS: TOP FIVE PRIORITIES FOR LIBRARY SPACES



#1

Space for books, movies + music



#2

Children's space



#3

Technology hub



#4

Quiet study space

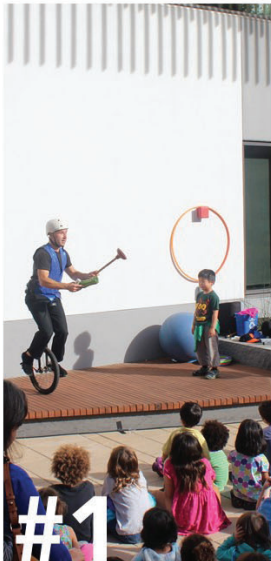


#5

Outdoor space

# LIBRARY

## COMMUNITY SURVEY RESULTS: TOP FIVE PRIORITIES FOR LIBRARY ACTIVITIES



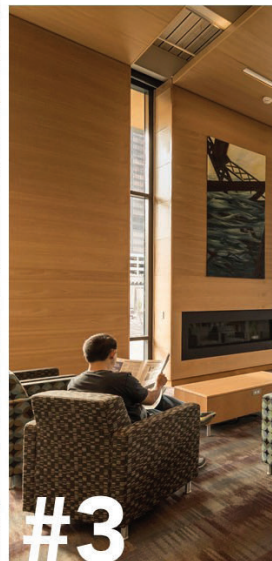
#1

Community events



#2

Learning + tutoring



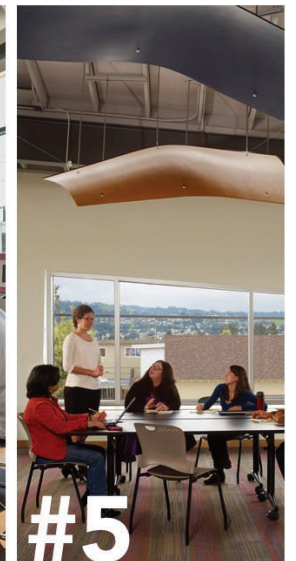
#3

Quiet reading + studying



#4

Creating + making



#5

Entertainment + programs



### CULTURAL ARTS FACILITY

AMS was engaged in November 2017 to complete a feasibility study for a proposed performing arts facility co-located with a new library on the City’s new Civic Center site. A comprehensive assessment was developed to understand the market characteristics and context, determine the ideal size and configuration of a potential performing arts facility, and project the operational and financial implications of a new facility. A working group led by City leadership and the project team engaged community stakeholders throughout the process.

This study shows that a new performing arts facility is feasible for the City, and that there is perceived need and community support for a facility of this kind. This report documents the process and provides data, information, and recommendations for next steps in developing a new performing arts facility in the City of Elk Grove.



Primary and custom market areas

## SITUATION ANALYSIS

Numerous materials related to the City's plan for the Library Services and Cultural Arts Facilities project and other data were reviewed to understand the community and to begin addressing the following questions:

- What are the market characteristics? What is the context?
- How could this project complement other community goals?
- What facilities exist and what needs are currently unmet?
- What is the ideal size and configuration of a performing arts facility?
- How could a theater project connect to a new branch library?
- What are the operational and financial implications?

To address these questions AMS engaged in a process of community-based inquiry and discussion, market analysis, and needs assessment for the arts facility. Both qualitative and quantitative inputs were gathered, analyzed, and summarized in this section and attached appendices.

## MARKET ANALYSIS

AMS conducted a market analysis of the demographic and psychographic characteristics within a Primary Market (the City of Elk Grove) and a surrounding Custom Market (defined as a 30-mile area surrounding the City). The analysis was conducted to determine potential demand for arts and culture programs and provide insights into potential consumer behavior segmentation with regard to performing arts attendance.

The analysis compares the demographic characteristics and consumer behaviors of each market area against the urban core area of the Sacramento region and the State of California as a whole.

Overall, this area has very strong market potential for arts and cultural participation. The market analysis revealed several findings:

The market population is growing, well-educated, relatively wealthy and diverse, which suggests strong market potential. The Primary Market area has an estimated 5-year population growth of over 8%, a median household income of \$84,000, and 46% of the population has attained at least one postsecondary degree. These factors, all key indicators of arts attendance, exceed estimates for both the Sacramento Region and the State of California.

Analysis of lifestyle and consumer behavior is based on market segmentation that categorizes households into primary markets based on demographic profiles and consumer research into psychographic and consumption patterns. The Primary Market for Elk Grove is dominated by highly educated and affluent consumer segments; the two most dominant segments in the Primary Market, accounting for 38% of households, are upper-middle class or more affluent and enjoy their urban environment.

An analysis of potential demand for arts programs and activities in this area shows a market ripe for arts and cultural participation.

Households in the market area index strongly for participation in arts and culture activities, relative to a national average. In the Primary Market, over a third of households are likely to attend live theatre, visit an art museum, or attend a paid music concert in a single year.

While Primary Market segments who most likely enjoy a leisure-intensive lifestyle tend to be older and without children, nearly half of Primary Market households have children under the age of 18. This fact highlights the need for programs aimed at families and youth. The racial and ethnic diversity in the market also suggest the importance of featuring a wide variety of artistic disciplines and cultures in programming.

A market analysis report is included as Appendix A to this report.

#### ENVIRONMENTAL SCAN

AMS conducted a scan of arts and cultural assets in the region, creating an inventory of local and regional venues used by performing arts organizations, including community event spaces. The inventory captured trends regarding venue characteristics, arts activity and organizations in the market, and common operating structures of 110 spaces across 50 venues.

While there are several spaces available to rent in the Elk Grove area, most are multi-purpose, church, hotel, sports or convention spaces. Theatres and other performance spaces available for rent in the market are primarily associated with local schools or are venues with smaller capacities. Current users of these spaces include several local arts organizations that present and produce work or offer educational programs with culminating performances.

Spaces exist in the market across a large range of capacities (from less than 50 to over 1,700 seats), but most facilities are not managed by arts and cultural organizations, or entities that exist to support arts and cultural development in the City. This raises issues regarding:

- Calendar access and date availability (are the spaces available for arts organizations or are dates limited by other activity?);
- Booking policies and rates (is the cost to use these spaces prohibitive for artists and arts organizations?);
- Types of activity supported (is the facility equipped to accommodate arts activities, i.e. dance flooring, sound and lighting equipment, fly systems, etc.);
- Patron or user experience (what is the level of finish in the space, how flexible is the space for different users?)

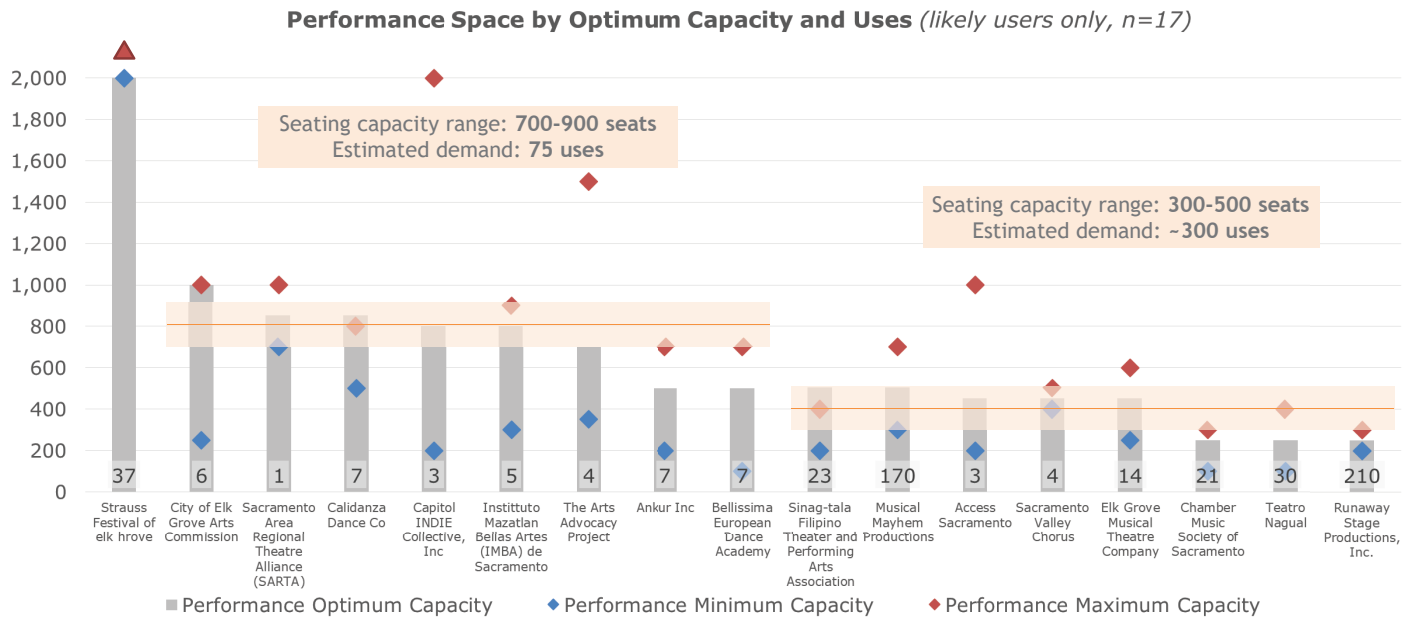
This scan of venues in the region finds that Elk Grove arts organizations have limited facilities available to them, and those that are offer somewhat limited availability and, in many cases, are not ideally equipped to offer a high caliber experience to both audience and performer.

#### STAKEHOLDER INTERVIEWS AND COMMUNITY MEETINGS

To obtain qualitative input AMS conducted more than twenty interviews of elected officials, community leaders, community group representatives, and various other leaders to gauge community support for a new venue, understand community perceptions regarding the need and aspirations for a facility, and obtain detailed information on the needs of potential users of a new venue. A list of interviewees can be found in Appendix B to this report.

In addition to interviews, AMS participated in a community meeting held by the Friends of the Library and a meeting of the Elk Grove Arts Commission.





Capacity needs and estimated demand of those likely to use a new performance space; highest demand for space with 300-500 seats. See Appendix C for more information on user needs findings.

General themes from these interviews and meetings include:

- There is vague knowledge of the project as part of the Civic Center plans, but there is a perception that community support, including from the City Council, exists for a new performing arts facility;
- There is a perceived need for a new facility and recognition that area spaces cannot accommodate performing arts activity adequately due to facility characteristics, costs, or date availability;
- Elk Grove is seen as a family-oriented and sports-focused city, but there is a strong belief that the arts should also be part of the City’s brand and identity

Feedback from the community, the working group, and Arts Commission input identified aspirations for the new venue and a definition of success for the project was established. The new venue will be:

- A creative outlet for providing arts exposure for all residents
- A place that supports local arts organizations and artists
- An accessible and active, “happening place” for families

Artists and arts organizations expressed a desire for the new facility to:

- Identify resident companies and/or partners
- Promote access to the calendar and space(s) for community users, especially cultural arts organizations

Access was a major theme of community feedback and demonstrated a commitment to inclusivity and diversity in both uses of the facility and users of the facility. The community also wants the facility to be an active, welcoming place for the public, and accommodating to users in a range of creative disciplines



Firehouse Arts Center (200 seats)



Lewis Family Playhouse (535 seats)

– offered by both local and touring artists, and to link cultural activity with learning, recreation, and other City priorities.

#### USER NEEDS SURVEY

An online survey was administered to area performing arts organizations and other potential users of a new facility. The Elk Grove Arts Commission, Sacramento Area Regional Theatre Association (SARTA) and Sacramento Metropolitan Arts Commission (SMAC) assisted in the distribution of the survey.

A presentation of the user needs survey is provided as an Appendix C of this report.

#### COMPARATIVE VENUES

Much can be learned from examining the organizational structure, operations and programming of similar performing arts facilities. The project team identified six performing arts venues in communities with successful facilities similar to the facility proposed in the City of Elk Grove, and studied these venues to illustrate potential models and provide insights regarding best practices. The venues for comparative analysis were identified based on factors including market, programming, facility utilization, operating structure, finances, marketing efforts, and community partnerships. These venues include:

- Village Theatre in Everett, WA
- Vacaville Performing Arts Theater in Vacaville, CA
- Lewis Family Playhouse in Rancho Cucamonga, CA
- Firehouse Arts Center in Pleasanton, CA
- Kirkland Performance Center in Kirkland, WA
- Parker Arts in Parker, CO

Each of the comparable venues is operated through a specific model, whether city owned and operated, city-built and managed through a contract with a not-for-profit, distinct management company, or other partnership. Each venue has a unique mixture of presented and/or produced content, resident company activities, community rentals, and educational programs. Educational programs (mostly for youth) tend to be curated by the venue or through a partnership, and often include matinee performances or field trips, workshops with performing artists, and learn-on-the job opportunities.

As the mix and level of activity in each venue differs, so do the financial implications of that activity. Some provide discounted rates or subsidies for use of the facility by local artists and arts organizations, including support staff or use of equipment to support productions. Some of the facilities also administer ticketing and assist users with marketing. A few of these venues have formed partnerships with not-for-profits or established fundraising “friends of” groups to assist in raising contributions to support programming.

Each of these performing arts facilities receive some public support such as funding for ongoing operations, direct building and grounds maintenance, staff salaries, equipment purchase, or maintenance and replacement. The level of support provided to each venue depends on the community, its resources, and how resources are allocated.



**ELK GROVE LIBRARY**

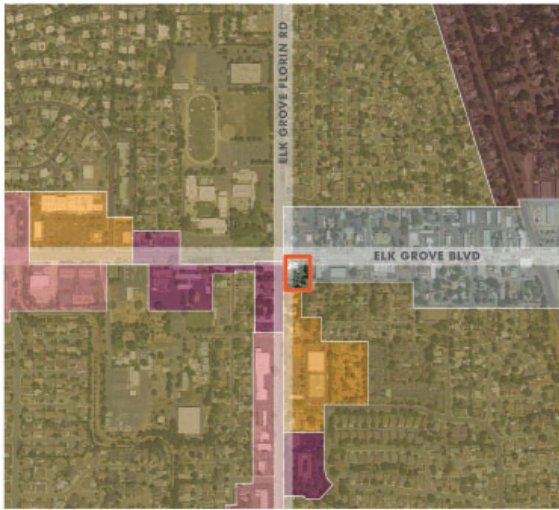
The Elk Grove Library is located east of Highway 99 at 8900 Elk Grove Boulevard, at the entrance to the historic downtown corridor. The library is bounded by business, commercial, and residential areas, and is across the street from Joseph Kerr Middle School. Geographic use patterns show that Elk Grove Library is well used by patrons across the city, but primarily serves residents on the east side of Highway 99. Originally constructed as an office building, tenant improvements to transform the facility into a library were completed in 2007. The library has a total square footage of approximately 13,800 SF.

One of the major challenges to the Elk Grove Library is its two-story layout. A main service desk, materials sorting, Children’s Area, and Community Room are located on the first floor, with the Teen, Adult, and staff office areas located on the second floor. The two-story layout creates operational and user challenges, including divided staff spaces and wayfinding challenges – newer library visitors are unaware of the second story because the stairways are relatively removed from the main program areas. If a library of this size was built from the ground-up, it would ideally be a one-story facility, allowing for increased staff and operational efficiencies, surveillance, and ease of materials handling.

As the building was originally intended for offices, the quality of construction does not reflect the level of quality normally associated with public architecture. Structural, mechanical,

Service	Current
Service Area Population	<b>68,200 (TODAY)</b> <b>74,100 (2036)</b> ~9% increase in service area population by 2036
Number of Card Holders	<b>40,400</b> 60% of the service area has a library card
Collection Size	<b>52,900</b> (0.8 items per capita)
Total Program Attendance*	<b>8,700</b>
Library Visits*	<b>150,900</b> (2.2 visits per capita)

\* Statistics represent July 2017 - June 2018



### ZONING & ADJACENCIES

#### Zoned for Special Planning Area

Due to the Library's location with Old Town Elk Grove, the site is appropriately zoned as a Special Planning Area

#### Near Residential, Commercial, and Business Zones

Surrounded by a business/professional office zone to the west; and commercial and residential zones to the north, east, and south

#### Readily Accessible Site

Site is readily accessible via public transit, highway, and on foot from nearby Joseph Kerr Middle School

**From a site and zoning perspective, the Elk Grove Library site is a good location for a library**

material, and acoustical issues with the building have been identified. Several depressions in the floor can be found on the second level. The split HVAC system is inefficient and does not serve the building's two levels well. Acoustical dead spots within the Community Room have been reported by patrons, creating difficulties for public presentations and events. On the exterior, the building's wood siding requires regular maintenance and is not durable for a civic building.

The library's site design is one of the greatest limitations for the facility. The parking lot layout and amount of spaces provided was originally designed to support a business use; a public library receives a constant flow of patrons throughout the day, not just in the morning and evening commute hours. The parking lot layout is inefficient with its dead end traffic bay, which creates difficulty in vehicular circulation within the lot. With roughly 40 spaces of parking, the amount of spaces provided is not enough for the amount of visitors the library receives. Many customers reported having difficulty finding parking in the afternoon when the lot at capacity. Currently, there is no dedicated delivery truck parking space within the lot, forcing the delivery truck to block the drive aisle access, further adding to congestion within the lot.

Overall, the size of the library does not meet the needs of current library patrons, and greatly limits the quality of library service provided by SPL. The facility's limited square footage does not provide adequate space for collaboration – the single group study room is in high demand by patrons, and the lack

# ELK GROVE LIBRARY

# EXISTING SITE & FACILITY ASSESSMENT

## Physical Condition Summary



**Group Study Room**



**Community Meeting Room**



**Children's Area**

of additional space within the facility prevents the library from increasing the quantity of group study spaces. The single meeting room limits the amount of community events or programming the library can offer, and the lack of an outdoor space further limits programming opportunities, especially for Children's activities. Storage throughout the facility is inadequate, with no dedicated storage for the Friends of the Library, forcing the Friends to take away valuable storage space from the staff area. The current site cannot support an expansion, as the parcel size is extremely limited in area and could not support a larger facility, let alone an expanded parking lot to meet the existing demand.

While there are many limitations with the existing Elk Grove Library's design, there are some positive attributes to the building. The amount of windows and quality of daylighting that the interior receives is generous. The smaller building floor plates allow daylight to reach the innermost spaces of the building, and many of the major programmatic spaces receive daylight from two sides. The interior finishes and furniture are in generally good condition for the age of the building, reflecting their quality and durability.



## FRANKLIN LIBRARY

Franklin Library is located west of Highway 99 at 10055 Franklin High Road. It serves as a school library, in addition to a public library, to Franklin High School and Toby Johnson Middle School, which are located on either side of the library. Franklin Library is located on Elk Grove Unified School District property. This de facto educational campus is almost entirely bounded by residential areas, with a few commercial nodes within a five minute drive. Use patterns show that Franklin Library is almost entirely used by patrons west of Highway 99, with the majority of customers located in the residential neighborhoods in immediate proximity to the library. Built in 2002, the library has roughly 19,600 square feet of space.

The Franklin Library functions as both a school library for the adjacent high school and middle school, as well as a public library for the greater Elk Grove community. One of the primary challenges for the Franklin Library is its lack of space to accommodate the joint use model that was established between the School District and Sacramento Public Library. Due to a deficiency of space within the schools, classes and school programs have expanded into the library, taking space away from SPL programming and activities during school hours. The library has two unenclosed technology labs which are used for computer classes by the schools. When the classes are in session, the noise can be distracting to other patrons – neither space is acoustically isolated from the rest of the library. The joint-use model is also challenging to public library patrons;

Service	Current
Service Area Population	<b>108,400 (TODAY)</b> <b>135,700 (2036)</b> ~25% increase in service area population by 2036
Number of Card Holders	<b>29,800</b> 27% of the service area has a library card
Collection Size	<b>67,000</b> (0.6 items per capita)
Total Program Attendance*	<b>10,300</b> (teen program attendance third highest in the system)
Library Visits*	<b>260,900</b> (2.4 visits per capita)

\* Statistics represent July 2017 - June 2018

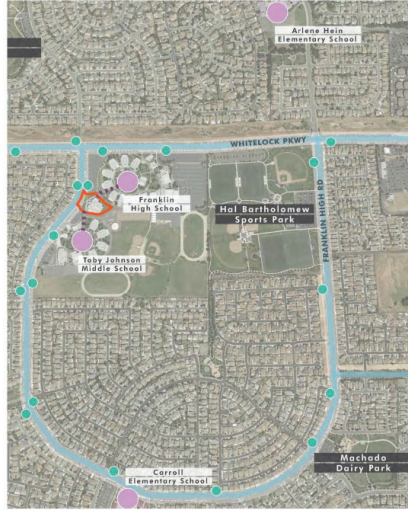
# FRANKLIN LIBRARY

## EXISTING SITE & FACILITY ASSESSMENT



**LEGEND**

- O: PUBLIC/OPEN SPACE
- LC: LIMITED COMMERCIAL
- RD 4-7: LOW DENSITY RESIDENTIAL
- RD 1-3: VERY LOW DENSITY RESIDENTIAL
- SC: SHOPPING CENTER
- AG: AGRICULTURAL
- PKY-OS:
- ▬ FRANKLIN LIBRARY



**LEGEND**

- SCHOOLS
- BUS STOPS
- ▬ BUS ROUTE
- ▬ FRANKLIN LIBRARY

### ZONING & ADJACENCIES

#### Zoned for Low Density Residential

Due to the Library's location on a school site and surrounded by residential housing, the site is zoned for low density residential

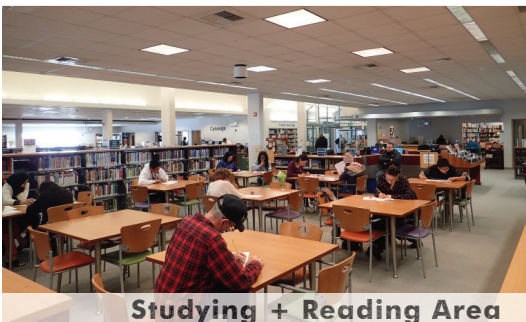
#### Near Residential Zones

The immediate context surrounding the site is primarily low density residential, with commercial and shopping zones within the vicinity

#### Readily Accessible Site

Site is readily accessible via public transit and on foot from onsite middle and high schools; located a far distance from nearby regional highway network

**From a site and zoning perspective, the Franklin Library site is a generally a good location for a library, particularly due to the two adjacent schools. The site is far from major commercial and road networks though.**

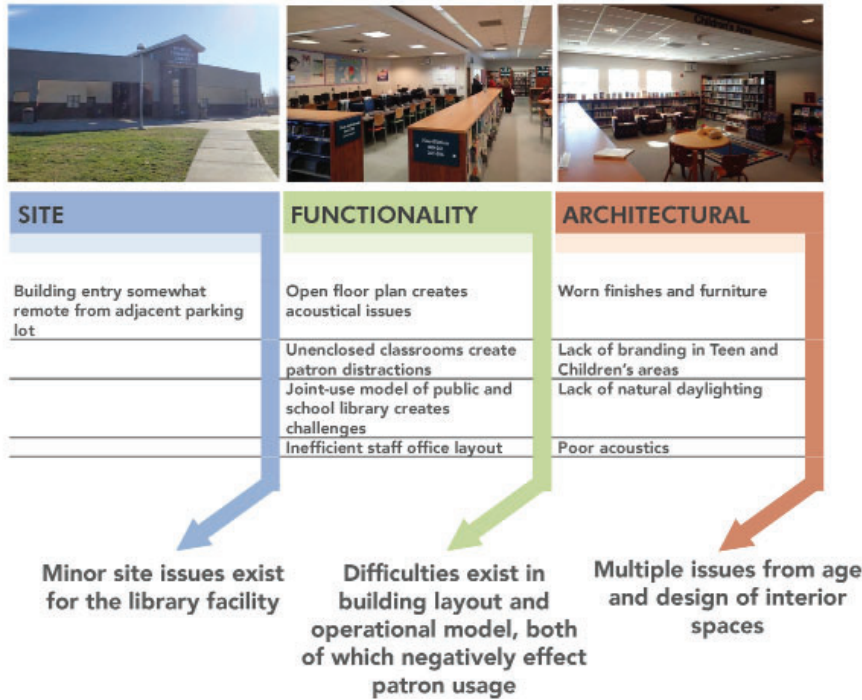


large number of students present during and after-school can be intimidating, and library patrons must sign in to the library during school hours.

The general open floor plan of the library creates a lack of division between program spaces with no clear delineation between Children's, Teen, and Adult areas. The open floor plan also creates acoustical issues with sound traveling throughout the library, especially during the after-school hours. The central reading area is particularly problematic due to sound reflecting off the hard ceiling surfaces of the double-height space. The library's large floor plate limits the amount of natural daylighting, especially within the central reading area, meeting room, and staff area.

Much of the library lacks branding and a sense of place, which is especially true in the Children's and Teen areas. These spaces are underwhelming and are virtually indiscernible from the Adult and other library spaces adjacent to them. Due to the building's age, many of the interior finishes are beginning to show wear and tear from frequent use. The furniture is outdated for a 21st century library and the library lacks adequate collaborative furniture. There are no group study rooms, greatly hindering the library's ability to provide for acoustically isolated collaborative work environments.

## Physical Condition Summary



Unlike the Elk Grove Library, the parking lot layout and quantity of parking provided is considered adequate, although traffic congestion is a problem – in the lot, at ingress/egress, and on adjacent streets – during after-school hours. The library's main entry is located at a relatively far distance from the parking lot which creates accessibility issues.

Overall, the Franklin Library building is in fair condition in terms of its construction quality, building systems, and age. Its problematic issues could be resolved through an interior remodel – enclosing the technology labs, adding acoustical panels to alleviate some of the noise issues, and upgrading the finishes, furniture, and fixtures to create a more dynamic 21st century library atmosphere.



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	2036 POPULATION (PROJECTED)*	LIBRARY TOTAL SQUARE FEET	NUMBER OF LIBRARIES	SQUARE FOOT/CAPITA
<b>SPL 2007-2025 Master Plan</b>	~210,000	~108,000	5 total	0.5
<b>Interim Phase</b>	~210,000	~79,000 – 94,000 sf	3 total	0.37 – 0.45
<b>Proposed Strategy</b>	~210,000	~90,000 – 110,000 sf	2-3 total	0.43 – 0.52

\*Based on SACOG Information Center July 2016

## SYSTEM FACILITY STRATEGIES

### LIBRARY SPACE PLANNING COMPARISONS

A comparison of Elk Grove's library presence with nearby comparable communities establishes a benchmark for assessing Elk Grove's current library service and capacity. Recent statistics for Sacramento Public Library's more modern branch libraries of similar size to Franklin reveal that the newer full-service branch libraries receive significantly higher usage than the two existing Elk Grove facilities. Both Valley-Hi North Laguna (20,500 SF; opened in 2009) and North Natomas (22,645 SF; opened in 2010) libraries receive twice as many visits per capita as the Elk Grove libraries. Valley-Hi's circulation per capita is nearly twice the amount of Franklin and Elk Grove libraries.

Usage data provided by the California State Library shows facility sizes and population for each service area in neighboring communities of similar size to Elk Grove. The data demonstrate how Elk Grove's library services fall behind similar nearby communities. Elk Grove has a deficit of library space compared to other cities or counties of similar population. For instance, the City of Roseville maintains 0.40 public library square feet per resident (SF/resident), and Yolo County provides 0.44 SF/resident. Elk Grove's current service population is nearly 174,000 and is only providing 0.19 SF/resident. By 2036, Elk Grove's SF/resident is projected to fall to 0.16.

Because population size is strongly correlated with the demand for library services, the "square feet per resident" metric is a useful benchmark for library space planning purposes. However, there is no universal standard ratio of library space to population that is appropriate for all communities. Rather, target square foot per resident ratios are tailored to each community, taking into account a range of variables including community profile, patterns of mobility and service needs, as well as the library's organizational characteristics and resources.

The recommended target library space planning range for Elk Grove is 0.43 to 0.52 SF/resident. Based on this space planning target, it is recommended that Elk Grove provide between 90,000 to 110,000 square feet of library space to meet the needs of its current and future residents.

This amount of space will provide Elk Grove residents with the necessary capacity and flexibility to respond to the community's vision for library service. The additional square footage will double the amount of space provided today, allowing for larger collections and added space for library programming, technology, and events. With no change to the existing SF/resident factor of 0.19, Elk Grove's ability to meet the community's need for service will be greatly impacted.

#### SYSTEM STRATEGY RECOMMENDATION

Sacramento Public Library completed a Facility Master Plan in 2007, which included specific library facility recommendations for the City of Elk Grove. The plan recommended a total of five branch libraries to serve the community's needs by 2025, including improvements to the existing Elk Grove and Franklin libraries in addition to three new branch libraries at 25,000 SF each, totaling 108,400 SF of library space for the city.

Finding the right balance between access and resources is a key challenge for most communities in planning their libraries. More branches can mean increased access to library services for residents, potentially reducing travel distances and geographically reaching more residents within a community. In contrast, a larger quantity of branch libraries requires additional staff and resources to operate and maintain, which, in the absence of an unlimited operating budget and hours, must be reallocated from other uses.

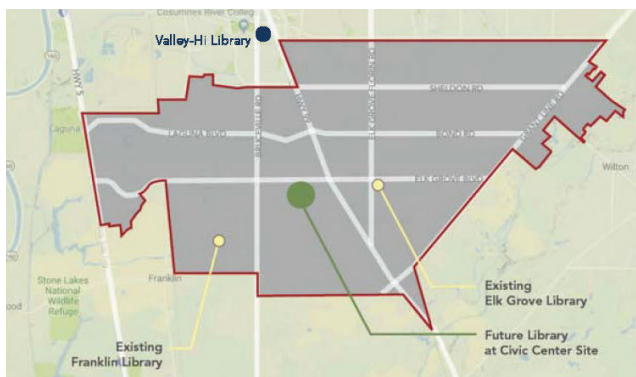
Studying Elk Grove's recent patron mapping completed during this process is helpful in determining whether library capacity should be achieved through an increased amount of branches versus expanding or replacing existing locations. As a strategy for building capacity, adding a new library location is most appropriate where communities are underserved due to barriers that prevent access. Because the patron mapping for Elk Grove confirms that the existing libraries' geographic network is accessible throughout its service area, adding new libraries to the network would not prove the most cost-efficient strategy for building capacity at either the community or system level. Elk Grove is a car-dependent community, with many people traveling outside the area for work, services, or leisure due to the city's proximity to Sacramento. Within city limits, residents rely on their vehicles as well to get from point A to point B. The vehicular nature of Elk Grove supports a system of fewer and larger branch libraries, as opposed to a network of many small branches.

The recommendations in this master plan aim to build capacity by creating two new branch libraries, located on the east and west sides of town. Both facilities would be larger in size to meet the ideal SF/resident target established. Larger libraries tend to be less expensive to build per square foot than smaller facilities, can be designed to be operated by a similar number of staff as a small library, which reduces the operating cost per square foot. Larger libraries have more flexibility in their spaces and programming, better serving its residents compared to smaller facilities, which may experience limitations to available services.

Working with the PMT and SPL staff, two system facility strategies were developed for the Elk Grove library space recommendation – an interim phase and the proposed strategy.

## (INTERIM) PHASE 1

3 LIBRARIES:  
1 NEW DESTINATION + 2 EXISTING BRANCH LIBRARIES



### NEW DESTINATION LIBRARY & THEATER

65,000 - 90,000 Total sf @ Civic Center Site  
45,000 - 60,000 sf Library  
20,000-30,000 SF Theater, 300-500 fixed seats

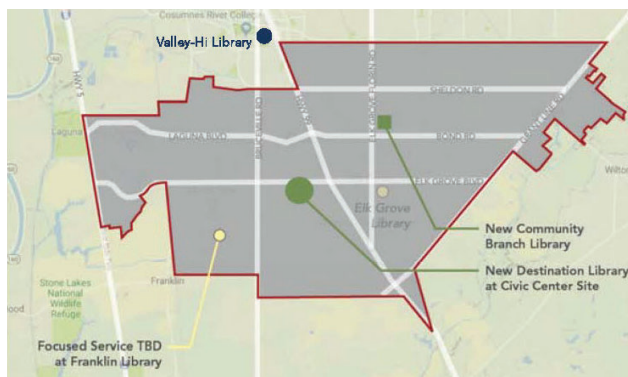
### EXISTING BRANCH LIBRARIES

~20,000 sf at Franklin Library  
~14,000 sf at Elk Grove Library

Maintain branches at both existing libraries

## (ULTIMATE) PHASE 2

3 LIBRARIES:  
1 NEW DESTINATION + 1 RELOCATED BRANCH +  
1 FOCUSED BRANCH LIBRARIES



### NEW DESTINATION LIBRARY & THEATER

65,000 - 90,000 Total sf @ Civic Center Site  
45,000 - 60,000 sf Library  
20,000-30,000 SF Theater, 300-500 fixed seats

### RELOCATED BRANCH LIBRARY

25,000 - 30,000 sf  
on Elk Grove east side

### FOCUSED BRANCH LIBRARY

20,000 sf at Franklin Library (Focused service TBD)  
Repurpose Elk Grove Library (Services relocated to new east side branch)

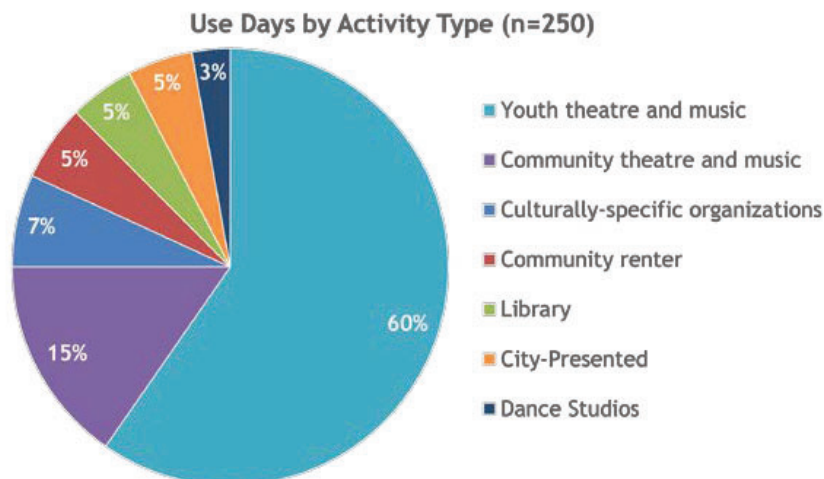
### (Interim) Phase 1: Three Libraries – 1 New Destination + 2 Existing Branches

Acknowledging the challenges associated with large planning projects, an Interim Phase has been identified as a first step in the library service recommendation for increased capacity. This gives the City an immediate goal to start working towards, while providing more time to acquire the funding and land to realize the ultimate proposed strategy. The Interim Phase offers a new, large “destination” library at the Civic Center, which could range in size from 45,000 to 60,000 SF. The library would be complemented by a co-located cultural arts theater, which would be 20,000 to 30,000 SF, allowing for 300-500 fixed seats. The existing Franklin and Elk Grove libraries would be maintained.

### (Ultimate) Phase 2: Three Libraries – 1 New Destination + 1 Relocated Branch + 1 Focused Branch

The ultimate Proposed Strategy offers a similar sized “destination” library at the Civic Center site (45,000-60,000 SF) in addition to the cultural arts theater. The existing Elk Grove Library would be relocated to a larger facility ranging from 25,000-30,000 SF in size. Similar to the current Elk Grove Library, the new facility would be located on the east side of Highway 99, to adequately serve residents on the east half of Elk Grove. A specific site or location has not yet been determined. The Franklin Library would remain, and be repurposed as a focused-service branch library, such as a youth or teen library, while allowing all patrons to still be able to pick up or drop off materials and attend library-organized programs. This proposed strategy would meet the master plan recommendation of 0.43 to 0.52 SF/resident.

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(Above) Draft activity profile by types of activity; based on 250 annual use days

## CULTURAL ARTS FACILITY RECOMMENDATIONS

### ACTIVITY PROFILE

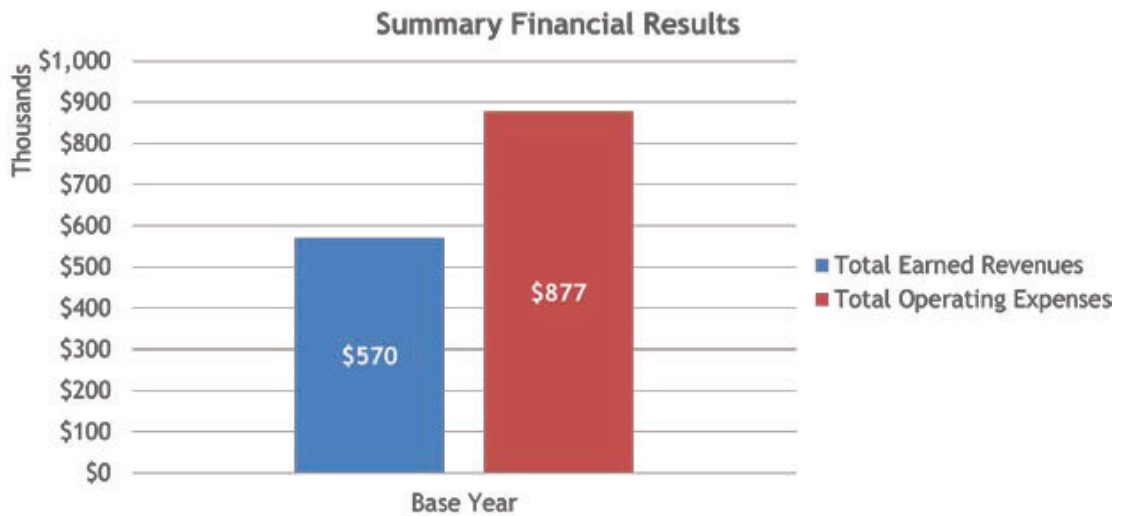
An activity profile supports a framework for decision-making about the operational structure, design, and capacity of the proposed performing arts facility. It is developed from the data obtained through the environmental scan and inventory, user needs survey, interviews, market analysis, comparables, and other research, and is guided by the definition of success. The priorities of making the facility a place which supports local arts organizations and artists while providing a creative outlet and exposure to the arts for all residents each deeply influence the balance of activity that might take place in a new performing arts facility in Elk Grove.

Based on performances and other activities which currently exist in the market, organizations likely to use a new facility, and the desire for some level of touring artists, a draft activity profile for the City of Elk Grove includes upwards of 240-250 annual use days. This activity is likely dominated by theatre, music, and dance for youth and the broad community, but also includes activities by culturally-specific organizations, the library system, community renters, and a small series of presented activity.

### OPERATING RECOMMENDATIONS AND FINANCIAL MODEL

Based on findings and input from the working group, recommendations were developed regarding the most appropriate operating model (and resulting financial forecast) for a new performing arts facility in the City of Elk Grove to support the anticipated activity profile. The degree of access provided to users, control of programmatic content (and associated risks), as well as operational capacity each affect the operating model. To that end, the following assumptions are made in developing an operating model and financial forecast:

- The City will own the facility and either operate the facility or develop a contract with an external operator of the performing arts facility;
- The facility will be in the range of 25,000 square feet with a primary performance space of 400 seats; building operations (including utilities and maintenance) is assumed at \$8.75 per square foot



Summary financial results, showing cost recovery expected

- Activity will include over 240-250 event days, comprised of presented events by touring artists, commercial renters, not-for-profit renters, and activities by at least one partner or resident organization
- The facility will be supported by four full time staff and additional part-time or contract staff as required for activity

The financial forecast is for the third full operating year, which is considered the base stable year of operation. The operating budget includes expenses associated with season programming and theatre operations, administrative costs, building operations, and personnel. Earned revenues include revenues from ticket sales, ticket fees, rental fee revenues and chargeback revenues (which include the use of equipment and personnel for rental activity).

Based on the above assumptions, a new performing arts facility will have an operating budget of approximately \$877,000 (including a 5% expense contingency), with earned operating revenues of \$570,000. This represents a cost recovery model of 65%, the balance of which will require public or private support. The full operating forecast is attached as Appendix D to this report.

**CULTURAL ARTS FACILITY CONCLUSION**

Based on the findings of this study, a successful performing arts facility in Elk Grove will serve the community as a place that supports local arts organizations and artists, serves as a creative outlet providing exposure to arts experiences for city and regional residents, and hosts a number of family-oriented programs.

Furthermore, the proposed 300-500 seat performing arts facility presents a unique opportunity to enhance Elk Grove’s identity as a “place” and further develop its citizens’ appreciation of Elk Grove as the best place to live, work, and play in the region. Investing in this cultural amenity will offer returns in both monetary and non-monetary ways by deepening citizens’ sense of pride in the city and the economic ripple effect arts activities create by capturing entertainment dollars within the city.

In a market characterized by an affluent, quickly-growing population with high household incomes complemented by affordable housing values, high educational attainment and racial diversity, the market has strong potential for arts consumption and overall support for a new performing arts venue.



### CIVIC CENTER LIBRARY – RECOMMENDED PROGRAM

The new Civic Center campus will be a hub of civic, cultural, and recreational activity for community residents. A new library in this location has the opportunity to become a destination for residents and visitors near and far, serving as an important community gathering location for enrichment, collaboration, and entertainment. The Civic Center campus location has the capacity and central location within Elk Grove to support a large destination library.

The program for the large destination library emphasizes the significant enhancement of existing core services – seating, technology, collection, reading space, and multi-use program room. Each of these core service elements is recommended for considerable expansion at the Civic Center, including additional seating, technology, a place for families, dedicated space for community programs, and a vibrant marketplace showcasing new and popular materials and services.

The program and operational scenario for the large library also explores new opportunities for spaces and amenities that Elk Grove libraries cannot currently provide due to facility constraints. These opportunities include quiet reading space, group study rooms, community gallery, and collaboration/maker space.

The 45,000 SF base option for the Destination Library Program and Operational Scenario recommends the following services and spaces:



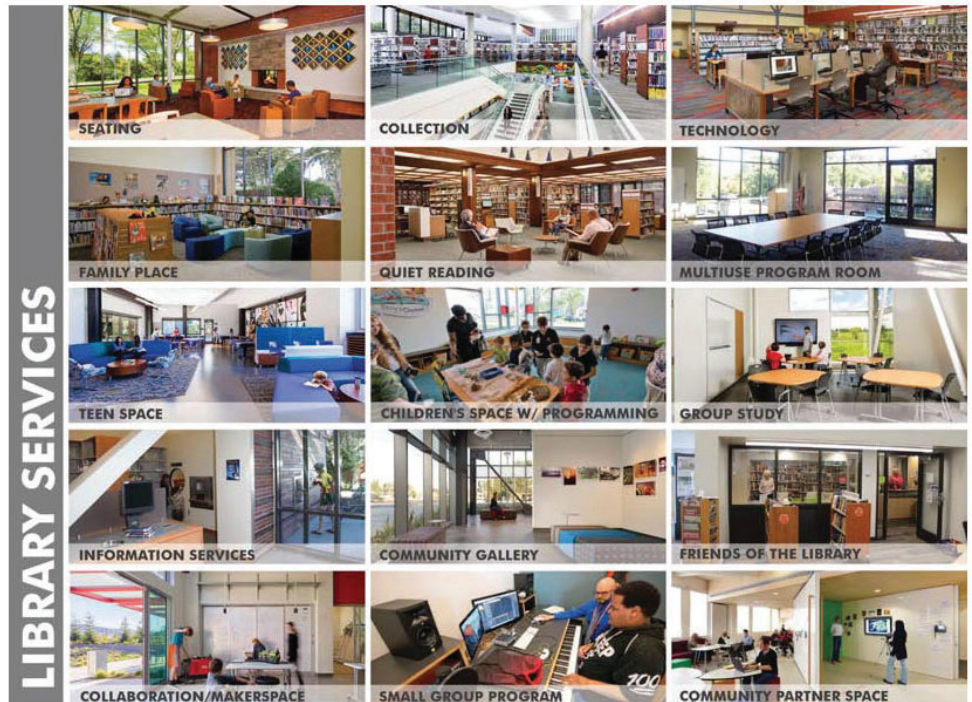
# ~45,000 SF LIBRARY

BASE OPTION

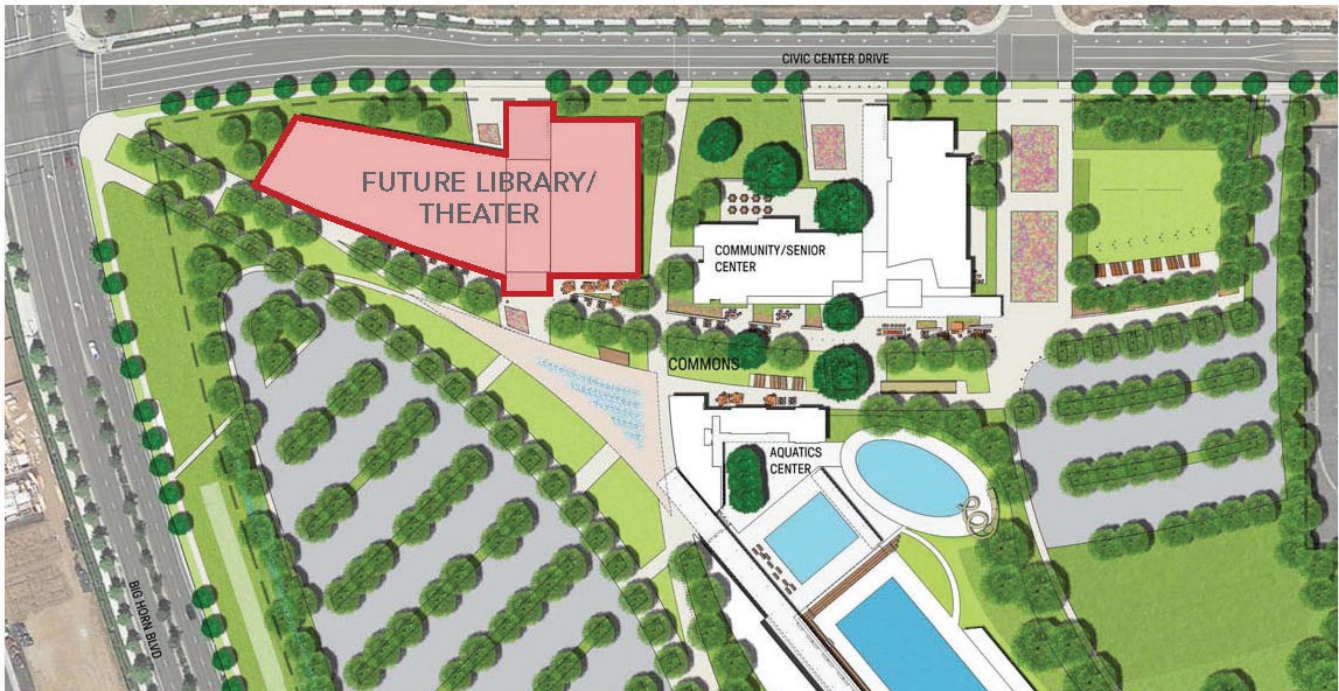
## LIBRARY SERVICES

- Seating
- Collection
- Technology
- Family Place
- Quiet Reading
- Multiuse Program Room
- Teen Space
- Children's Space w/ Programming
- Group Study
- Information Services
- Community Gallery
- Friends of the Library
- Collaboration/Maker space
- Small Group Program
- Community Partner Space

## LIBRARY SERVICES



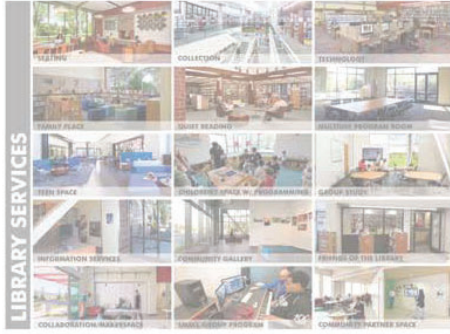
- **Seating** – A large amount of seating, with an increased variety of choices appropriate for reading, work, and collaboration
- **Collection** – Space not only to expand the overall collection size, but also to improve browsability – the ability of customers to see materials and find titles of interest
- **Technology** – Increased access to new technologies from computer stations to 3D printers and more
- **Family Place** – Space that allows family groups to gather and socialize as each family member checks out his or her items
- **Quiet reading** – A seating and study space for adults or teens who desire a quiet place for focused individual work
- **Multi-use program room** – A flexible multi-purpose space that can accommodate large events – needed not just for library programs, but also for a variety of civic and community functions in Elk Grove, including short-run performances
- **Teen space** – A vibrant, welcoming space that engages teens with technology, games, collection materials, and cool, comfortable furnishings that support socializing and study
- **Children's space with programming** – A lively, colorful, and family-friendly area designed to support programs and events for Elk Grove's youngest residents
- **Group study** – Ample well-equipped spaces to support collaboration at all scales, from tutoring pairs to large group work sessions
- **Information services** – A location where customers will be able to easily get help with questions and problems from library staff



- **Community partner space and library programming space with art gallery** – A multipurpose, flexible meeting space to accommodate the wide variety of library programs as well as have the capacity to support , in conjunction with the meeting space, a small community gallery for art and rotating exhibits
- **Friends of the Library** – A collaborative space dedicated to the Friends of the Sacramento Public Library – Elk Grove, and support its efforts to generate funding for ongoing library operations through book sales
- **Collaboration/Maker Space** – A flexible, well-equipped space for creative and experiential learning for Elk Grove residents of all ages
- **Small Group Program** – A space intended for small groups: tutoring pairs, students, businesspeople, committees, book discussion groups, and others

# ~60,000 SF LIBRARY

## PROGRAM ENHANCEMENTS



### LIBRARY SERVICES

- Seating
- Collection
- Technology
- Family Place
- Quiet Reading
- Multiuse Program Room
- Teen Space
- Children's Space w/ Programming
- Group Study
- Information Services
- Community Gallery
- Friends of the Library
- Collaboration/Maker space
- Small Group Program
- Community Partner Space

IN PROGRESS

Children's Theater

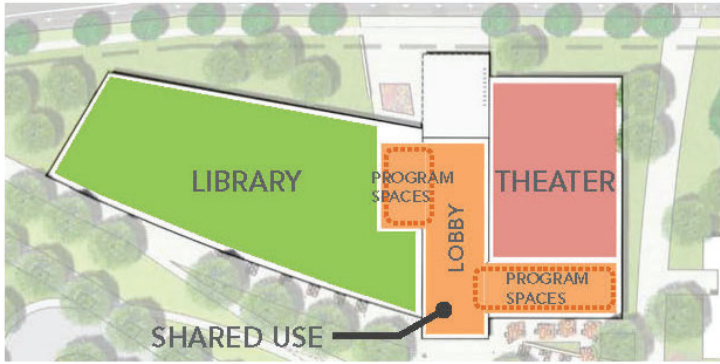


Enhanced Gallery



The Civic Center site has the capacity to increase the base program in size for the Destination Library through several space and amenity "enhancements" or "add-ons." Through these space add-ons the library could reach a size of up to 60,000 SF, providing patrons with an even fuller array of 21st century library services. The program enhancements for the 60,000 SF option include:

- **Children's theater** – An enhanced Children's program space which could support large group story time programs or small youth performances. The space would be flexible in nature, promoting exploration, discovery, and creation.
- **Enhanced gallery** – A larger community gallery space for displaying, exhibiting, and showcasing art or exhibits. The enhanced gallery could be operated jointly with the co-located theater space.



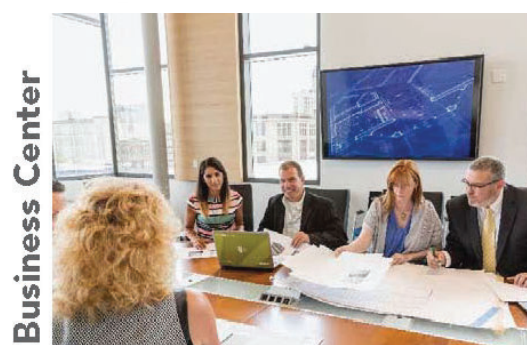
### POTENTIAL SHARED USE SPACES BETWEEN LIBRARY AND THEATER COMPONENTS:

- Lobby
- Central Information Desk
- Multiuse Program Space
- Maker Space
- Opportunity Space
- Gallery
- Central Restrooms



- **Opportunity space** – An additional large multipurpose, flexible gathering space to accommodate not only library programs, but also community rentals or temporary exhibits, pop-up events and services, for example.
- **Business center** – A series of meeting spaces, co-working stations, or collaborative suites to allow community members, business owners, or entrepreneurs to meet and engage.

The library and co-located theater is currently envisioned as a single facility, which could allow for several efficiencies. The library and theater components could share a centralized lobby, restroom, and support spaces, as well as the multi-use program spaces such as the meeting spaces or maker space.



## EAST SIDE BRANCH LIBRARY PROGRAM

Replacing the existing Elk Grove Library on the east side, innovative operations were considered to increase the efficiency and get the most out of ~30,000 square feet. The operational scenario for the branch library emphasizes the significant enhancement of existing core services – seating, technology, collection, reading space and multi-use program room. Each of these core service elements is recommended for considerable expansion, including additional seating, technology, a place for families, dedicated space for community programs, and a vibrant marketplace showcasing new and popular materials and services.

The operational scenario for the library also explores new opportunities for spaces and amenities that Elk Grove libraries cannot currently provide due to facility constraints. These opportunities include quiet reading space, group study rooms, community gallery, and collaboration/maker space.

The Large Library Operational Scenario recommends the following services and spaces:

- **Seating** – A large amount of seating, with an increased variety of choices appropriate for reading, work, and collaboration
- **Collection** – Space not only to expand the overall collection size, but also to improve browsability – the ability of customers to see materials and find titles of interest
- **Technology** – Increased access to new technologies from computer stations to 3D printers and more
- **Family Place** – Space that allows family groups to gather and socialize as each family member checks out his or her items
- **Quiet reading** – A seating and study space for adults or teens who desire a quiet place for focused individual work
- **Multi-use program room** – A flexible multi-purpose space that can accommodate large events – needed not just for library programs, but also for a variety of civic and community functions in Pacifica, including short-run performances
- **Teen space** – A vibrant, welcoming space that engages teens with technology, games, collection materials, and cool, comfortable furnishings that support socializing and study
- **Children’s space with programming** – A lively, colorful, and family-friendly area designed to support programs and events for Pacifica’s youngest residents
- **Group study** – Ample well-equipped spaces to support collaboration at all scales, from tutoring pairs to large group work sessions
- **Information services** – A location where customers will be able to easily get help with questions and problems from library staff
- **Community meeting and library programming space with art gallery** – A large, multipurpose, flexible meeting space to accommodate the wide variety of library programs as well as have the capacity to support, in conjunction with the meeting space, a small community gallery for art and rotating exhibits
- **Friends of the Library** – A collaborative space dedicated to the Friends, and support its efforts to generate funding for ongoing library operations through book sales
- **Collaboration/Maker Space** – A flexible, well-equipped space for creative and experiential learning of all ages
- **Small Group Program** – A space intended for small groups: tutoring pairs, students, businesspeople, committees, book discussion groups, and others

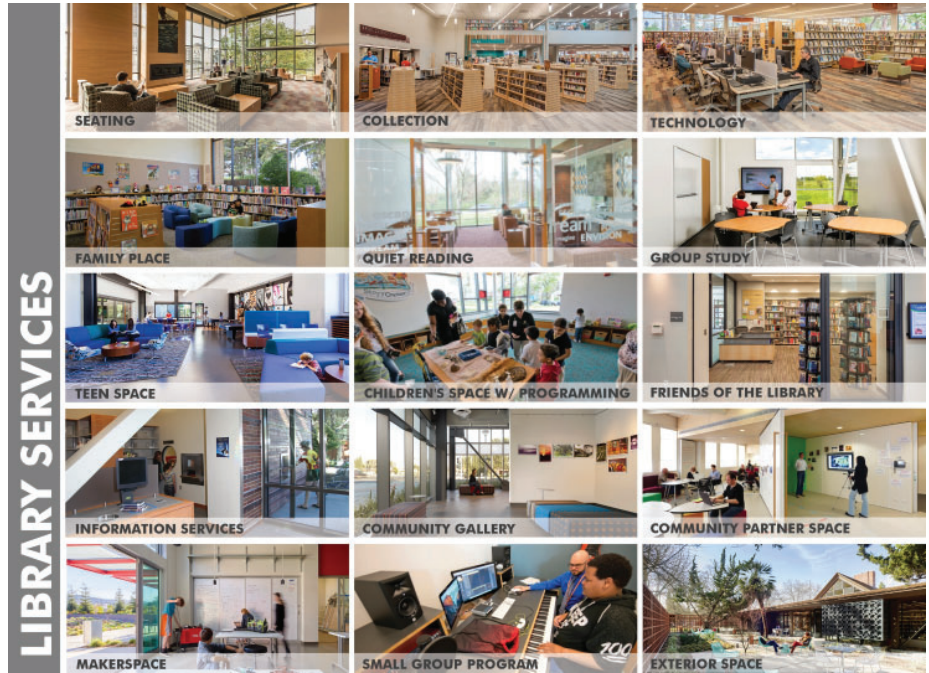
# ~30,000 SF LIBRARY

BASE OPTION

## LIBRARY SERVICES

- Seating
- Collection
- Technology
- Family Place
- Multiuse Program Room
- Teen Space
- Children's Space w/ Programming
- Group Study
- Information Services
- Friends of the Library
- Collaboration/Maker space

LIBRARY SERVICES



LIBRARY RECOMMENDATIONS



ELK GROVE LIBRARY & CULTURAL ARTS FACILITY MASTER PLAN

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### SYNERGIES IN PUBLIC LIBRARIES + PERFORMING ARTS

The co-location and integration of the proposed new Elk Grove Civic Center Library and new Performing Arts Center is an enormous opportunity to create a unique and wondrous place for the community. The new Civic Center has been envisioned and is being constructed as the “heartbeat” of the community, and the vision for the new Civic Center Library/Performing Arts Center is a perfect complement to the other community attractions being built and planned for the site, such as the new aquatics center, which opened in May 2019, and the new Community/Senior Center that will be opening later in 2019. The combination of these community assets in a central, easily accessible site will create a civic destination that will draw the community together to enjoy access to knowledge, the arts, recreational activities, and opportunities to engage in cultural, social and civic activities.

We envision a the new Library/Performing Arts Center to be a destination vibrant with activity and use – where there will be access to a wide variety of materials, services, activities, events, programs, and technologies for community members of all ages in pursuit of academic enrichment, culture, recreation, increased literacy, enhanced digital skills, creative endeavors, and social connections. The Library/Performing Arts Center will be a beacon drawing visitors to the site with strong visual and physical connections to the community. The siting for this exciting project has a prominent gateway location on the civic center site that will be connected through the community commons and open up to the new community campus and park.



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## NEXT STEPS

This master plan process represents an important first step in improving Elk Grove’s library facilities and services and cultural arts venues, and is a significant contribution to the Elk Grove Civic Center South district development plan. While over 500 community members provided feedback for this study, more engagement will be needed as efforts to implement this plan move forward. It will be important for the City to continue the conversation with community members, community leaders, and Sacramento Public Library about the need and opportunities for improved library and cultural arts facilities in Elk Grove. Continuing to build a city-wide awareness of the needs and the vision for improved library services – both within Elk Grove’s existing facilities, as well as at the future Civic Center site – to community members is critical to securing support and momentum for the implementation of these recommendations.

The work completed during this planning process provides an excellent foundation for moving forward with the next steps, including programming for a “right-sized” facility program for a joint use Civic Center Library and Cultural Arts Center, and identification of preliminary project budget. On August 22, 2018, the Elk Grove City Council received a presentation on this report, and permitted the continuation of the project’s schematic design process.

Concurrent with refining project definition is the ongoing work necessary to evolve library operations and fund either the large or smaller branch scenarios. This work will require further detailed discussions and analysis with Sacramento Public Library and the City of Elk Grove.

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## Introduction

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This report was prepared for the City of Elk Grove as part of a Library Services and Cultural & Arts Facilities Planning effort. It is intended to explore the current market and to aid in understanding the demand potential for arts programs and activities in this area.

### Part I: “Market Definition and Market Area

**Demographics**” looks at the broader demographics of the population in the Primary and Custom Market Areas for Elk Grove and compares it to regional and state data.

**Part II: “Consumer Segmentation”** uses the Claritas PRIZM Premier market segmentation system to categorize the households in the Primary market based on demographic profiles and consumer research into psychographic and consumption patterns.

**Part III: “Consumer Insights”** uses national consumer research data to identify the level of households in the Primary Market with an above-average potential to attend events and activities in Elk Grove compare to the national average.

## Key Findings

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Overall, this area has very strong market potential for arts and cultural participation. The market analysis revealed several findings:

**A growing, well-educated, relatively wealthy and diverse marketplace suggests strong market potential.** The Primary Market area has an estimated 5-year population growth of over 8%, a median household income of \$84,000, and 46% of the population has attained at least one postsecondary degree. These factors, all key indicators of arts attendance, exceed estimates for both the Sacramento Region and the State of California.

**The Primary Market is dominated highly educated and affluent consumer segments.** The two most dominant segments in the Primary Market, accounting for 38% of households, are known as “American Dreams” and “Young Digerati.” As described by Claritas Prizm Premier Segmentation, these consumer segments are upper-middle class or more affluent and enjoy their urban environment.

**Households in the market area index strongly for participation in arts and culture activities, relative to a national average.** In the Primary Market, over a third of households are likely to attend live theatre, visit an art museum, or attend a paid music concert in a single year.



Elk Grove Primary and Custom Market Areas

## I. Market Definition and Market Area Demographics

### Market Definition

The market analysis was undertaken using the City of Elk Grove as the Primary Market Area. Data from the U.S. Census Bureau and Claritas provides a picture of the demographics of the Primary Market Area, compared against regional and state data. For comparative purposes, data for the Custom Market Area was also reviewed.

**Primary Market Area (orange area on the map):** The Primary Market Area is the City of Elk Grove. A primary market is where an organization would expect to find 75-85% of its customers.

**Custom Market Area (green area on the map):** 24 contiguous ZIP Codes are included within the Custom Market, which extends north to Florin Road and south to Lodi. The Custom Market (which includes the Primary Market), would typically contain over 90% of an organization's customers.

### Market Area Demographics

The 2017 population in the Primary Market is estimated to be 177,500. Over the next five years, it will grow at a rate of 8.2%, a growth rate nearly double the State rate of 4.7%.

The number of Primary Market households is estimated to be 53,000, and nearly half (49.3%) of these households have people under the age of 18, a percentage which is higher than in the Custom Market, Region, and State.

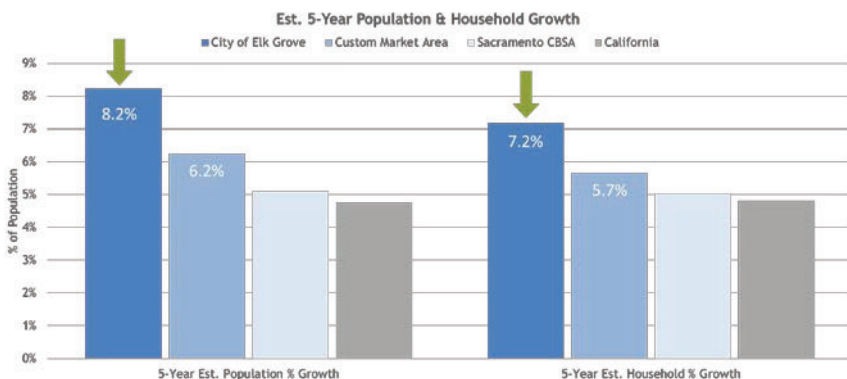
The median household income in the Primary Market is an estimated \$83,800. This is notably higher than the Custom Market, Region and State median incomes, all below \$70,000. Data indicates that individuals in the Primary Market are more likely to have household incomes between \$100,000 and \$250,000 than the Custom Market, Region and State.

The Primary Market has high educational attainment; an estimated 46.1% of the population aged 25 or older has earned a postsecondary degree, higher than the Custom Market, Region, and State. The Primary Market is also more racially diverse than benchmark areas considered, with a majority-minority population.

	City of Elk Grove	Custom Market Area	Sacramento CBSA	California
<b>Population</b>				
2017 Estimate	177,481	511,914	2,307,187	39,691,194
2022 Projection	192,071	543,878	2,424,806	41,574,271
5-Year Est. Population % Growth	8.2%	6.2%	5.1%	4.7%
<b>Households &amp; Families</b>				
2017 Household Estimate	52,994	157,971	841,118	13,384,483
2022 Household Projection	56,802	166,906	883,437	14,026,477
5-Year Est. Household % Growth	7.2%	5.7%	5.0%	4.8%
Households with People < 18	26,149	49.3%	71,748	45.4%
<b>Population by Age</b>				
Under 5	11,733	6.6%	36,063	7.0%
5 - 17	34,627	19.5%	99,212	19.4%
18 - 24	18,445	10.4%	52,176	10.2%
25 - 44	45,882	25.9%	133,959	26.2%
45 - 64	47,487	26.8%	126,973	24.8%
65 and Over	19,307	10.9%	63,531	12.4%
2017 Est. Average Age	36.4		36.5	
2017 Est. Median Age	35.6		34.8	
<b>Population (Age 25+) by Education Attainment</b>				
Bachelor's Degree	27,566	24.5%	54,229	16.7%
Master's Degree or Higher	11,040	9.8%	21,993	6.8%
<b>Household Income</b>				
2017 Est. Average Household Income	\$103,835		\$82,725	
2017 Est. Median Household Income	\$83,818		\$62,777	
<b>Population Hispanic or Latino by Origin</b>				
Hispanic or Latino	33,093	18.7%	143,361	28.0%
<b>Population Race Class</b>				
White	72,253	40.7%	225,469	44.0%
Black or African American	21,837	12.3%	55,304	10.8%
Amer. Indian and Alaska Native	1,136	0.6%	4,389	0.9%
Asian	52,719	29.7%	116,104	22.7%
Native Hawaiian and Other Pac. Isl.	2,544	1.4%	7,811	1.5%
Some Other Race	26,992	15.2%	102,837	20.1%

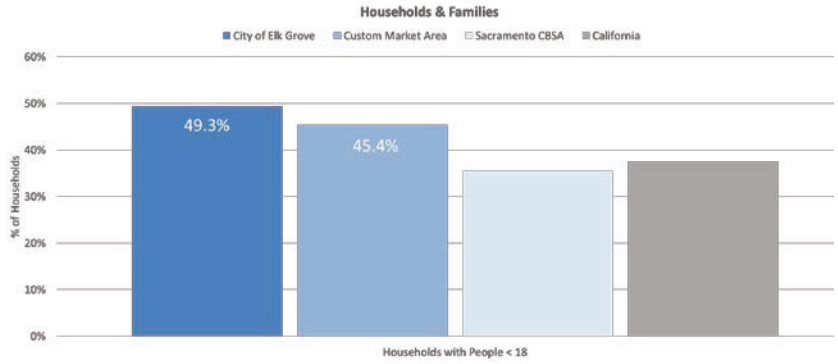
Demographic Snapshot: Primary and Custom Market Areas, Region, and State

**Demographic Details**



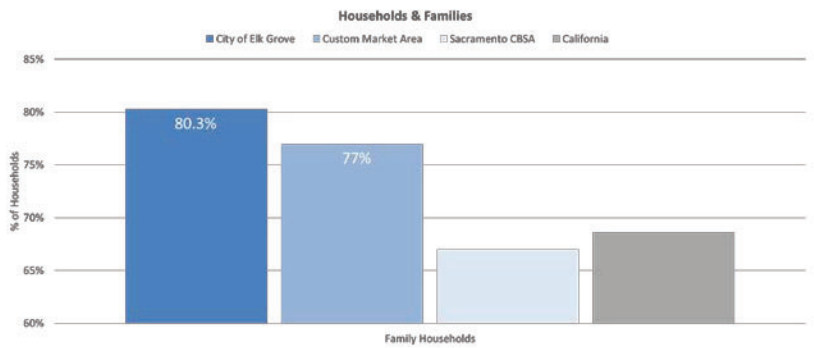
**The estimated rate of population and household growth in the Primary Market is expected to be higher than the Region and State.**

*Between 2017 and 2022, growth of 8.2% is expected in the Primary Market population, and 6.2% is expected in the Custom Market. The anticipated growth rate in the Primary Market population is 60% higher than the Region, and 70% higher than the State. The number of households in the Primary Market is expected to grow by 7.2% over the next five years.*



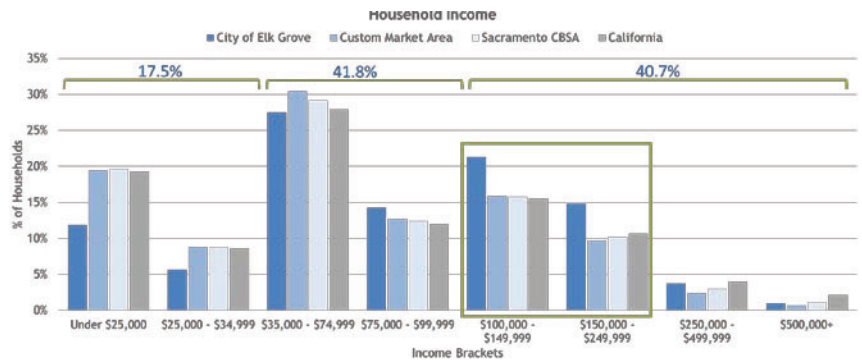
**Nearly half of Primary Market households (49.3%) have children, higher than the Custom Market and benchmarks.**

*The Primary and Custom Market areas index higher than the Region which has 35.5% of households with children.*



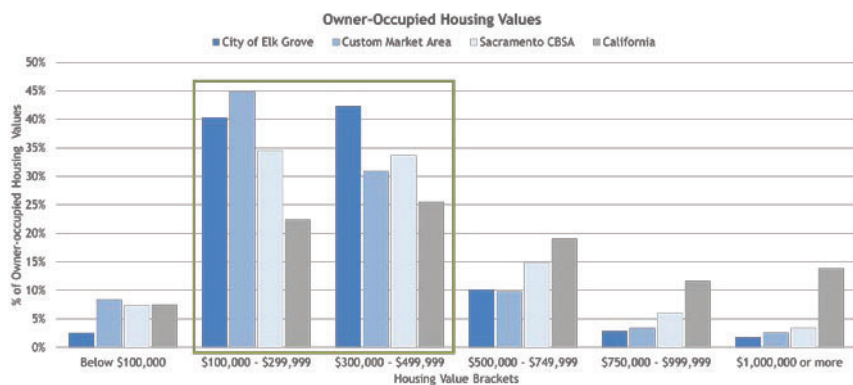
**Furthermore, four out of every five Primary Market households (80.3%) are considered family households.**

*Family households are those with one or more persons related by birth, marriage, or adoption (a nonfamily household include nonrelatives like roommates).*



**The Primary Market has a higher proportion of upper income brackets compared to the Custom Market which is more consistent with Region and State figures.**

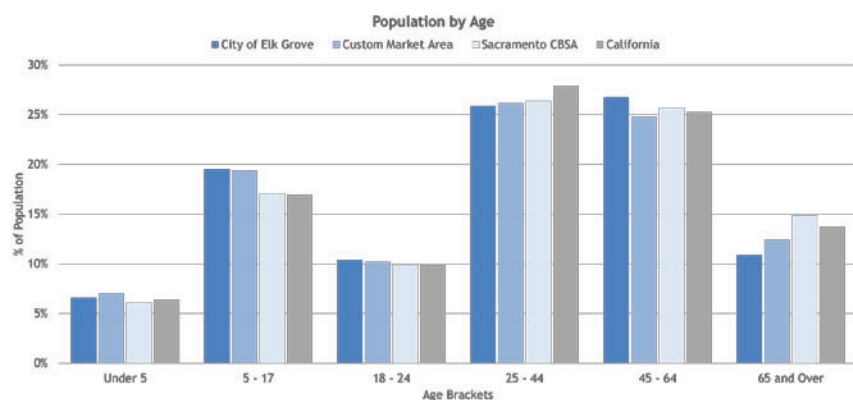
*40.7% of households in the Primary Market have incomes over \$100,000, and the median household income is \$83,800. Furthermore, less than 10% of families in the Primary Market live below poverty and fewer than 20% of households have incomes less than \$35,000, each indexing much lower than the Custom Market, Region, and State.*



**Housing values in the Primary Market are lower than Region and State figures, with an estimate median housing value of \$328,000 in 2017.**

*82.7% of houses in the Primary Market are valued between \$100,000 and \$500,000. This percentage is significantly higher than the 47.9% found within the State, where housing values are more evenly distributed.*

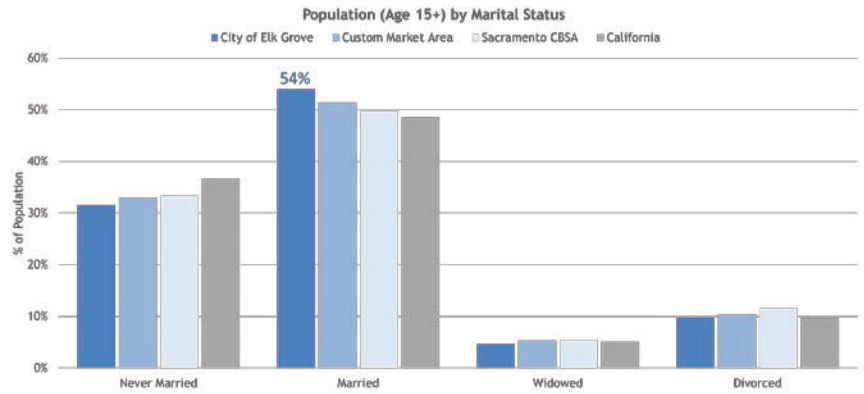
*In the Custom Market Area, 75.8% of houses are valued between \$100,000 and \$500,000, and the median owner-occupied housing value is \$288,000.*



**The median age for the Primary Market is 36, slightly younger than the Region (38) and State (37).**

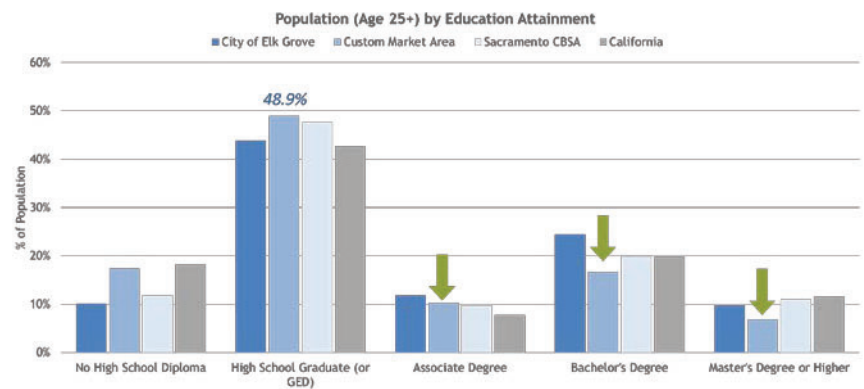
*The Primary Market indexes younger than the Custom Market, Region, and State with only 10.9% of the population over the age of 65.*





**Marital status of the Primary Market population is consistent with the Region and State.**

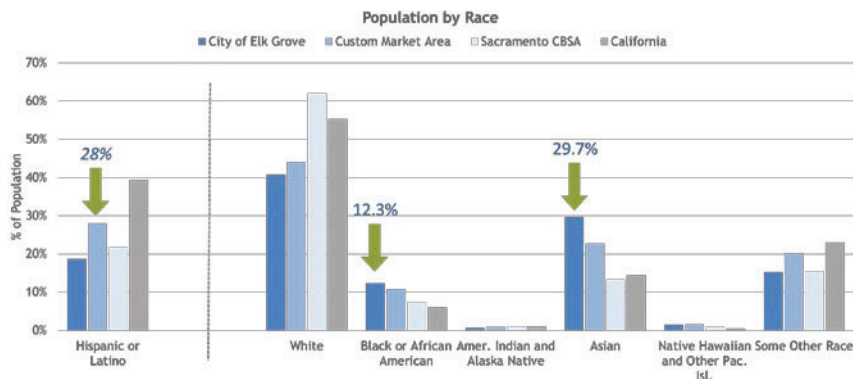
*A majority (54%) of the Primary Market (age 15+) is married.*



**The Primary Market is more educated than benchmark populations, with a higher percentage of residents having attained a postsecondary degree.**

*46.1% of the Primary Market population (age 25+) has attained a postsecondary degree, compared to 33.7% of the Custom Market, 40.7% of the Region, and 39.1% of the State.*

*69.3% of the Primary Market population (age 16+) holds an occupation classified as "White Collar," compared to 58.3% in the Custom Market, 64.6% in the Region, and 60.9% in the State.*



**There is a majority non-white population in the Primary Market, largely identifying as Asian, Black or African American, or Some Other Race (which includes those with two or more races).**

*In the Primary Market, 57.2% of the population identifies as Asian, Black or African American, or Some Other Race, in comparison with 36.1% in the Region where 62.1% of the population identifies as white.*

*18.7% of the Primary Market population identifies as Hispanic or Latino.*

## II. Consumer Segmentation

### Market Segmentation

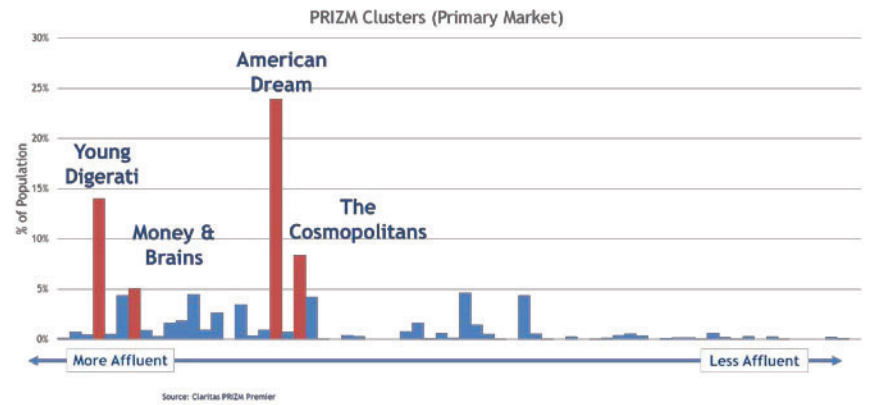
In order to understand lifestyle behaviors of the Elk Grove market, AMS used the PRIZM Premier market segmentation system, developed by Claritas, to categorize the households in the Primary and Custom Markets based on demographic profiles and consumer research into psychographic and consumption patterns.

The PRIZM Premier market profiling and segmentation system is a micro-geographic consumer targeting system that segments every household in the United States into one of 68 unique clusters based on similar demographic and behavioral attributes. The clusters are numbered from 1 to 68 in order of socioeconomic affluence, taking into account factors including income, assets, age, occupation, technology usage, and family structure.

### Primary Market Segmentation

The top four ranked clusters for the Primary Market, comprising 51% of the Market, are as follows:

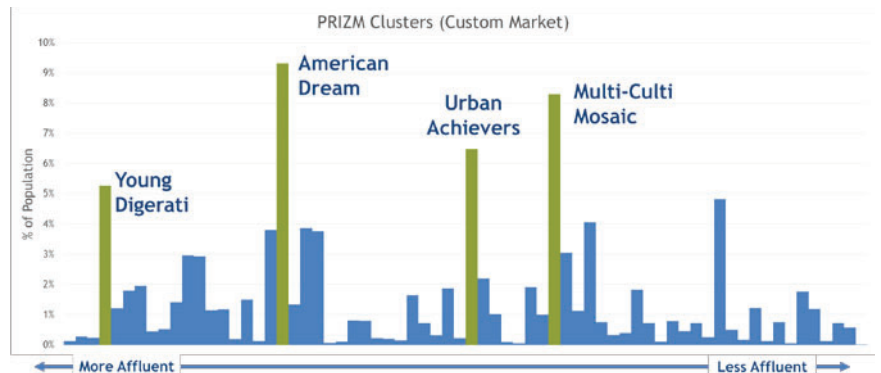
Rank	Segment	Segment Title	# of HH	% Comp.
1	19	American Dreams	12,675	23.92%
2	04	Young Digerati	7,438	14.04%
3	21	The Cosmopolitans	4,437	8.37%
4	07	Money & Brains	2,693	5.08%
Total:			27,243	51.41%



### Custom Market Segmentation

The most prominent segments of the Primary Market are also found in the Custom Market Area. Combined with two other segments of more modest means, four segments comprise 29% of the Market:

Rank	Segment	Segment Title	# of HH	% Comp.
1	19	American Dreams	14,726	9.32%
2	42	Multi-Culti Mosaic	13,107	8.30%
3	35	Urban Achievers	10,229	6.48%
4	04	Young Digerati	8,319	5.27%
Total:			46,381	29.36%



The following are descriptions of the top four segments in the **Primary Market.**<sup>1</sup>



“American Dreams” households comprise 24% of Primary Market and 9% of the Custom Market; this segment is notably 7.4 times more concentrated in the Primary Market than in the US.

American Dreams residents are found in upper-middle-class multilingual neighborhoods in urban areas. They are heavy grocery and convenience store shoppers, opting to prepare meals at home more than their urban counterparts in other segments.



“Young Digerati” households comprise 14% of the Primary Market and 5% of the Custom Market; this segment is 2.7 times more concentrated in the Primary Market than in the US.

Young Digerati are tech-savvy and live in fashionable neighborhoods on the urban fringe. Affluent, highly educated, and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars—from juice to coffee to microbrew.



“The Cosmopolitans” households comprise 8.4% of the Primary Market and are 4.2 times more concentrated in the Primary Market than in the US.

Educated and upscale, The Cosmopolitans are urbane couples in America's fast-growing cities. Concentrated in major metro areas, these households feature older homeowners without children. A vibrant social

scene surrounds their older homes and apartments, and residents love the nightlife and enjoy leisure-intensive lifestyles.



“Money & Brains” households comprise 5.1% of the Primary Market and are slightly less concentrated in the Primary Market than in the US.

The residents of Money & Brains seem to have it all: high incomes, advanced degrees, and sophisticated tastes to match their credentials. Many of these city dwellers are married couples with few children who live in fashionable homes on small, manicured lots.

<sup>1</sup> Complete descriptions of PRIZM Premier clusters can be found at: <https://segmentationsolutions.nielsen.com/mybestsegments>

The following are descriptions of the top additional segments prominent in the **Custom Market**:



“Multi-Culti Mosaic” households comprise 8.3% of the Custom Market and are equally as concentrated in this area as in the US.

An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of Hispanic, Asian, and African-American singles and families. This segment is characterized by many first-generation Americans who are striving to improve their economic status.



“Urban Achievers” households comprise 6.5% of Custom Market and are 1.4 times more concentrated in this area than in the US.

Urban Achievers are midscale, middle aged, ethnically diverse homeowners in urban neighborhoods with established careers. They are active participants in their communities and strong supporters of their local professional sports teams.

### III. Consumer Insights

AMS uses Claritas PRIZM Premier to analyze market area attitudes, product and brand preferences, media consumption habits and demographic and lifestyle characteristics.

#### Affinities

To better understand the market area’s product and service preferences, PRIZM Premier profiles are indexed against the profiles of consumers of products and services in categories such as Television Viewership, Radio Media Usage, Sports & Leisure Activities, Travel, and Psychographic profiles.

The table below indicates how much more likely households in the market area are to participate in each interest, behavior, or activity in comparison to the national average. Lifestyle attributes with an index of more than 100 (average United States household = 100) indicate that households within the market area are more likely to possess an attributed compared to the average US household profile.

This report focuses on affinities related to arts, cultural, and entertainment consumption. Residents of the Primary Market area are somewhat more or less likely than the national average to attend arts and culture related events as detailed below:

Lifestyle Attributes (National Average = 100)	INDEX Primary Market	INDEX Custom Market
In the last year. . .		
Listen to Jazz Radio	201	154
Buy Cultural Event Tickets on the Internet	169	120
Listen to Classical Radio	162	120
Listen to Public Radio	160	120
Contribute to Arts/Cultural Organizations	153	112
Buy Movie Tickets on the Internet	148	120
Attend a Symphony or Opera Performance	142	110
Visit an Art Museum	141	114
Attend a Rock Concert	140	112
Attend Live Theater	136	109
Attend a Dance or Ballet Performance	134	108
Attend a Comedy Club	133	117
Attend Paid Music Concert	126	108
Attend the Zoo	119	112
Attend an R&B/Rap/Hip-Hop Concert	115	122
Do Photography	114	102
Attend the Circus	101	113
Attend a Country Music Concert	91	84

## Participation

Within the Primary Market itself, the PRIZM Premier profiles can be used to estimate the percentage of households that will participated in these arts, culture, and entertainment activities. In the Primary Market Area:

- An estimated 51% of households are inclined to attend live theatre at least once during a single year.
- An estimated 38% of households are inclined to attend an art museum at least once during a single year.
- An estimated 35% of households are inclined to attend a paid ticketed music concert at least once during a single year.
- An estimated 17% of households are inclined to attend a dance or ballet performance at least once during a single year.
- An estimated 13% of households are inclined to contribute to an arts/cultural organization at least once during a single year.

In the Custom Market Area:

- An estimated 41% of households are inclined to attend live theatre at least once during a single year.
- An estimated 31% of households are inclined to attend an art museum at least once during a single year.
- An estimated 30% of households are inclined to attend a paid ticketed music concert at least once during a single year.
- An estimated 13% of households are inclined to attend a dance or ballet performance at least once during a single year.
- An estimated 9% of households are inclined to contribute to an arts/cultural organization at least once during a single year.

### Summary

In the Primary Market, educational attainment and household incomes are higher than the surrounding area, Region, and State. These are key factors which indicate a population more inclined to attend or participate in the arts. Furthermore, the Primary Market is racially diverse and expected to grow at a high rate over the next five years.

While the Primary Market segment most likely to enjoy a leisure-intensive lifestyle tends to be older and without children, nearly half of area households have children under the age of 18. A majority of Primary Market households are affluent and likely to attend live theatre in a given year, and over a third will visit an art museum or attend a paid music concert.

Overall, the Primary Market has strong potential for arts consumption across many lifestyle attributes.

**City of Elk Grove**

***Cultural Arts Facility Feasibility Study***

AMS participated in a community meeting held by the Friends of the Library and a meeting of the Elk Grove Arts Commission. In addition to these public meetings, the following individuals provided input through stakeholder interviews:



- Bob Baxter, Runaway Stage Productions
- Jason Behrmann, Elk Grove Assistant City Manager
- Steven M. Detrick, Elk Grove City Council
- Laura S. Gill, Former Elk Grove City Manager
- Raymond “Chuckie” Hitchcock, Wilton Rancheria
- Pat Hume, Elk Grove City Council
- Jarrid Keller, Sacramento Public Library Authority
- David Lema, Consultant and Foundation President
- Steve Ly, Elk Grove Mayor
- Nan Mahon, Elk Grove Arts Commission
- Anne-Marie Pringle, Musical Mayhem Productions
- Bryce McDill, Musical Mayhem Productions
- Stephanie Nguyen, Elk Grove City Council
- Angela Perry, Old Town Foundation and Chamber of Commerce
- Elizabeth Pinkerton, Retired Teacher and Town Historian
- Rivkah Sass, Sacramento Public Library Authority
- Louis Silveira, Orthopedics Team Leader and Resource Nurse US Davis
- Darren Suen, Vice Mayor and Elk Grove City Council
- Judy Tafoya, The Arts Advocacy Project (TAAP)



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# User Needs Survey

*In the field for four weeks*

*Distributed through local sources and SARTA, SMAC*

24 respondents (21 complete and 3 partial responses)

- *Analysis for each question was completed on the total responses per question*

# CULTURAL ARTS



Respondent budgets range from **<\$10,000 to over \$1M**

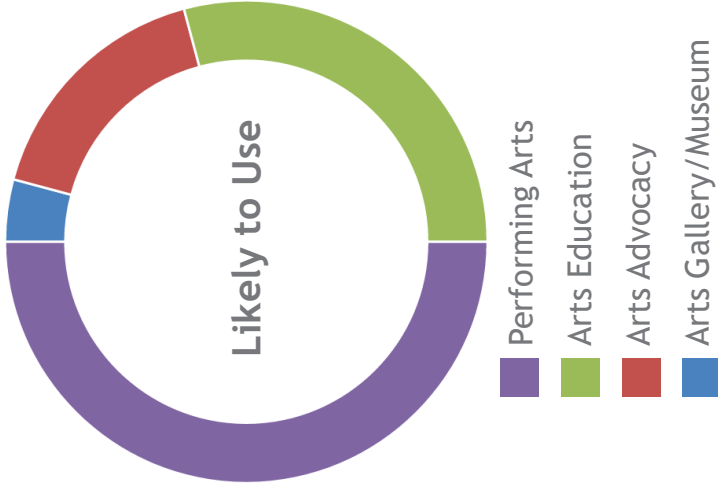
**86%** of respondents rent spaces to support their activities  
**79%** of respondents are producing or presenting organizations

Two organizations in Elk Grove have budgets of about \$500k, but **most are <\$50k**

- Over 400 performances and 150,000 attendees
  - Over 27,000 participants of instructional offerings
- 71%** of respondents offer programs in Sacramento and **50%** offer a majority of their programs in Elk Grove
- Many also serve cities north of Elk Grove (Folsom, Davis, Rancho Cordova, and Carmichael)

# CULTURAL ARTS

Nearly all respondents are likely to use a new performance venue in Elk Grove if the facility meets their needs



95% of respondents are at least somewhat likely to use a new performance venue in Elk Grove if it met their needs

- 64% are very likely to use a new venue (n=22)
- Half of the organizations are performing arts organizations, including theatre and dance companies, community choruses and chamber societies, and festivals



AMS

GROUP 4

DRAFT

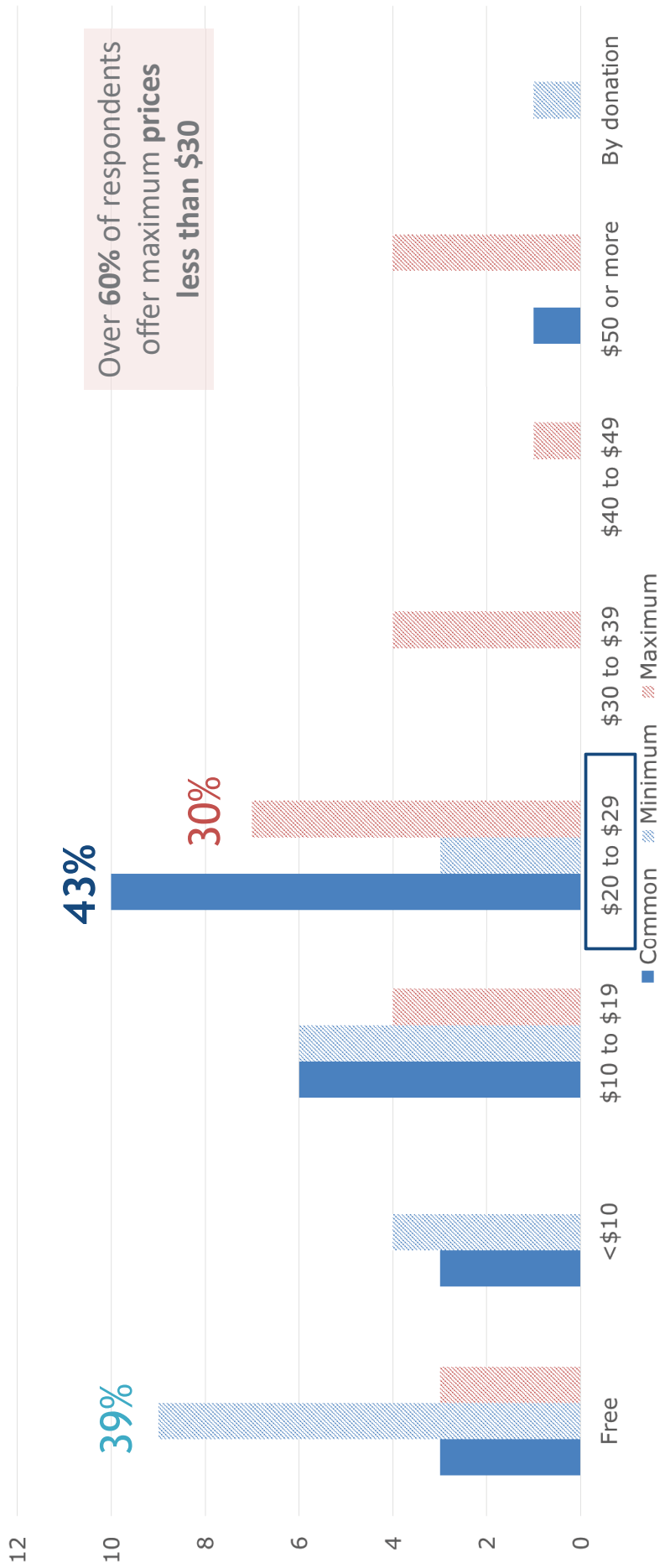
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ELK GROVE LIBRARY & CULTURAL ARTS FACILITY M.P.

# CULTURAL ARTS

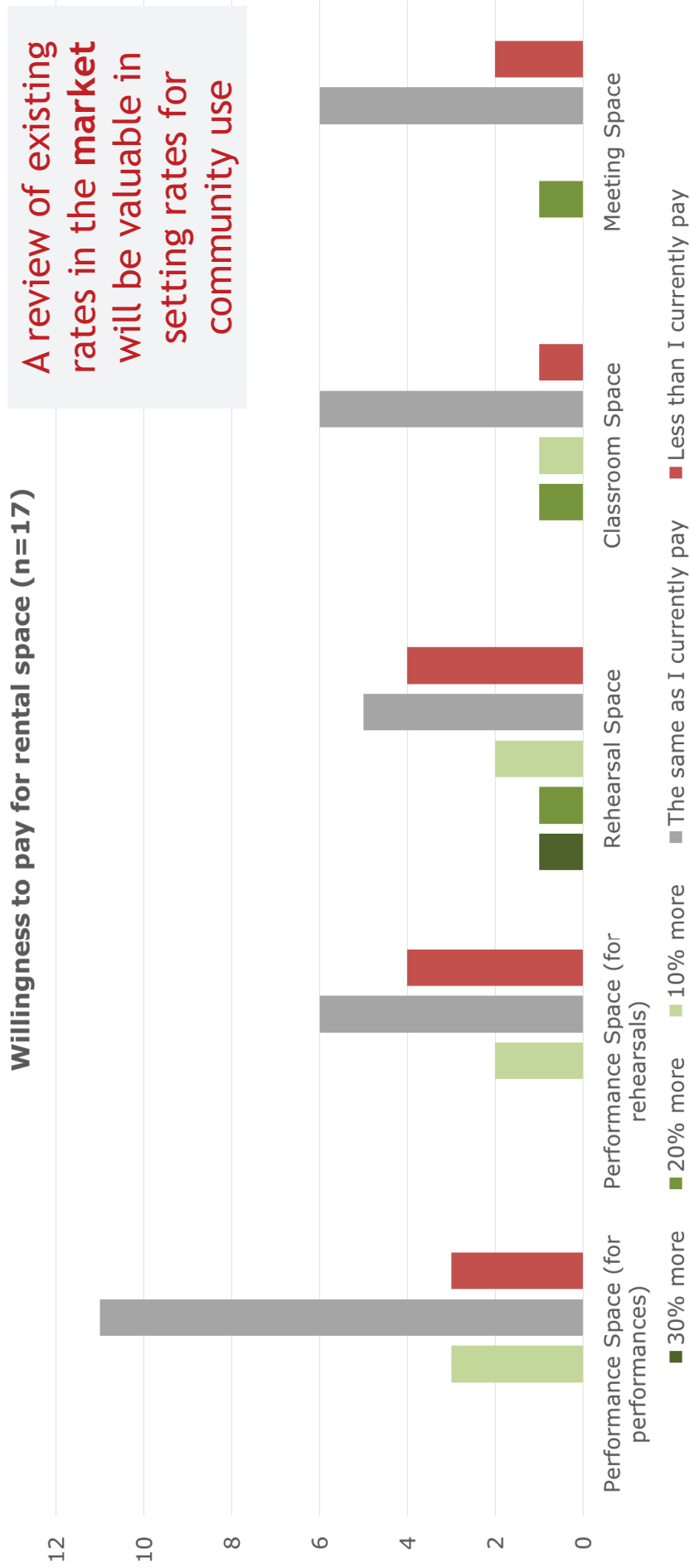
The most common ticket price offered is between \$20-\$29, and nearly all respondents' most common ticket price is less than \$30

Most commonly offered ticket price (n=23)



# CULTURAL ARTS

Most respondents will seek rates comparable to existing venues



AMS

GROUP 4

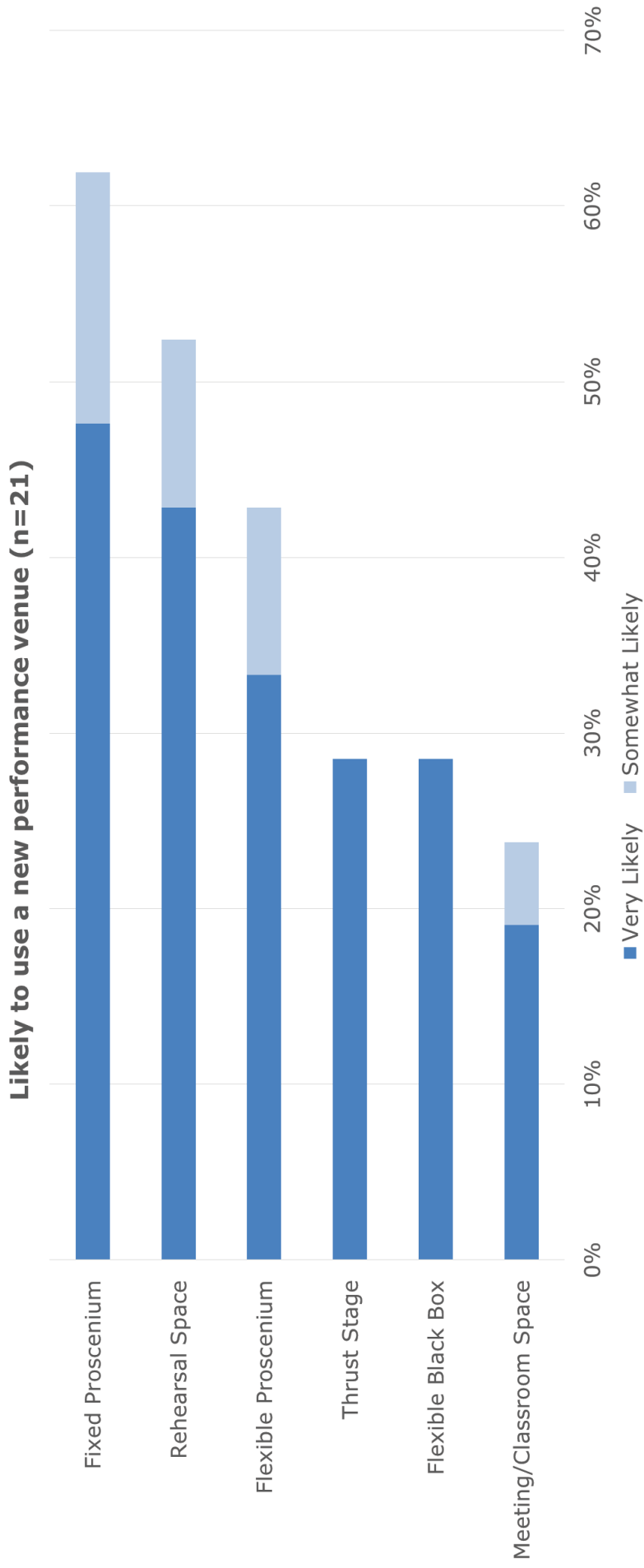
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ELK GROVE LIBRARY & CULTURAL ARTS FACILITY M.P.

# CULTURAL ARTS

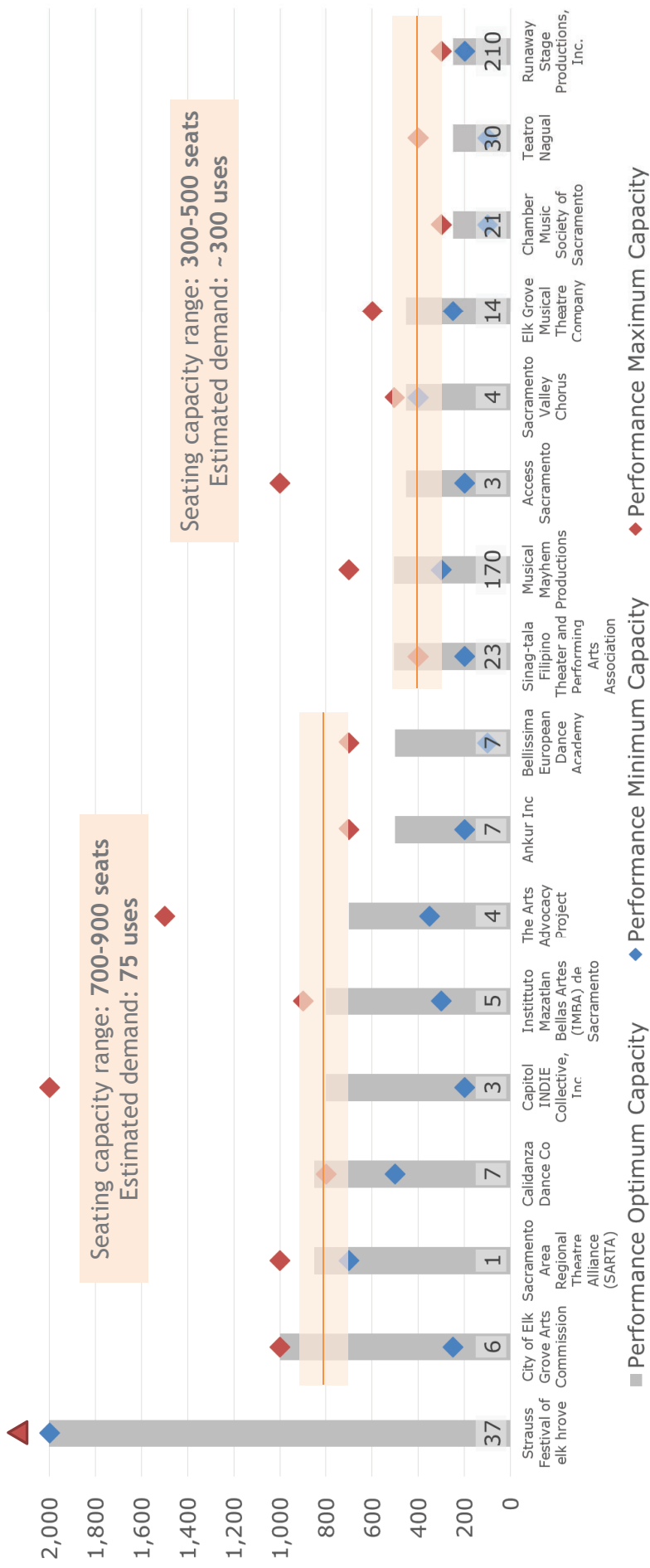
A majority of respondents are likely to use a venue with a **fixed proscenium** or a **rehearsal space** in a new facility



# CULTURAL ARTS

For those likely to use new performance space,  
**how many seats does it need to have?**

**Performance Space by Optimum Capacity and Uses (likely users only, n=17)**



AMS GROUP 4

DRAFT

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## CULTURAL ARTS

### Facility Characteristics

- Capacity suggestions ranged up to 1,000, but **300-500 seats is most common**
- At least a portion of capacity could be **flexible, modular, or removable**
- Additional spaces would **support rehearsals or tandem programming**
- **Supporting spaces, equipment and technologies** are important
  - Green room and dressing spaces
  - Backstage crossover and strategic circulation throughout
  - A kitchen for food prep is desired
- **Outdoor** elements are valued, but considered secondary to interior space
- **Parking** is a consistent concern
- **Other concerns:**
  - Accessibility via public or shared transit
  - Drive-through patron and book drop off
  - The need for signage on the site and around town

<b>City of Elk Grove</b>
<b>Pro Forma Operating Model</b>
<b>(Base Year = 2018)</b>



*Draft July 2018*

<b>City of Elk Grove</b>
<b>Pro Forma Operating Model</b>
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Schedule 11: Staffing and Compensation

City of Elk Grove	
Schedule I: Key Assumptions	
<b>Space Assumptions</b>	
New Venue Capacity	400
Gross Square Footage	25,000
<b>Economic Assumptions</b>	
Taxes Rate (Personnel)	10.4%
Fringe Benefits (Full-Time)	27.0%
Fringe Benefits (Part-Time)	20.0%
Average Ticket Service Fee	\$3.00
Operating Contingency (% of Expenses)	5.0%
<b>Pro Forma Assumptions</b>	
Fiscal Year Start	1-Jul
Fiscal Year End	30-Jun
Current Fiscal Year	2018
Base Year	2018

City of Elk Grove	
Schedule 2: Summary Pro Forma	
<b>Operating Overview</b>	
	<b>Base Year</b>
<b>Earned Revenues</b>	
Ticket Sales	\$124,000
Ticket Fees	\$94,000
Facility Rentals	\$183,000
Rental Additions/Chargebacks (gross)	\$169,000
<b>Total Earned Revenues</b>	<b>\$570,000</b>
<b>Operating Expenses</b>	
Season Programming	\$143,000
Theatre Operations	\$120,000
Administrative	\$39,000
Building Operations	\$218,000
Compensation (FTE personnel)	\$315,000
Expense Contingency	\$42,000
<b>Total Operating Expenses</b>	<b>\$877,000</b>
<b>Operating Result Before Subsidy</b>	<b>(\$307,000)</b>
<b>Contributed Revenues</b>	
Direct City Support	
Contributions, Sponsorships, Grants (etc.)	
<b>Total Contributed Revenues</b>	
<b>Net Operating Result</b>	<b>TBD</b>

City of Elk Grove	
Schedule 3: Expense Summary	Base Year
<b>Season Programming</b>	
Presented Season	\$143,000
<b>Subtotal Season Programming</b>	<b>\$143,000</b>
<b>Theatre Operations</b>	
Compensation	\$137,000
Contract/Hourly Event Staff	\$66,000
Box Office and Front of House Ops	\$23,000
Equipment, Maintenance, Supplies	\$31,000
<b>Subtotal Theatre Operations</b>	<b>\$257,000</b>
<b>Administrative</b>	
Compensation	\$96,000
Professional Fees, Staff Development/Travel	\$11,000
Institutional Marketing	\$10,000
Office Operations, Supplies, and Equipment	\$13,000
Other	\$5,000
<b>Subtotal Administrative</b>	<b>\$135,000</b>
<b>Building Operations</b>	
Compensation	\$82,000
Utilities (gas, electric, water, sewer)	\$56,000
Insurance and Security	\$56,000
Cleaning and Maintenance	\$50,000
Annual Capital Improvements	\$56,000
<b>Subtotal Building Operations</b>	<b>\$300,000</b>
<b>Total Operating Expenses</b>	<b>\$835,000</b>

City of Elk Grove									
Schedule 4: Presented Season	Base Year	Avg Ticket Price	Avg % Sold	Avg Paid Attend	Artist Fee (Avg/Perf)	Prod/Mktg (% of Fee)	Forecast Rev (Avg/Typol)	Forecast Exp (Avg/Typol)	Net Contrib (Avg/Typol)
Typology	Events	Basis per Typology					Average per Typology		
Family Activities	1	\$15	85%	340	\$5,000	25%	\$5,100	\$6,250	(\$1,150)
Theatrical Performances	2	\$35	85%	340	\$10,000	38%	\$23,800	\$27,600	(\$3,800)
Music (Classical, Folk, Jazz)	2	\$35	80%	320	\$10,000	38%	\$22,400	\$27,600	(\$5,200)
Dance Concerts	1	\$25	75%	300	\$10,000	38%	\$7,500	\$13,800	(\$6,300)
Music (Popular, Hip-Hop, Rock)	2	\$50	90%	360	\$12,000	38%	\$36,000	\$33,120	\$2,880
Comedy/Literary	1	\$30	80%	320	\$8,000	25%	\$9,600	\$10,000	(\$400)
Variety/Other (Acrobatics, Circus, Magic)	1	\$25	75%	300	\$8,000	38%	\$7,500	\$11,040	(\$3,540)
Regional Partner (Small)	1	\$15	80%	320	\$2,500	10%	\$4,800	\$2,750	\$2,050
Regional Partner (Medium)	0	\$15	75%	300	\$5,000	25%	\$0	\$0	\$0
Regional Partner (Large)	1	\$25	75%	300	\$8,000	38%	\$7,500	\$11,040	(\$3,540)
<b>Summary (totals or averages):</b>	<b>12</b>	<b>\$31</b>	<b>82%</b>	<b>3,920</b>	<b>\$8,792</b>		<b>\$124,200</b>	<b>\$143,200</b>	<b>(\$19,000)</b>

City of Elk Grove								
Schedule 5: Ticket Fee Revenues		Ticket Fee (Freq %)	Avg Ticket Price	Avg % Sold	Avg # Sold	Base Year		
						Event Days	Paid Attend	Ticket Fees
Use Type	Event Type	\$3.00						
Market Rate	Performance	100%	\$ 25	75%	300	6	1,800	\$5,400
Market Rate	Non-performance	0%		50%	200	10	2,000	\$0
Market Rate	Load/Rehearsal	0%				3	0	\$0
Not-for-Profit Rate	Performance	100%	\$ 15	70%	280	28	7,840	\$23,520
Not-for-Profit Rate	Non-performance	0%		50%	200	0	0	\$0
Not-for-Profit Rate	Load/Rehearsal	0%				52	0	\$0
Res Co/Partner Rate	Performance	100%	\$ 20	70%	280	64	17,920	\$53,760
Res Co/Partner Rate	Non-performance	0%		50%	200	0	0	\$0
Res Co/Partner Rate	Load/Rehearsal	0%				78	0	\$0
Presented Events	Performance	100%				12	3,920	\$11,760
<b>Subtotal Ticket Fees</b>						<b>253</b>	<b>33,480</b>	<b>\$94,440</b>

City of Elk Grove						
Schedule 6: Rental Rates and Revenues		Rate Code	Basis (Hrs)	Rental Rate	Event Days	Rental Fees
Use Type	Event Type					
Market Rate	Performance	1	4	\$1,200	6	\$7,200
Market Rate	Non-performance	2	4	\$1,200	10	\$12,000
Market Rate	Load/Rehearsal	3	4	\$800	3	\$2,400
Not-for-Profit Rate	Performance	4	4	\$1,020	28	\$28,560
Not-for-Profit Rate	Non-performance	5	4	\$1,020	0	\$0
Not-for-Profit Rate	Load/Rehearsal	6	4	\$680	52	\$35,360
Res Co/Partner Rate	Performance	7	4	\$840	64	\$53,760
Res Co/Partner Rate	Non-performance	8	4	\$840	0	\$0
Res Co/Partner Rate	Load/Rehearsal	9	4	\$560	78	\$43,680
Presented Events	All	10	4	\$0	12	\$0
<b>Subtotal Rental Fees</b>						<b>\$182,960</b>

City of Elk Grove						
Schedule 7: Chargebacks		Base Year				
GROSS REVENUES	Rates Charged		Average Hours per Event	Average # of Staff per Event	# Event Days	Total
Box Office Set-up Fee	\$300		n/a	n/a	82	\$24,600
Equipment Rental Fee	\$200		n/a	n/a	93	\$18,600
Technical Director (pp/hr)	\$50		3	1	231	\$34,650
Technicians (pp/hr)	\$36		4	2	231	\$66,528
Security (pp/hr)	\$36		4	1	43	\$6,120
Custodial (pp/hr)	\$32		4	2	73	\$18,560
<b>Subtotal, Gross Revenues</b>						<b>\$169,058</b>
EXPENSES	Rates Charged	% Payroll Costs	Average Hours per Event	Average # of Staff per Event	# Event Days Worked	Total
Technicians (pp/hr)	\$20	30%	4	2	231	\$48,196
Security (pp/hr)	\$20	30%	4	1	43	\$4,434
Custodial (pp/hr)	\$17	30%	4	2	73	\$12,857
<b>Subtotal, Expenses</b>						<b>\$65,487</b>
<b>NET REVENUES</b>						<b>\$103,571</b>

City of Elk Grove	
Schedule 8: Theatre Operations	Base Year
<b>Theatre Operations</b>	
Contract/Hourly Event Staff (External)	\$65,500
Software and Ticketing (annual fee)	\$10,000
Box Office Operations	\$6,200
Usher Program Expense	\$1,500
Misc Front of House (decorations, etc)	\$4,800
Equipment and Consumable Supplies	\$21,600
Repair and Maintenance (tech equipment)	\$9,600
<b>Subtotal Theatre Operations</b>	<b>\$119,200</b>

City of Elk Grove	
Schedule 9: Administrative Expenses	Base Year
<b>Administrative Expenses</b>	
Professional Fees (CPA, Legal, Website, etc.)	\$5,000
Professional Dues, Travel, Conferences	\$4,100
Professional Development/Recruitment	\$2,000
Institutional Marketing	\$10,000
Telephone/Internet (headcount basis)	\$3,200
Office Operations (Postage, Print/Copy, etc.)	\$6,000
Office Equipment/Supplies (headcount basis)	\$4,000
Other Admin Expenses	\$5,000
<b>Subtotal Administrative Expenses</b>	<b>\$39,300</b>

City of Elk Grove	
Schedule 10: Building Operations	Base Year
<b>Building Operations</b>	
Utilities (Gas, Electric, Water, Sewer)	\$56,250
Insurance	\$31,250
Security	\$25,000
Regular Cleaning & Maintenance	\$50,000
Annual Capital Improvements	\$56,250
<b>Subtotal Building Operations</b>	<b>\$218,750</b>

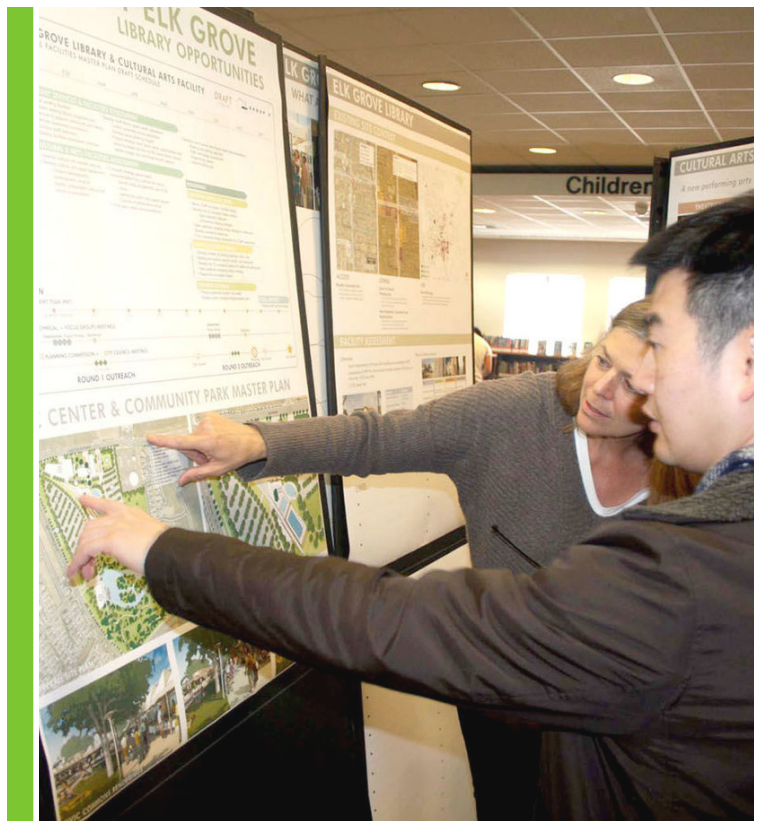
City of Elk Grove						
Schedule 11: Staffing and Compensation						
Title	Expense Category	Base Salary	Status	% Taxes	% Benefits	Base Year
Manager	Administrative	\$70,000	FT	10%	27%	\$96,180
Technical Specialist	Building Operations	\$60,000	FT	10%	27%	\$82,440
Patron Services Coordinator	Theatre Operations	\$50,000	FT	10%	27%	\$68,700
Event Services Coordinator	Theatre Operations	\$50,000	FT	10%	27%	\$68,700
<b>Subtotal Compensation</b>						<b>\$316,020</b>



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