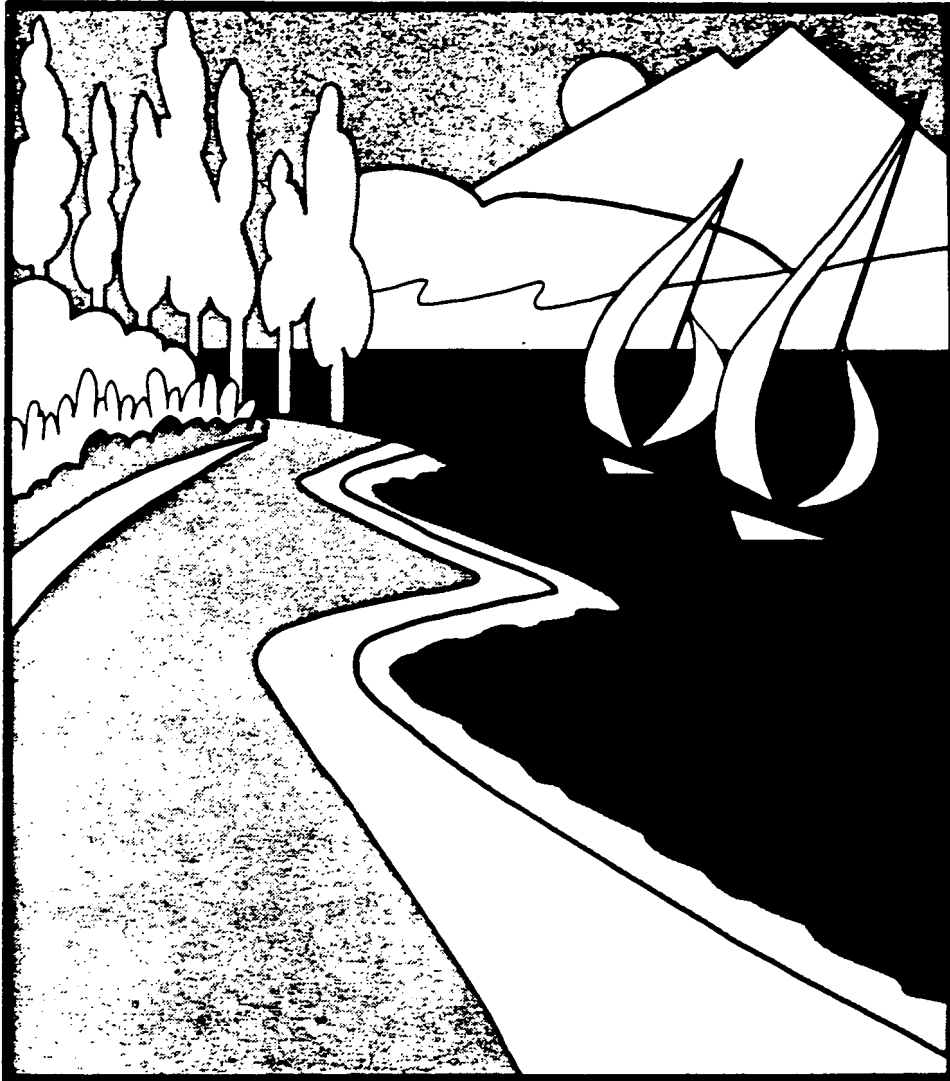


# B L U E L A K E



# P A R K



A SERVICE OF MULTNOMAH COUNTY

# BLUE LAKE PARK DEVELOPMENT PLAN

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Prepared by

**Walsh & Associates** ✓

In Coordination with:

**The Blue Lake Park Task Force**

and

**Multnomah County Park Service Division**

November 1985

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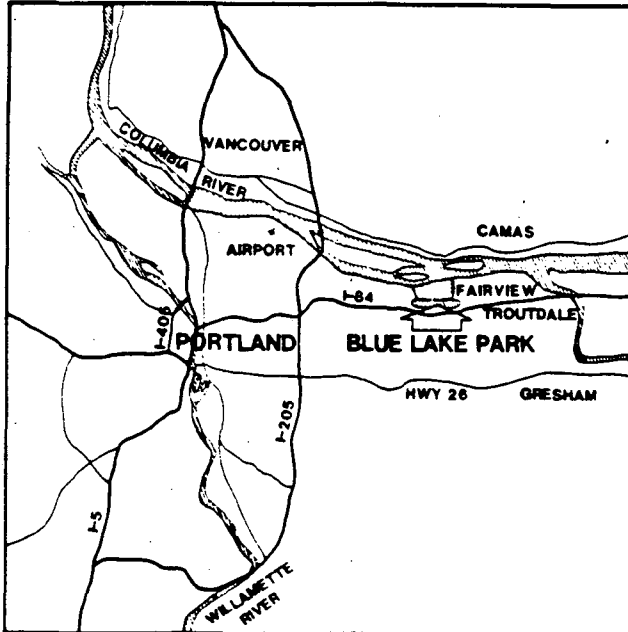
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## INTRODUCTION

Blue Lake Park, located between the Columbia River and the North Shore of Blue Lake [See Plate 1] is a recreation facility serving the Portland-Vancouver Metropolitan area. The park is predominately utilized for picnics, swimming and family oriented recreation. Since 1960, when the Blue Lake Park properties were purchased by Multnomah County, nearly 125 of the total 185 acres have remained vacant.



**BLUE LAKE PARK LOCATION MAP  
PLATE 1**

The citizens of Multnomah County, are in a difficult situation. They desire to maintain and upgrade Blue Lake Park as a public recreation facility at a time when it is increasingly difficult to support such a facility with general fund tax dollars. The desired solution is to revitalize the Blue Lake Park recreation capabilities; to the extent feasible, make the park financially self supporting; and expand the parks recreational opportunities by establishing revenue producing recreational facilities on vacant land currently owned by the County.

## PROCESS & PURPOSE

Recognizing the need to revitalize Blue Lake Park, in October 1984, the Board of County Commissioners adopted a resolution to develop a long-term plan for the Blue Lake Park properties. The resolution provided for the creation of a citizen task force and the hiring of a land planning consultant to assist the County Parks staff in preparing the plan.

Beginning in January of 1985, the Blue Lake Park Task Force Committee, Multnomah County Parks staff and the planning firm of Walsh & Associates, conducted a Land Use Study for the Blue Lake properties. After review by the general public, the resulting Framework Plan and Master Site Plan prepared by Walsh & Associates, November 1985, were adopted by the County Board of Commissioners. Upon adoption of these documents, the Board of Commissioners directed the Parks department to develop the necessary economic analysis and implementation strategy. The following document summarizes the initial Walsh & Associates Land Use Study, and presents an implementation strategy for future development of Blue Lake Park.

## SUMMARY OF THE LAND USE STUDY

The existing 60 acre park is to remain a regional family-oriented recreation facility. The balance of the property, 125 acres, will be utilized for: 1) expanding existing recreation facilities, 2) developing new recreational opportunities, and 3) uses that will provide direct financial support for Blue Lake Park. Featured recreational uses will continue to be: Family Picnics, Group Picnics (by reservation), Lake Swimming, and non-organized Field Sports. The master plan also proposes adding additional facilities to attract local residents and vacationers touring the local area. Through these changes it is anticipated that the park will progress on a course towards self-support.

## **FRAMEWORK PLAN**

The Framework Plan designates a variety of land uses for the Blue Lake Park properties. It is intended to serve as a guide for future development. The following summarizes each component of the Framework Plan [See Plate 2].

### **Parcel A - Blue Lake Park**

This land includes the existing park area, 60 acres, and an additional 22 acre area (Parcel A1). The intent is for this area to continue as a family oriented regional recreation facility. A detailed Master Plan has been prepared and is discussed in the following section. Two major components of the proposed Master Plan are the Interpretive Area and the Lake Center.

### **Parcel A1 - Interpretive Area**

The western portion of the property, is to be utilized as wetland wildlife habitat and an interpretive area for the Lower Columbia Chinook Indian culture.

### **Parcel A2 - Lake Center**

The central area within Parcel A is to remain an active recreation facility. It is to be renovated and enlarged to offer a broader spectrum of recreation activities.

### **Parcel B - Maintenance Facilities**

The Parks and Memorials Maintenance Facilities would continue to utilize this site.

### **Parcel C - Lake House Center**

Formerly a residence, "The Lake House", has been converted to a meeting/reception center. The plan calls for expansion of the facility on its present site to increase its capabilities.

### **Parcel D - Recreational Vehicle Park**

Set in 27 acres located adjacent to Marine Drive this 200 unit facility is designed to be compatible with surrounding land uses. Generous landscaped buffers surround the perimeter and separate each individual space, giving this development a park-like quality. This park will be managed by a full-time private operator, and contains the support facilities necessary to make this a first-class operation.

### **Parcel E**

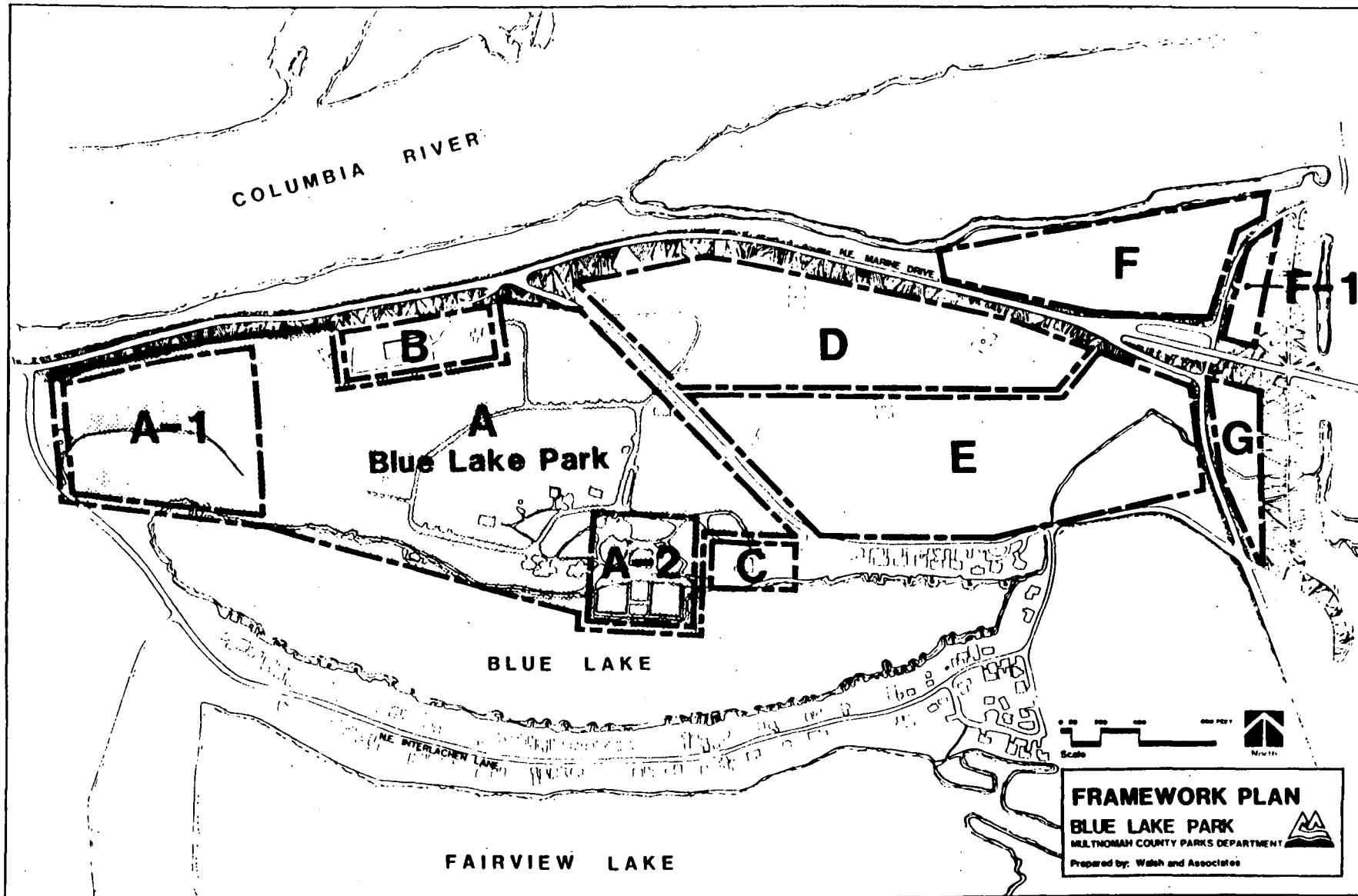
This 46 acre parcel is to be utilized for developing an Executive Nine Hole Golf Course, and eighteen single-family home lots. The wetland portions of this parcel are incorporated into the buffer zones between the golf fairways and become an extension of the wildlife habitat east of the site.

### **Parcel F**

Parcel F (15 acres), and F1 (5 acres) along with the riverfront property to the north, have been identified as having excellent potential as a marina, boat launching facility, and public beach access area. Therefore it is recommended that these parcels be held in reserve until additional properties can be acquired and development opportunities arise.

### **Parcel G**

The northern portion of this 10 acre parcel should be reserved for an eventual eastbound on-ramp from 223rd to Marine Drive. An area directly south of the proposed on-ramp should be retained for future commercial use. The southern portion of the property is to remain in wildlife habitat serving as an east-west corridor for animal movements.



BLUE LAKE PARK FRAMEWORK PLAN  
 PLATE 2

## **BLUE LAKE PARK MASTER PLAN**

A master site plan has been prepared for the existing park area and the adjacent property to the west [See Plate 3]. The following is a brief summary of the plan's major features.

### **Open Space**

The layout of the park establishes two major open spaces. Both areas would continue to be utilized for sports activities. The western open space can easily be controlled to allow for special events such as concerts, major picnics, etc.

### ✓ **Group Picnic Areas**

Group picnic facilities are to be provided in the areas shown [See Plate 3]. As currently operated, these areas would be available on a fee basis by reservation. The areas shown total 7 acres in size which represents a 30% increase over the present picnic facilities.

### *Max* ✓ **Family Picnic Areas**

The areas indicated incorporate those presently utilized plus an additional 7 acres extending west along the shore line.

### ✓ **Interpretive Area**

The western portion of the property, roughly 9.5 acres, is to be utilized as wetlands wildlife habitat and interpretive area.

### ✓ **Swimming Area**

A new half-acre sand swimming beach with an adjacent 1 acre lawn area for sunbathing will be established to replace the present swimming facility. A swim building, court sports, and boat launch are also attractions located in this area.

### **Kid's Center**

A major proposed attraction is the Kid's Center. The concept is to provide an exciting environment that will be both an attraction for children and comfortable and inviting for parents.

### **Waterfront Docks**

The waterfront docks will serve as an extension of the Garden Building. Decks and connecting stairs will provide easy access to the existing boat concession, a popular attraction with park users. Additional plantings and water fountains will provide visual interest to the area.

### **The Gardens**

Forming the hub of the new Lake Center, the existing Swim Center building will be renovated to provide for several new uses. Swimming will be relocated to a new sand beach to be constructed west of the existing swimming area.

Stretching from the park entry to a new plaza on the east side of the building, a floral garden featuring bulbs, perennials and annuals will be developed. The gardens are intended to become a feature attraction for the East County area. Local growers and suppliers will be invited to participate by sponsoring advertising, mail order sales, and plant testing.

### **Lake House Center**

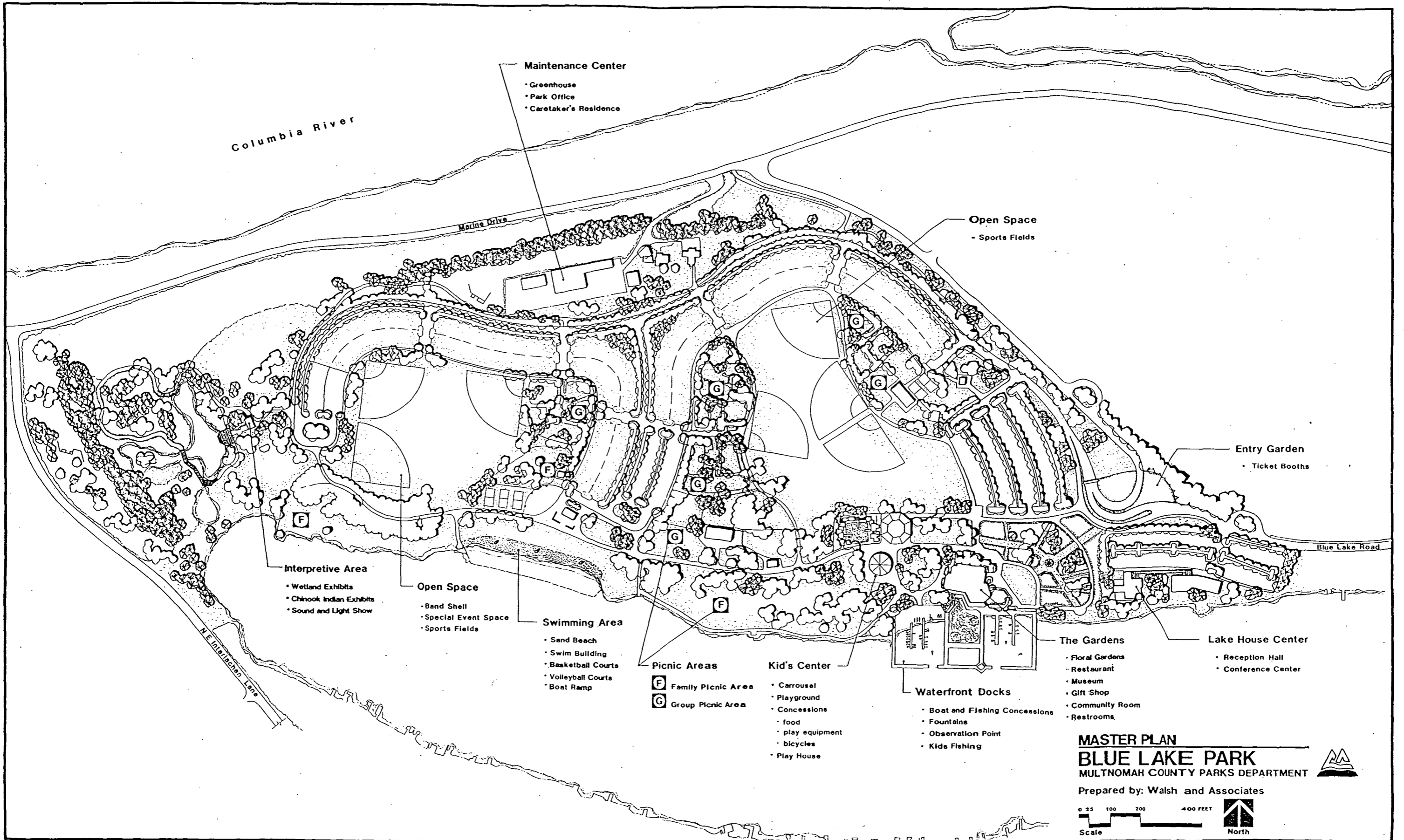
This existing facility which provides meeting and reception space, will be expanded to increase its capabilities. Thereby, attracting a broader range of user groups.

### **Entry Garden**

This new entrance to Blue Lake Park will be a showplace for annual floral displays.

### **Maintenance Center**

This existing maintenance center will be retained at its present location. A new greenhouse will be added to the facility.



Columbia River

**Maintenance Center**

- Greenhouse
- Park Office
- Caretaker's Residence

**Open Space**

- Sports Fields

**Entry Garden**

- Ticket Booths

**Interpretive Area**

- Wetland Exhibits
- Chinook Indian Exhibits
- Sound and Light Show

**Open Space**

- Band Shell
- Special Event Space
- Sports Fields

**Swimming Area**

- Sand Beach
- Swim Building
- Basketball Courts
- Volleyball Courts
- Boat Ramp

**Picnic Areas**

- F** Family Picnic Area
- G** Group Picnic Area

**Kid's Center**

- Carousel
- Playground
- Concessions
- food
- play equipment
- bicycles
- Play House

**Waterfront Docks**

- Boat and Fishing Concessions
- Fountains
- Observation Point
- Kids Fishing

**The Gardens**

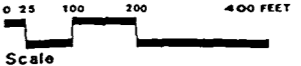
- Floral Gardens
- Restaurant
- Museum
- Gift Shop
- Community Room
- Restrooms

**Lake House Center**

- Reception Hall
- Conference Center

**MASTER PLAN**  
**BLUE LAKE PARK**  
 MULTNOMAH COUNTY PARKS DEPARTMENT

Prepared by: Walsh and Associates



**BLUE LAKE PARK MASTER PLAN**  
**PLATE 3**



## **EAST PROPERTIES MASTER PLAN**

A detailed master plan has been prepared for the Blue Lake Park East Properties. The following is a summary of the major features: [See Plate 4]

### **Recreational Vehicle Park**

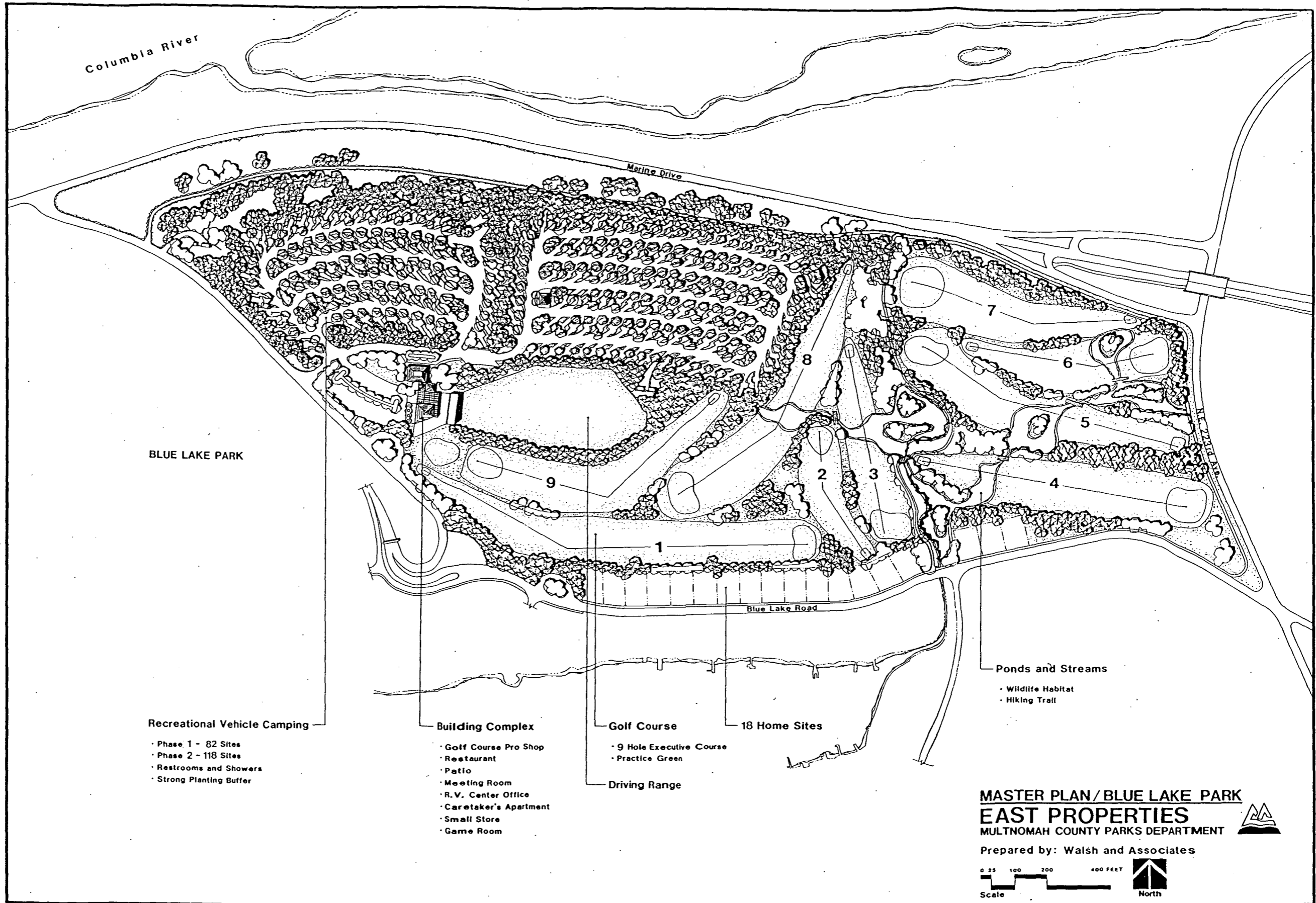
On the northwest portion of the property adjacent to Marine Drive, a Recreational Vehicle Park is proposed. The 27 acre site will comfortably provide space for 200 sites with generous perimeter buffer planting and interior landscaping. Two restroom and shower buildings will be conveniently located on the site. The majority of the sites will have full services (electrical hook-up, sewer, water and cable television). A central control building located on the entry road will provide space for a park office and security station, caretaker's apartment, laundromat, showers and a small convenience store. The RV Park will share a meeting room and small restaurant with the golf course facility.

### **Nine Hole Executive Golf Course and Driving Range**

Within the central and eastern portion of the site (43 acres) a proposed nine hole executive golf course will be located. The plan illustrates an approximately 2300 yard course utilizing water elements as special features and hazards. Wildlife habitat will be established between the fairways and the enlarged water features. A hiking trail will be located through the center and along the east side of the course and will connect to the existing 40 Mile Loop trail system. A driving range will be established in the central portion of the course. The building complex will provide space for a pro shop, classroom, meeting room and small restaurant, to be shared with the RV Park. A 100 car parking area and practice green complete the support facilities.

### **Home Sites**

The plan illustrates 18 private single-family home sites that will be offered for sale. The 7500 S.F. lots will be fully serviced by utilities. Blue Lake Road will be widened and improved.



Columbia River

Marine Drive

BLUE LAKE PARK

Blue Lake Road

**Recreational Vehicle Camping**

- Phase 1 - 82 Sites
- Phase 2 - 118 Sites
- Restrooms and Showers
- Strong Planting Buffer

**Building Complex**

- Golf Course Pro Shop
- Restaurant
- Patio
- Meeting Room
- R.V. Center Office
- Caretaker's Apartment
- Small Store
- Game Room

**Golf Course**

- 9 Hole Executive Course
- Practice Green

**Driving Range**

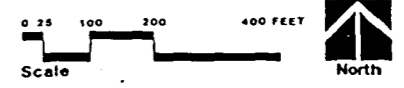
**18 Home Sites**

**Ponds and Streams**

- Wildlife Habitat
- Hiking Trail

**MASTER PLAN / BLUE LAKE PARK**  
**EAST PROPERTIES**  
 MULTNOMAH COUNTY PARKS DEPARTMENT

Prepared by: Walsh and Associates



## DEVELOPMENT COST SUMMARY

The following preliminary cost estimates represent improvements proposed by the Master Site Plans for Blue Lake Park and the East Properties. The total development cost for all proposed improvements is 9.3 million dollars. The following cost breakdowns are for the major areas of capital improvements. Most site components contain costs associated with the construction of new landscaped areas and irrigation systems. Considerable savings could be realized by utilizing existing park personnel for the installation of these items. The presentation order does not represent any priority rating regarding which improvements should be developed first.

### Blue Lake Park Site Plan Improvements

#### **Interpretation Area**

Pond Construction	53,000
Building	80,000
Interpretive Walk	84,000
Light & Sound Show	8,500
Planting & Irrigation	126,500
Engineering Fees	<u>21,000</u>
Total	\$373,000

#### **Bandshell**

Stage Building	187,700
Engineering Fees	<u>11,200</u>
Total	\$198,900

#### **Sports Field**

East Field	122,000
West Field	<u>148,000</u>
Total	\$270,000

#### **Family Picnic Areas**

New Area	94,200
Upgrade Existing Areas	170,200
Engineering Fees	<u>15,800</u>
Total	\$280,200

#### **Group Picnic Areas**

Picnic Shelter	795,400
Non-Shelter Areas	438,500
Landscape & Irrigation	149,000
Engineering Fees	<u>55,300</u>
Total	\$1,438,200

#### **Entry Road & Garden**

Road Improvements	96,900
Ticket Booth	12,000
Landscape & Irrigation	210,000
Engineering Fees	<u>22,500</u>
Total	\$341,900

#### **Kid's Center**

Building Remodel	66,600
Walks & Site Furniture	25,800
Play Ground	21,200
Carrousel	112,000
Planting & Irrigation	12,500
Engineering Fees	<u>19,000</u>
Total	\$257,100

#### **Swim Beach**

Beach Construction	63,000
Boat Launch	1,700
Sports Courts	12,000
Beach House	98,000
Walks & Plaza	23,500
Landscape & Irrigation	41,300
Engineering Fees	<u>14,500</u>
Total	\$254,000

#### **The Gardens Building**

Building Improvements	480,100
Site Improvements	129,700
Engineering Fees	<u>36,600</u>
Total	\$646,400

#### **Floral Gardens**

Planting & Irrigation	224,700
Walks & Site Furniture	35,000
Gazebo	15,000
Engineering Fees	<u>16,500</u>
Total	\$291,200

#### **General Park Areas**

Misc. Landscape & Irrigation	94,500
Archeological Area	60,100
Restrooms	42,000
Engineering Fees	<u>12,500</u>
Total	\$209,100

**Lake House**

Renovation of Facility	211,100
New Building	<u>640,300</u>
Total	<b>\$851,400</b>

**Roads & Parking**

Phase One Improvements	561,500
Phase Two Improvements	<u>262,100</u>
Total	<b>\$823,600</b>

**Walks**

Phase One Improvements	28,100
Phase Two Improvements	9,200
Bike Trail	<u>52,000</u>
Total	<b>\$ 89,300</b>

**Utilities**

Electric	35,000
Water Mainline to Park	30,000
Park Water Line Upgrade	<u>69,500</u>
Total	<b>\$134,500</b>

**Summary Blue Lake Park**

Interpretation Area	373,000
Bandshell	198,900
Sports Field	270,000
Family Picnic Areas	280,200
Group Picnic Areas	1,438,200
Entry Road & Garden	341,900
Kid's Center	257,100
Swim Beach	254,000
The Gardens Building	646,400
Floral Gardens	291,200
General Park Areas	209,100
Lake House	851,400
Roads & Parking	823,600
Walks	89,300
Utilities	<u>134,500</u>
<b>Subtotal</b>	<b>\$6,458,800</b>

**East Properties Master Plan Improvements**

The costs associated with developing land for new recreational and/or revenue opportunities are documented below. These areas have been designed in accord with the Framework Plan. The utility costs for the Golf Course have been incorporated into the Recreational Vehicle Park development cost by necessity of construction phasing.

**Recreation Vehicle Park**

Utilities	51,300
Campsites & Restrooms	1,060,000
Office Building	190,000
Engineering Fees	<u>79,300</u>
Total	<b>\$1,380,600</b>

**Golf Course**

Course Development	1,075,000
Clubhouse	150,000
Parking Lot	50,000
Driving Range	<u>70,000</u>
Total	<b>\$1,345,000</b>

**Housing Lots**

Utilities	17,500
Road Improvements	129,000
Legal Plat Survey	5,500
Engineering Fees	<u>9,100</u>
Total	<b>\$ 161,100</b>

**Summary East Properties**

Recreation Vehicle Park	1,380,600
Golf Course	1,345,000
Housing Lots	<u>161,000</u>
<b>Subtotal</b>	<b>\$2,886,700</b>

**DEVELOPMENT COST SUMMARY**

Blue Lake Park Improvements	6,458,800
East Properties Improvements	<u>2,886,700</u>
<b>TOTAL PROJECT COST</b>	<b>\$9,345,500</b>

## EXISTING PARK REVENUES

Blue Lake Park currently has six sources of revenue generators. Entrance Fees, Swim Center Admission Fees, Group Picnic Reservation Fees, Boat Concession Receipts, Food Concession Receipts, and Lake House Lease Fees. During Fiscal 83/84, Park Entrance Fees accounted for 30.58% of all revenue. Group Picnic Reservation Fees contributed 29.52%. Together these two sources account for over 60% of all revenue generated at Blue Lake Park. The Lake House accounted for 16.10% with the Swim Center contributing 15.86% of all park revenue. Food Concession receipts totalled with the Boat Concessions amounted to 7.94%. This ranking of revenue generators remained fairly consistent during Fiscal 84/85.

During Fiscal 84/85 Park Entrance Fees accounted for 34.55%, Group Picnic Reservation Fees 26.19%, Swim Center Admission Fees 21.53%, and Lake House Rental Fees contributed 9.96%. The order of magnitude changed ever so slightly as the combined revenue generated from Park Entrance and Group Picnic Reservation Fees still accounts for 60% of total revenues. Funds generated by the Swim Center did increase 5.67% over Fiscal 83/84, while receipts from the Lake House fell 6.14%. Consumption of food from park concessionaires and boat rental charges amounted to 7.76% in Fiscal 84/85 compared to 7.94% for the previous year. The following tables indicate revenues generated from each source, for Fiscal 83/84 and 84/85.

### REVENUE SUMMARY STATEMENT FOR FISCAL 83/84

	1ST QTR	2ND QTR	3RD QTR	4TH QTR	TOTAL	% TOTAL
Entrance Fees	26,990	0	25	10,665	37,680	30.58%
Swim Center	16,667	0	0	2,854	19,541	15.86%
Group Picnic	8,495	0	0	27,885	36,380	29.52%
Food Concessions	4,582	0	0	801	5,383	4.37%
Boat Concessions	2,910	0	0	1,485	4,395	3.57%
Lake House	7,640	2,350	5,850	4,000	19,840	16.10%
TOTAL REVENUE	67,304	2,350	5,875	47,690	123,219	100.00%

### REVENUE SUMMARY STATEMENT FOR FISCAL 84/85

	1ST QTR	2ND QTR	3RD QTR	4TH QTR	TOTAL	% TOTAL
Entrance Fees	31,665	1,211	1,243	13,148	47,267	34.55%
Swim Center	25,308	0	0	4,149	29,457	21.53%
Group Picnic	10,140	2,240	8,732	14,715	35,828	26.19%
Food Concessions	3,281	0	0	760	4,041	2.95%
Boat Concessions	4,611	0	0	1,968	6,579	4.81%
Lake House	2,100	2,950	4,900	3,678	13,628	9.96%
TOTAL REVENUE	77,105	6,401	14,876	38,418	136,800	100.00%

## DEVELOPING NEW PARK REVENUES

Improvements that can be easily implemented and have a positive economic impact on park revenues should be considered first. Maximizing park user interest while minimizing investment costs is the number one priority in developing new park facilities and upgrading existing ones.

To begin implementing the proposed improvements to Blue Lake Park, and the East Properties, \$100,000 will be required. A very important aspect of this initial start-up cost is the \$5,000 allocated toward soliciting short-term and long-term private support for park improvements. The table below indicates how the initial start-up fund would be utilized and what revenues could be expected

To project revenues generated from the initial \$100,000, the following assumptions were made. First, with additional marketing, advertising and purchasing of equipment necessary to allow catering services to function at the Lake House facility, the concessionaire could book 52 additional events annually, at \$350.00 per event.

Expending \$10,000 for support of special events would generate three events per year. Average attendance at each event would be 5,000, for a yearly total of 15,000. Assuming three people per vehicle, and each vehicle paying the \$1.00 park entrance fee this yields \$5,000.

Renovating the existing concession building and installing video and vending machines which are utilized for a peak 16 week period, would produce \$6,000. This assumes that the video machines cost \$0.25 per game and 1,000 games per week are played. The remaining \$2,000 is generated by food vending machines.

Constructing the Kid's Play Area would add a park feature likely to attract more park visitors during the week, with a slight increase noticeable on weekends. Based on 1985 attendance figures it was assumed this facility would generate an additional 1,500 vehicles annually, each paying the \$1.00 park entrance fee.

Purchasing two tent structures for \$1,500 each would provide two additional sheltered group picnic areas each capable of holding 50 people. These areas would rent for \$25.00 per group. It was assumed that the structures would be used 80% of the time on weekends, producing \$1,250 in rental fees and \$2,500 in park entrance fees.

Funds necessary to begin the solicitation process for the East Properties development would not produce any immediate revenue for the County. It is anticipated that revenue to the County from the Recreational Vehicle Park, Golf Course, and Driving Range would not start until Fiscal 89/90.

### INITIAL IMPLEMENTATION PROJECTS TO BE FUNDED

<u>Initial Project</u>	<u>Expense</u>	<u>Revenue</u>
<b>Lake House</b>		
Marketing, Advertising & Improvements	15,000	8,500
<b>Blue Lake Park</b>		
Attract & Support Special Events	10,000	5,000
Begin Kid's Center Development		
- Renovate Concession Building (Partial)	32,000	6,000
- Construct Play Area (Partial)	15,000	1,500
Special Project Sponsors, Donations, Grants	5,000	5,000
Purchase Portable Tent Structures	3,000	3,750
<b>East Properties</b>		
Begin Solicitation Process	<u>20,000</u>	<u>0</u>
<b>Total</b>	<b>\$100,000</b>	<b>\$29,750</b>

## **EAST PROPERTIES PROJECTED REVENUE**

The following section looks at anticipated income to the County from developing the East Properties as recommended in the East Properties Master Plan.

### **Recreational Vehicle Park**

To project income derived from developing a Recreational Vehicle (RV) Park, it must first be determined how the project will be financed. Therefore, two distinct approaches to finance the project were examined.

The first approach assumes the RV Park can be financed through an Industrial Revenue Bond (IRB). Assuming the project can be financed through an IRB, the County would lease the land to a private operator and receive 10% of the Total Gross Revenue. The concessionaire would use the remaining revenue to cover all park operational costs including the debt service on the 1.4 million dollar development cost, spread over twenty-five years at 8-3/4% interest. Whether this form of financing is feasible has not yet been determined and the future of IRB's is uncertain at this time.

The second approach assumes the RV Park operator is responsible for securing financing from the private sector. Under this arrangement the County would lease the land to a private developer who would be responsible for developing the park facilities. The County would receive 10% of Total Gross Revenue as lease payment for the land. Again, the private operator is responsible for all park operations and maintenance.

Both financing options have assumed that a contract can be formulated between the County and the operator that would allow the operator to be exempt from property taxes. Three key assumptions have been made for both approaches.

First, the assumption was made that for three months, mid-June thru mid-September, the RV park would be 95% full on the weekends and 75% full during the week. For the remaining nine months an average occupancy rate of 10% would occur. This yields a yearly occupancy rate of 27.2%. The second yearly occupancy rate used in the analysis was 35%. This assumes a slightly higher weekly rate during the three peak months, and a slight increase for the remainder of the year. The final figure of 60% year round occupancy was based on other comparable RV facilities, where some 'permanent' renters are allowed.

Second, the minimum rental fee per site, is \$12.00. This is in-line with other RV parks throughout Oregon, where the average fee for comparable facilities is \$13.00 per night. Several operators felt that with the completion of improvements proposed in the Blue Lake Master Plan a fee of \$14.00 per night was very reasonable.

Third, total gross revenue includes income derived from the sale of merchandise, food and beverages at the proposed RV convenience store. It was estimated that with a 27.2% year round occupancy rate, a total of 39,700 visitors would utilize the Blue Lake RV Park each spending \$1.50.

The following pro-forma's reflect these assumptions. The first three, assume the park is financed through the sale of Industrial Revenue Bonds. The last three, assume the private developer will be responsible for securing financing from the private sector.

**BLUE LAKE RECREATION VEHICLE PARK**

**\$1.4 MILLION INVESTMENT - IRB PROJECT FINANCING  
8-3/4% INTEREST RATE CONSTANT FOR 25 YEARS  
200 RENTAL SITES - 27.2% YEAR ROUND OCCUPANCY RATE**

	\$12/SITE	\$14/SITE	\$16/SITE
<b>REVENUE TO OPERATOR</b>			
Rental Fees	238,200	277,900	317,600
Food & Beverage Sales	35,730	35,730	35,730
Merchandise Sales	23,820	23,820	23,820
<b>TOTAL REVENUE</b>	<b>297,750</b>	<b>337,450</b>	<b>377,150</b>
<b>COST OF SALES</b>	<b>26,797</b>	<b>26,797</b>	<b>26,797</b>
<b>GROSS PROFIT</b>	<b>270,952</b>	<b>310,652</b>	<b>350,352</b>
<b>OPERATING EXPENSES</b>			
Labor	36,921	36,921	36,921
Advertising	9,230	9,230	9,230
Insurance	4,615	4,615	4,615
Legal, Accounting, etc.	4,615	4,615	4,615
Maintenance	18,460	18,460	18,460
Utilities	9,230	9,230	9,230
Miscellaneous	9,230	9,230	9,230
<b>SUBTOTAL</b>	<b>92,302</b>	<b>92,302</b>	<b>92,302</b>
Lease Payment to County	29,775	33,745	37,715
<b>TOTAL OPERATING EXPENSE</b>	<b>122,077</b>	<b>126,047</b>	<b>130,017</b>
<b>NET OPERATING INCOME</b>	<b>148,875</b>	<b>184,605</b>	<b>220,335</b>
<b>DEBT SERVICE</b>	<b>138,600</b>	<b>138,600</b>	<b>138,600</b>
<b>NET INCOME BEFORE TAXES</b>	<b>10,275</b>	<b>46,005</b>	<b>81,735</b>



## BLUE LAKE RECREATION VEHICLE PARK

**\$1.4 MILLION INVESTMENT - IRB PROJECT FINANCING**  
**8-3/4% INTEREST RATE CONSTANT FOR 25 YEARS**  
**200 RENTAL SITES - 35.0% YEAR ROUND OCCUPANCY RATE**

	\$12/SITE	\$14/SITE	\$16/SITE
REVENUE TO OPERATOR			
Rental Fees	306,600	357,700	408,800
Food & Beverage Sales	45,990	45,990	45,990
Merchandise Sales	30,660	30,660	30,660
TOTAL REVENUE	383,250	434,350	485,450
COST OF SALES	34,492	34,492	34,492
GROSS PROFIT	348,758	399,858	450,958
OPERATING EXPENSES			
Labor	47,523	47,523	47,523
Advertising	11,881	11,881	11,881
Insurance	5,940	5,940	5,940
Legal, Accounting, etc.	5,940	5,940	5,940
Maintenance	23,761	23,761	23,761
Utilities	11,881	11,881	11,881
Miscellaneous	11,881	11,881	11,881
SUBTOTAL	118,807	118,807	118,807
Lease Payment to County	38,325	43,435	48,545
TOTAL OPERATING EXPENSE	157,132	162,242	167,352
NET OPERATING INCOME	191,625	237,615	283,605
DEBT SERVICE	138,600	138,600	138,600
NET INCOME BEFORE TAXES	53,025	99,015	145,005

**BLUE LAKE RECREATION VEHICLE PARK**

**\$1.4 MILLION INVESTMENT - IRB PROJECT FINANCING  
8-3/4% INTEREST RATE CONSTANT FOR 25 YEARS  
200 RENTAL SITES - 60.0% YEAR ROUND OCCUPANCY RATE**

	\$12/SITE	\$14/SITE	\$16/SITE
<b>REVENUE TO OPERATOR</b>			
Rental Fees	525,600	613,200	700,800
Food & Beverage Sales	78,840	78,840	78,840
Merchandise Sales	52,560	52,560	52,560
<b>TOTAL REVENUE</b>	<b>657,000</b>	<b>744,600</b>	<b>832,200</b>
<b>COST OF SALES</b>	<b>59,130</b>	<b>59,130</b>	<b>59,130</b>
<b>GROSS PROFIT</b>	<b>597,870</b>	<b>685,470</b>	<b>773,070</b>
<b>OPERATING EXPENSES</b>			
Labor	81,468	81,468	81,468
Advertising	20,367	20,367	20,367
Insurance	10,183	10,183	10,183
Legal, Accounting, etc.	10,183	10,183	10,183
Maintenance	40,734	40,734	40,734
Utilities	20,367	20,367	20,367
Miscellaneous	20,367	20,367	20,367
<b>SUBTOTAL</b>	<b>203,670</b>	<b>203,670</b>	<b>203,670</b>
Lease Payment to County	65,700	74,460	83,220
<b>TOTAL OPERATING EXPENSE</b>	<b>269,370</b>	<b>278,130</b>	<b>286,890</b>
<b>NET OPERATING INCOME</b>	<b>328,500</b>	<b>407,340</b>	<b>486,180</b>
<b>DEBT SERVICE</b>	<b>138,600</b>	<b>138,600</b>	<b>138,600</b>
<b>NET INCOME BEFORE TAXES</b>	<b>189,900</b>	<b>268,740</b>	<b>347,580</b>

**BLUE LAKE RECREATION VEHICLE PARK**

**\$1.4 MILLION INVESTMENT - PRIVATE FINANCING  
12% INTEREST RATE CONSTANT FOR 25 YEARS  
200 RENTAL SITES - 27.2% YEAR ROUND OCCUPANCY RATE**

	\$12/SITE	\$14/SITE	\$16/SITE
REVENUE TO OPERATOR			
Rental Fees	238,200	277,900	317,600
Food & Beverage Sales	35,730	35,730	35,730
Merchandise Sales	23,820	23,820	23,820
TOTAL REVENUE	297,750	337,450	377,150
COST OF SALES	26,797	26,797	26,797
GROSS PROFIT	270,952	310,652	350,352
OPERATING EXPENSES			
Labor	36,921	36,921	36,921
Advertising	9,230	9,230	9,230
Insurance	4,615	4,615	4,615
Legal, Accounting, etc.	4,615	4,615	4,615
Maintenance	18,460	18,460	18,460
Utilities	9,230	9,230	9,230
Miscellaneous	9,230	9,230	9,230
SUBTOTAL	92,302	92,302	92,302
Lease Payment to County	29,775	33,745	37,715
TOTAL OPERATING EXPENSE	122,077	126,047	130,017
NET OPERATING INCOME	148,875	184,605	220,335
DEBT SERVICE	141,554	141,554	141,554
NET INCOME BEFORE TAXES	7,321	43,051	78,781

**BLUE LAKE RECREATION VEHICLE PARK**

**\$1.4 MILLION INVESTMENT - PRIVATE FINANCING  
12% INTEREST RATE CONSTANT FOR 25 YEARS  
200 RENTAL SITES - 35.0% YEAR ROUND OCCUPANCY RATE**

	\$12/SITE	\$14/SITE	\$16/SITE
REVENUE TO COUNTY			
Rental Fees	306,600	357,700	408,800
Food & Beverage Sales	45,990	45,990	45,990
Merchandise Sales	30,660	30,660	30,660
TOTAL REVENUE	383,250	434,350	485,450
 COST OF SALES	 34,492	 34,492	 34,492
GROSS PROFIT	348,758	399,858	450,958
 OPERATING EXPENSES			
Labor	47,523	47,523	47,523
Advertising	11,881	11,881	11,881
Insurance	5,940	5,940	5,940
Legal, Accounting, etc.	5,940	5,940	5,940
Maintenance	23,761	23,761	23,761
Utilities	11,881	11,881	11,881
Miscellaneous	11,881	11,881	11,881
SUBTOTAL	118,807	118,807	118,807
Lease Payment to County	38,325	43,435	48,545
TOTAL OPERATING EXPENSE	157,132	162,242	167,352
 NET OPERATING INCOME	 191,625	 237,615	 283,605
 DEBT SERVICE	 141,554	 141,554	 141,554
 INCOME BEFORE TAXES	 50,071	 96,061	 142,051

**BLUE LAKE RECREATION VEHICLE PARK**

**\$1.4 MILLION INVESTMENT - PRIVATE FINANCING  
12% INTEREST RATE CONSTANT FOR 25 YEARS  
200 RENTAL SITES - 60.0% YEAR ROUND OCCUPANCY RATE**

	\$12/SITE	\$14/SITE	\$16/SITE
<b>REVENUE TO OPERATOR</b>			
Rental Fees	525,600	613,200	700,800
Food & Beverage	78,840	78,840	78,840
Merchandise	52,560	52,560	52,560
<b>TOTAL REVENUE</b>	<b>657,000</b>	<b>744,600</b>	<b>832,200</b>
<b>COST OF SALES</b>	<b>59,130</b>	<b>59,130</b>	<b>59,130</b>
<b>GROSS PROFIT</b>	<b>597,870</b>	<b>685,470</b>	<b>773,070</b>
<b>OPERATING EXPENSES</b>			
Labor	81,468	81,468	81,468
Advertising	20,367	20,367	20,367
Insurance	10,183	10,183	10,183
Legal, Accounting, etc.	10,183	10,183	10,183
Maintenance	40,734	40,734	40,734
Utilities	20,367	20,367	20,367
Miscellaneous	20,367	20,367	20,367
<b>SUBTOTAL</b>	<b>203,670</b>	<b>203,670</b>	<b>203,670</b>
Lease Payment to County	65,700	74,460	83,220
<b>TOTAL OPERATING EXPENSE</b>	<b>269,370</b>	<b>278,130</b>	<b>286,890</b>
<b>NET OPERATING INCOME</b>	<b>328,500</b>	<b>407,340</b>	<b>486,180</b>
<b>DEBT SERVICE</b>	<b>141,554</b>	<b>141,554</b>	<b>141,554</b>
<b>NET INCOME BEFORE TAXES</b>	<b>186,946</b>	<b>265,786</b>	<b>344,626</b>

### **Nine Hole Executive Golf Course**

To develop the type of golf facility proposed in the East Properties Master Plan several different financing options were explored. The first option, assumes the golf facility will qualify for Industrial Revenue Bond (IRB) financing. Using this funding mechanism, the County would issue a bond to finance construction of the entire golf facility. This facility would then be leased back to a private operator who is responsible for paying the debt service.

Under this option, the county would receive a lease payment equal to 6% of Total Gross Revenues. These sources of revenue include green fees, driving range fees, Pro Shop merchandise sales, and income produced from vending machines. The private operator is responsible for the debt service on the 1.3 million dollar development cost which is assumed to be 8-3/4% over twenty-five years. With this type of financing the private operator is responsible for all facility maintenance and operational costs.

A second option available for financing the development is a combination of public and private financing. The county could issue, with public consent, a General Obligation Bond (GOB) for 1.1 million dollars. This would finance the course construction and necessary parking improvements. Private financing would be used to fund construction of the clubhouse and driving range. The County would be responsible for carrying the debt service on the 1.1 million dollar GOB, while the course operator would be responsible for the debt service on the \$220,000.

It was assumed that GOB funds would come in at 8-3/4% spread over twenty-five years, while the private sector funding would carry a 12% interest constant for twenty-five years. With this type of funding arrangement the County would receive 88% of all green fees, 10% of gross revenue from the Driving Range, and 6% of gross revenue from Pro Shop sales and vending machines. The County would be responsible for maintenance of the golf course. The private contractor would be responsible for all other maintenance and operational costs.

To determine total revenues for both financing options, several key assumptions were made based on data gathered from other Portland metropolitan facilities. First, a fee of \$5.00 for nine holes of golf (1 round) is the current market rate for comparable courses. Second, a range of 45,000 to 60,000 rounds played per year was feasible.

The revenue projection of \$100,000 from the driving range is reasonable according to operators of existing facilities. A conservative approach was taken on projecting per capita spending for the Pro Shop and vending machines sales. Figuring \$1.00 per round per year for Pro Shop sales and \$0.10 per round for vending machines sales yielded additional income to the overall operation. Figures for these revenue sources were held constant for both funding options explored in the following pro-forma statements. Finally, it was assumed in both options that through a contractual arrangement, the private operator would not pay any property tax.

**BLUE LAKE NINE HOLE EXECUTIVE GOLF COURSE**

**\$1.345 MILLION INVESTMENT - IRB PROJECT FINANCING  
8-3/4% INTEREST RATE CONSTANT FOR 25 YEARS  
\$5.00 PER ROUND [ROUNDS SHOWN IN THOUSANDS]**

	45 ROUNDS	50 ROUNDS	55 ROUNDS	60 ROUNDS
<b>REVENUE TO OPERATOR</b>				
Green Fees	225,000	250,000	275,000	300,000
Driving Range	100,000	100,000	100,000	100,000
Pro Shop	90,000	100,000	110,000	120,000
Vending Machines	4,500	5,000	5,500	6,000
<b>TOTAL REVENUE</b>	<b>419,500</b>	<b>455,000</b>	<b>490,500</b>	<b>526,000</b>
<b>COST OF SALES</b>	<b>42,525</b>	<b>47,250</b>	<b>51,975</b>	<b>56,700</b>
<b>GROSS PROFIT</b>	<b>376,975</b>	<b>407,750</b>	<b>438,525</b>	<b>469,300</b>
<b>OPERATING EXPENSES</b>				
Administration/Staff	60,000	60,000	60,000	60,000
Utilities	8,000	8,000	8,000	8,000
Insurance	4,000	4,000	4,000	4,000
Accounting/Legal	4,000	4,000	4,000	4,000
Miscellaneous	10,000	10,000	10,000	10,000
Advertising	10,000	10,000	10,000	10,000
Course Maintenance	100,000	100,000	100,000	100,000
Driving Range	10,000	10,000	10,000	10,000
<b>SUBTOTAL</b>	<b>206,000</b>	<b>206,000</b>	<b>206,000</b>	<b>206,000</b>
Lease Payment to County	25,170	27,300	29,430	31,560
<b>TOTAL OPERATING EXPENSE</b>	<b>231,170</b>	<b>233,300</b>	<b>235,430</b>	<b>237,560</b>
<b>NET OPERATING INCOME</b>	<b>145,805</b>	<b>174,450</b>	<b>203,095</b>	<b>231,740</b>
<b>DEBT SERVICE</b>	<b>133,155</b>	<b>133,155</b>	<b>133,155</b>	<b>133,155</b>
<b>NET INCOME BEFORE TAXES</b>	<b>12,650</b>	<b>41,295</b>	<b>69,940</b>	<b>98,585</b>

**BLUE LAKE NINE HOLE EXECUTIVE GOLF COURSE**

**\$1.125 MILLION INVESTMENT - 608 PROJECT FINANCING  
8-3/4% INTEREST RATE CONSTANT FOR 25 YEARS  
\$5.00 PER ROUND [ROUNDS SHOWN IN THOUSANDS]**

	45 ROUNDS	50 ROUNDS	55 ROUNDS	60 ROUNDS
<b>REVENUE TO COUNTY</b>				
Green Fees	198,000	220,000	242,000	264,000
Driving Range	10,000	10,000	10,000	10,000
Pro Shop	5,400	6,000	6,600	7,200
Vending Machines	270	300	330	360
<b>TOTAL REVENUE</b>	<b>213,670</b>	<b>236,300</b>	<b>258,930</b>	<b>281,560</b>
<b>COUNTY OPERATING EXPENSES</b>				
Administration/Staff	5,000	5,000	5,000	5,000
Accounting/Legal	2,000	2,000	2,000	2,000
<b>SUBTOTAL</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
Course Maintenance	100,000	100,000	100,000	100,000
<b>TOTAL OPERATING EXPENSE</b>	<b>107,000</b>	<b>107,000</b>	<b>107,000</b>	<b>107,000</b>
<b>NET OPERATING INCOME</b>	<b>106,670</b>	<b>129,300</b>	<b>151,930</b>	<b>174,560</b>
<b>DEBT SERVICE</b>	<b>111,375</b>	<b>111,375</b>	<b>111,375</b>	<b>111,375</b>
<b>NET INCOME (LOSS)</b>	<b>(4,705)</b>	<b>17,925</b>	<b>40,555</b>	<b>63,185</b>



**BLUE LAKE NINE HOLE EXECUTIVE GOLF COURSE**

**\$220,000 INVESTMENT - PRIVATE FINANCING  
12% INTEREST RATE CONSTANT FOR 25 YEARS  
\$5.00 PER ROUND [ROUNDS SHOWN IN THOUSANDS]**

	45 ROUNDS	50 ROUNDS	55 ROUNDS	60 ROUNDS
<b>REVENUE TO OPERATOR</b>				
Green Fees	27,000	30,000	33,000	36,000
Driving Range	90,000	90,000	90,000	90,000
Pro Shop	84,600	94,000	103,400	112,800
Vending Machines	4,230	4,700	5,170	5,640
<b>TOTAL REVENUE</b>	<b>205,830</b>	<b>218,700</b>	<b>231,570</b>	<b>244,440</b>
<b>COST OF SALES</b>	<b>42,525</b>	<b>47,250</b>	<b>51,975</b>	<b>56,700</b>
<b>GROSS PROFIT</b>	<b>163,305</b>	<b>171,450</b>	<b>179,595</b>	<b>187,740</b>
<b>OPERATING EXPENSES</b>				
Administration/Staff	60,000	60,000	60,000	60,000
Utilities	8,000	8,000	8,000	8,000
Insurance	4,000	4,000	4,000	4,000
Accounting/Legal	4,000	4,000	4,000	4,000
Miscellaneous	10,000	10,000	10,000	10,000
Advertising	10,000	10,000	10,000	10,000
Driving Range	10,000	10,000	10,000	10,000
<b>TOTAL OPERATING EXPENSE</b>	<b>106,000</b>	<b>106,000</b>	<b>106,000</b>	<b>106,000</b>
<b>NET OPERATING INCOME</b>	<b>57,305</b>	<b>65,450</b>	<b>73,595</b>	<b>81,740</b>
<b>DEBT SERVICE</b>	<b>27,805</b>	<b>27,805</b>	<b>27,805</b>	<b>27,805</b>
<b>NET INCOME BEFORE TAXES</b>	<b>29,500</b>	<b>37,645</b>	<b>45,790</b>	<b>53,935</b>

**Single Family Home Lots**

The East Properties Master Plan also includes the parcelling of eighteen 7500 square foot lots along Blue Lake Road. To finance this portion of the master plan development, the County Parks Services Division would utilize existing funds from other county sources.

Conservative figures were used to determine the revenue generated from these lot sales. Comparable figures for golf course lot sales have averaged considerably higher than the figures used in this analysis but due to current market conditions more conservative figures were used.

Front end development costs for site utilities, improvements to Blue Lake Road, engineering fees, and a legal plat survey are estimated to be \$161,100. Real estate commissions were assumed to be 6% and would be paid out of closing costs.

A pre-condition for selling these lots, would be a commitment for developing the golf course. Without the golf course development these lots are far less attractive and would move slowly in today's sluggish market.

**BLUE LAKE SINGLE FAMILY HOME LOTS  
\$161,000 INVESTMENT  
COUNTY FINANCING - NO DEBT SERVICE  
LOT SALES CONTINGENT UPON GOLF COURSE DEVELOPMENT**

	15.000/LOT	17.500/LOT	20.000/LOT	22.500/LOT	25.000/LOT
<b>REVENUE TO COUNTY</b>					
Individual Lot Sales	270,000	315,000	360,000	405,000	450,000
<b>TOTAL REVENUE</b>	<b>270,000</b>	<b>315,000</b>	<b>360,000</b>	<b>405,000</b>	<b>450,000</b>
<b>DEVELOPMENT COSTS</b>					
Utilities	17,500	17,500	17,500	17,500	17,500
Road Improvements	129,000	129,000	129,000	129,000	129,000
Legal Plat Survey	5,500	5,500	5,500	5,500	5,500
Engineering Fees	9,100	9,100	9,100	9,100	9,100
Real Estate Commissions	16,200	18,900	21,600	24,300	27,000
<b>TOTAL DEVELOPMENT COSTS</b>	<b>177,300</b>	<b>180,000</b>	<b>182,700</b>	<b>185,400</b>	<b>188,100</b>
<b>NET INCOME</b>	<b>92,700</b>	<b>135,000</b>	<b>177,300</b>	<b>219,600</b>	<b>261,900</b>

## PROJECTING NEW PARK REVENUES

With the completion of the proposed Blue Lake Park Master Plan improvements new sources of revenue will become available to the County. Of the fifteen major items listed in the Development Cost Summary, ten will directly impact park attendance records and generate revenue through collection of the park entrance fee. The remaining five, Bandshell, Group Picnic Areas, Kid's Center, The Gardens Building, and the Lake House will contribute to increased park entrance fees but will also generate additional revenue.

The new floral gardens, family picnic areas, swim beach, sport fields, and interpretive area will all contribute toward attracting a greater number of park visitors. There will not be any additional fees charged for using any of these park facilities. While there will no longer be a fee charged for swimming, the increase in park attendance and the spending spin-off from these park users will more than offset the revenue lost from the existing swim center facility.

For example, in Fiscal 84/85 the Swim Center generated \$29,460. To recapture this lost revenue through increased park entrance revenues would require an additional 29,460 vehicles paying \$1.00 per vehicle. This is approximately a 40% increase over park attendance in 1984. While this may seem a heavy increase to expect, the combined total is still below the park attendance level of 1979. And while it may appear the park is losing a large revenue generator, the County is also realizing savings by not having to maintain the existing swim center building in its current condition.

Increased revenue from the group picnic reservations will occur with the expansion of these facilities. The proposed new facilities will accommodate an additional 2,150 people in sheltered facilities, and 850 in non-sheltered reserved areas. This represents over a 100% increase from existing reserved group picnic facilities. Assuming that all the new group areas were utilized on a single day this would generate an additional \$1,000 in park entrance fees alone.

To project future park revenues based on completion and full operation of all the proposed Site Plan Improvements it was necessary to make several assumptions. First, park attendance figures will continue their gradual increase as experienced since 1982. This increase will peak with annual park attendance reaching 324,000 paying park visitors. The average number of park visitors per vehicle will remain at three (3). Second, with all park improvements completed, the park entrance fee will be increased to \$2.00 per vehicle.

The Lake House will be renovated to accommodate groups up to 150 people. There will be a split fee structure of \$350 and \$500 per event according to group size and length of event. The facility will be rented 60% of the time at the lower figure, with the remaining 40% paying the \$500 per event figure.

Revenues from food concession receipts assume that the average spending per capita for park visitors will be \$0.50. This includes the new restaurant, in addition to upgrading existing facilities. The County will receive through a lease agreement, 10% of Total Gross Revenues from these concessionaires.

Boat Concession receipts will double as park attendance reaches 324,000 annual visitors. The fee structure and concessionaire agreement between the County and the private operator will remain the same.

Special events at the Bandshell will attract an additional 30,000 park visitors each year. Price of admission to these events will be the \$2.00 per vehicle park entrance fee. Therefore, 10,000 vehicles will be paying the admission fee to these events.

Expanding the Group Picnic areas by over 100% will double revenues from the reservation and alcohol fees currently charged for this area. The fee structure will remain unchanged and the projected occupancy rates are the same as those for Fiscal 84/85.

The source of revenue projected for the Kid's Center comes from the video machines. Each play costs \$0.25 and 48,000 games will be played annually. Additional revenue may be generated by the Carousel, but are not included in this projection. Revenue from the food vending machines in the Kid's Center has been included in revenue from Food Concessions.

This concludes the assumptions factored into projecting revenues from the proposed Blue Lake Park Site Plan Improvements. Additional revenue will be generated by the improvements proposed for the East Properties.

To determine revenue from the Recreational Vehicle Park, it was assumed that a 35% annual occupancy rate would be attainable. Allowing for inflation and the completion of all improvements to Blue Lake Park, \$16 per site rental fee would be charged.

Revenue to the County from the Golf Course and Driving Range would be derived from 60,000 rounds of golf played annually at \$5.00 per round. The County would maintain the golf course and pay off the debt service on 1.1 million dollars.

The last source of revenue projected for Blue Lake Park is a direct result of developing the 200 site Recreational Vehicle Park. Funds from the State Of Oregon Park Assistance Program have been calculated and included in the overall revenue picture.

Finally, to determine a net operating profit or loss on the total park operations, it was assumed that County operational expenses would increase 50% in order to properly maintain all new park facilities. The following summary statement shows anticipated park revenues based on the above criteria and operational expenses increasing by 50%.

**PROJECTED REVENUE SUMMARY STATEMENT  
ALL PROPOSED MASTER PLAN IMPROVEMENTS COMPLETED  
324,000 ANNUAL PARK VISITORS - \$2.00/VEHICLE ENTRANCE FEE**

<b>PARK REVENUE</b>	
Park Entrance Fees	216,000
Lake House Lease Fee	13,255
Food Concession Receipts	16,200
Boat Concession Receipts	13,000
Bandshell Special Events	20,000
Group Picnic Reservation Fees	72,000
Kid's Center Concession Receipts	<u>12,000</u>
<b>Subtotal</b>	<b>362,455</b>
<b>EAST PROPERTIES REVENUE</b>	
Recreational Vehicle Park	48,545
Golf Course & Driving Range	<u>52,585</u>
<b>Subtotal</b>	<b>101,130</b>
<b>OTHER SOURCES OF REVENUE</b>	
State of Oregon Park Assistance	<u>19,650</u>
<b>Subtotal</b>	<b>19,650</b>
<b>TOTAL ANNUAL REVENUE</b>	<b>483,235</b>
Less Operating Expenses	<u>427,477</u>
<b>NET ANNUAL REVENUE</b>	<b>55,758</b>