

 **Metro** | *Agenda*

Meeting: Metro Council Work Session  
Date: Tuesday, December 14, 2010  
Time: 2 p.m.  
Place: Council Chambers

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**CALL TO ORDER AND ROLL CALL**

- 2 PM**      **1. DISCUSSION OF AGENDA FOR COUNCIL REGULAR MEETING, DECEMBER 16, 2010/ADMINISTRATIVE/CHIEF OPERATING OFFICER COMMUNICATIONS**
- 2:15 PM**   **2. ROADMAP TO A MORE SUSTAINABLE SOLID WASTE SYSTEM - DISCUSSION / DIRECTION**      **Slyman Chaimov**
- 2:45 PM**   **3. DISC GOLF COURSE AT BLUE LAKE PARK - DISCUSSION / DIRECTION**      **Slyman Brown Jubera**
- 3:15 PM**   **4. COUNCIL BRIEFINGS/COMMUNICATION**

**ADJOURN**

Agenda Item Number 2.0

**ROADMAP TO A MORE SUSTAINABLE  
SOLID WASTE SYSTEM**

Metro Council Work Session  
Tuesday, December 14, 2010  
Metro Council Chambers

## METRO COUNCIL

### Work Session Worksheet

Presentation Date: December 14, 2010                      Time: 2:15 PM                      Length: 30 min.

Presentation Title: Roadmap to a More Sustainable Solid Waste System

Department: Parks and Environmental Services

Presenters: Paul Slyman, Tom Chaimov

#### **PURPOSE & GOALS**

This worksheet contains materials to orient interested parties to the recently-created Solid Waste System Roadmap. This ten-year timeline of projects and policy discussions provides staff with a tool to manage and coordinate work, while providing stakeholders and the Metro Council with a framework and timeframe for resolving policy questions in preparation for 2020.

The purpose of this work session item is to transmit the Roadmap to the Metro Council, orient Councilors to its intended use, and share expected outcomes and next steps.

Today's Goals:

1. Describe desired characteristics of the 2020 solid waste system;
2. Describe how the Solid Waste System Roadmap will help bring about desired characteristics;
3. Identify next steps.

#### **ISSUE & BACKGROUND**

The Solid Waste Roadmap is a practical guide to solid waste policies and projects important for the development of the Metro region solid waste system. It is not an exhaustive compilation, but rather a high-level depiction of policies and projects that can lend positive direction to the medium-term evolution of the solid waste system. Included with this work sheet is a packet of Roadmap information containing objectives, a timeline, and brief project descriptions. The Roadmap spans topics from sustainability and waste reduction to affordability and fiscal considerations, equity in service provision, and responsible disposal options for the next decade.

The impetus for developing a solid waste roadmap stems from a number of quarters. Whereas the 2008 Regional Solid Waste Management Plan (RSWMP) provides general direction for the disposal system, and the 2006 Transfer System Ownership Study ("DSP 1") settled—broadly—the question of Metro's participation in service provision, a number of specific policy questions remain unresolved: What should be done with Metro South, where space is limited and urban growth encroaches? Are all the desired services being provided where they are needed in the region? Are ratepayers enjoying maximum benefits from competition? It is this collection of unresolved questions, plus many more, for which the Roadmap provides a line of sight forward toward resolution.

A sense of urgency to engage the Metro Council stems from the expiration of Metro's solid waste disposal contract at the end of 2019. Metro's disposal contract, with Oregon Waste Systems (Waste Management), obligates Metro to direct most of the region's solid waste to a Waste Management-owned landfill. Without that obligation (i.e., when that contract expires), Metro's ratepayers can benefit from increased competition for the disposal of the region's waste.

Prior to 2019 Metro will need to procure new contracts not just for waste disposal from Metro South and Metro Central stations, but also for waste transport and the ongoing operation of those stations. Those related procurements must be completed before 2019 to allow time for new contractors to procure and mobilize personnel and equipment. Before seeking new service providers, Metro must answer the following: How many tons will Metro have to dispose? From which stations? To one or multiple disposal sites? Will the procurement be run as a low-bid competition or are there other non-cost criteria important to Metro that warrant a proposal process? Will Metro procure transport service separately, as it has done in the past, or combine transport with disposal? The answers to these—and other—questions will depend on the outcome of policy discussions and projects framed by the solid waste Roadmap.

### *What the Roadmap is and isn't*

The Roadmap is not a substitute for the 2008 Regional Solid Waste Management Plan nor for the Transfer System Ownership Study (“DSP 1”) of 2006, but is meant to complement them with some practical, on-the-ground direction. Moreover, the Roadmap does not substitute for the Resource Conservation and Recycling Division Strategic Plan, but it sets important waste reduction strategies in their context with the region’s ongoing disposal needs and helps to show the fiscal tensions between waste reduction and disposal.

The Roadmap is a focal point for discussion. It is a high-level project planner. It incorporates elements of both waste reduction and disposal and explicitly calls out fiscal policies that join the two sides of that coin. The Roadmap will aid interdepartmental communication, planning, and coordination as well as broader system policy discussions.

In summary, the Roadmap:

1. Is a 10-year high-level solid waste project timeline.
2. Provides a framework for unified solid waste project management.
3. Shows a path to improve system performance before the end of the decade.
4. Addresses physical and fiscal impediments to improvement.
5. Outlines a path toward a more sustainable, equitable, affordable, and responsible solid waste system.

### *The process*

In previous discussions of the Roadmap project, Council saw how the solid waste system can contribute to achieving the Council’s six desired outcomes for regional planning, and how Metro’s most basic solid waste lever for achieving those outcomes is to reduce the amount of waste disposed. Staff presented a number of examples of the types of actions that Metro could undertake in the solid waste system to reduce overall disposal. In reviewing those examples, Councilors largely affirmed existing objectives<sup>1</sup> for the disposal system, emphasizing sustainability and identifying innovation as an important addition to the list.

With that general direction, Metro staff identified Metro’s key solid waste strategies to reduce disposal and related them to solid waste policy questions representing important topics to resolve over the next decade. These strategies and policies are combined together in the Roadmap to provide a framework for the path forward to 2020. Through clarity on policies, program development and implementation can succeed in achieving objectives and desired regional outcomes. To trigger those policy discussions, Table

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<sup>1</sup> Metro Disposal System Objectives: 1. Protect public investment in solid waste system; 2. “Pay to Play”- Ensure participants pay fees/taxes; 3. Environmental Sustainability- ensure system performs in an sustainable manner; 4. Preserve public access to disposal options (location/hours); 5. Ensure regional equity- equitable distribution of disposal options; 6. Maintain funding source for Metro general government; 7. Ensure reasonable/affordable rates

1 shows each of the Roadmap tasks (see attached supplement to this worksheet, pages A4 through A7) alongside one key policy question relevant to that task.

**TABLE 1. Policy Questions Associated with Solid Waste Roadmap Projects**

Project*	Key Policy Questions
1. Metro South Station	<ul style="list-style-type: none"> <li>• Continue to accommodate (vs. encourage or discourage) self-haul?</li> </ul>
2. Get the organics out	<ul style="list-style-type: none"> <li>• Fee and tax policy on compostables? On waste to energy?</li> </ul>
3. Product stewardship	<ul style="list-style-type: none"> <li>• What is the appropriate balance of investment upstream vs. maintaining end-of-life focus?</li> </ul>
4. Insulate Metro rate	<ul style="list-style-type: none"> <li>• Should Metro’s rate be dependent on tonnage flows?</li> </ul>
5. Optimize tonnage flows	<ul style="list-style-type: none"> <li>• How can ratepayers realize maximum benefits?</li> </ul>
6. Build analytical capacity	<ul style="list-style-type: none"> <li>• Should least-cost planning consider the value of externalities?</li> </ul>
7. Align fiscal w/ objectives	<ul style="list-style-type: none"> <li>• What are the feasible alternatives to disposal surcharges?</li> </ul>
8. Assess adequacy of services	<ul style="list-style-type: none"> <li>• Can existing capacity be utilized differently to better achieve policy goals?</li> </ul>
9. Add / Subtract services	<ul style="list-style-type: none"> <li>• Metro’s role in provision of specific transfer services?</li> </ul>
10. Monitor new technologies	<ul style="list-style-type: none"> <li>• Metro’s preferred role in encouraging new technologies?</li> </ul>
11. Project disposal tonnage	<ul style="list-style-type: none"> <li>• How many tons will flow from Metro transfer stations?</li> </ul>
12. Procure new contracts	<ul style="list-style-type: none"> <li>• How can transport &amp; disposal contracts support <i>less</i> disposal?</li> </ul>
13. Mobilize	<ul style="list-style-type: none"> <li>• Will Metro allow sufficient time to mobilize contractors’ equipment?</li> </ul>

\* Project numbers and names correspond to those shown on the roadmap.

### Where the Roadmap is going

Next steps for the Roadmap will include the following:

#### Process:

- Identify staffing resources to draft detailed project plans, with specific project objectives, tasks, timelines, resource needs (FTE, M&S), and milestones;
- Adjust the Roadmap as needed, as project details are developed;
- Assemble and transmit periodic progress reports (e.g., percent of milestones met).

#### Content:

- Address infrastructure needs for food waste diversion (ongoing)
- Engage 2010 Legislative Assembly in product stewardship issues (ongoing)
- Study feasibility of service alternatives for Metro South Station
- Conduct analytical assessment of transfer services adequacy (e.g., wet, dry, self-haul)
- Scope revenue sensitivity to system changes

Even the short lists above represent a great deal of work. The Metro Council may wish to consider utilizing the Solid Waste Advisory Committee and/or other ad hoc work groups to help frame discussions and develop policy alternatives.

### OPTIONS AVAILABLE

1. Approve Roadmap and next steps, without amendment;
2. Amend or change Roadmap direction and/or next steps.

### IMPLICATIONS AND SUGGESTIONS

When the Roadmap is acceptable to the Metro Council, then it will no longer continue as a project unto itself, but will become institutionalized as an ongoing project management and reporting tool and as a framework for ongoing policy discussion.

The Metro Council should expect to be engaged in solid waste policy discussions that will help drive practical implementation of the various Roadmap projects. Council may wish to begin scheduling work for the Solid Waste Advisory Committee, and may wish to consider convening subcommittees or special task forces to help inform Council's discussions and decisions.

### QUESTION(S) PRESENTED FOR CONSIDERATION

1. Do Metro Councilors have different or additional expected outcomes of the solid waste system in the next decade?
2. For which, if any, policy questions would the Metro Council like the Solid Waste Advisory Committee or another body to develop options and/or recommendations?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION** \_\_\_Yes **X**No  
**DRAFT IS ATTACHED** \_\_\_Yes \_\_\_No

Legislation is not required for Council action.

Overview of the  
**Solid Waste Roadmap to 2020**

The Solid Waste Roadmap to 2020 provides a line of sight for shepherding the Metro region solid waste system toward a future that better achieves the Metro Council’s desired outcomes.

It provides a framework to facilitate collaboration and coordinate solid waste projects over the coming decade.

CONTENTS

1. Executive summary
2. Expected solid waste outcomes
3. Roadmap graphic
4. Individual project descriptions

## 1. Executive Summary

### Why a Solid Waste Roadmap? Why Now?

The Solid Waste System Roadmap arises from an opportunity to coordinate and govern changes taking place in the solid waste disposal system. A sense of urgency to lead that change stems from Metro's own expiring disposal contract, the replacement of which will be influenced by the outcomes of system changes, *i.e.*, opportunities to achieve the *Metro Council's desired outcomes*:

**Vibrant communities – Economic prosperity – Safe, reliable transportation – Sustainability – Clean air & water – Fairness & equity**

#### **Metro's Disposal Contract**

On December 31, 2019 Metro's disposal contract with Oregon Waste Systems (Waste Management) will expire. That contract, in place since 1988, obligates Metro to direct most of the region's solid waste to a Waste Management landfill. Without that obligation, Metro's ratepayers can benefit from increased competition for the region's waste.

Prior to 2019 Metro will need to procure new contracts not just for waste disposal from Metro South and Metro Central stations, but also for waste transport and the ongoing operation of those stations. Those related procurements must be completed before 2019 to allow time for contractors to procure and mobilize personnel and equipment. Before seeking new service providers, Metro must answer the following: How many tons will Metro have to dispose? From which stations will transport be needed? Will Metro deliver waste to one or multiple disposal sites? Will transport be procured separately or combined with disposal?

Metro should answer these and other scoping questions by 2016 to provide adequate time to complete the complex procurement process and to provide several years to prepare the system for success in a new environment. The Solid Waste Roadmap depicts specific projects to help us prepare.

#### *A Changing Marketplace*

Market conditions have changed since 1988 when Metro entered its current contract for disposal at Columbia Ridge landfill. From a disposal perspective, the most important change has been the establishment of competing regional landfills, bringing to at least three the number of companies able to compete for Metro's waste. A favorable outcome of this more competitive landscape is likely to be lower landfilling costs for Metro and the region's ratepayers after 2019. With more landfills ready to compete for Metro's waste, there should be no need to enter a decades-long agreement for landfill disposal, giving Metro the ability to remain flexible in responding to changing market conditions and future technological opportunities.

Other changes in the solid waste landscape involve the maturation of practical and cost effective alternatives to landfill disposal, such as recycling and composting. Waste-to-energy technologies also continue to evolve. Another important shift occurring in the marketplace is the willingness of some manufacturers to bear financial responsibility for end-of-life management of their products (latex paint in Oregon, for example) and associated packaging. Where Metro leads these changes over the next five years could profoundly influence the nature of Metro's future solid waste contracts.

#### **Summary**

The multi-faceted and changing world of solid waste management will continue to be a matter of metropolitan concern. The region depends on Metro to lead, coordinate and govern those changes for the citizens' benefit. The Solid Waste Roadmap will help Metro ensure that these benefits are realized.



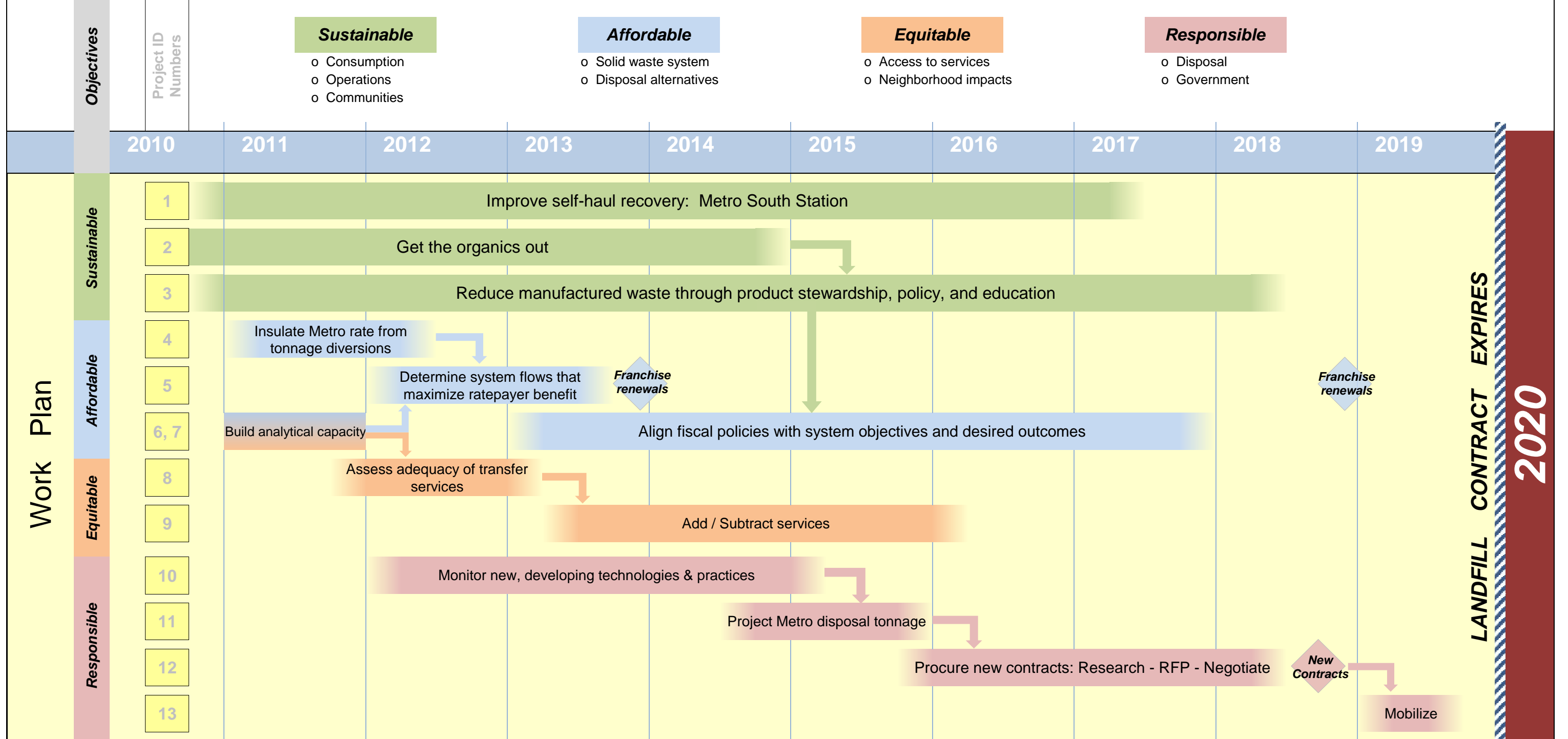
## 2. Expected Outcomes

***Metro's solid waste system in 2020 & beyond will be characterized by...***

- o Better "conventional" material recovery (e.g. , from self-haul)
- o A robust, self-sustaining organics diversion system
- o Greater upstream responsibility for end-of-life product management
- o Less wasteful production, distribution and consumption
- o Ratepayers who accrue the benefits of competition, such as efficiency and innovation
- o Diversified funding beyond the current reliance on disposal
- o New service contracts in place for responsibly handling Metro's waste
- o Flexibility to respond to changing conditions

***==> Less disposal overall***

### 3. Roadmap to a More Sustainable Solid Waste System



◆ Time critical event

X Project ID numbers correspond to project descriptions on accompanying sheet

## 4. Project Descriptions

### Solid Waste Roadmap to 2020

#### **1. Improve self-haul recovery: Metro South Station**

*CHALLENGE: Too little space for the large number of customers. Recovery suffers.*

- Assess feasibility of and alternatives to receiving self-haul elsewhere
- Relocate services, as needed
- Use freed-up space at South for better material recovery and to offer new services, such as food waste transfer

#### **2. Get the organics out**

*CHALLENGE: Food waste recovery infrastructure is not yet well developed.*

- Support the development of a robust food waste reduction / digestion / composting system
- Target edible food salvage first; then
- Create transfer and/or processing capacity where needed

#### **3. Reduce manufactured waste through product stewardship, policies, and education**

*CHALLENGE: Once food wastes are removed from msw, primarily manufactured waste remains.*

- Toxics, packaging, plastics are among the high-priority manufactured wastes to target
- Generally requires broadly collaborative initiatives, w/ few effective unilateral opportunities
- Can reduce government's role in and cost of end-of-life material management (see #7)

#### **4. Insulate Metro rate from tonnage diversions**

*CHALLENGE: Metro's rate serves as a regional benchmark, yet it is dependent on where waste is delivered; hence, ratepayers cannot realize all the cost savings associated with optimized waste flows.*

- Illustrate the impact on Metro's rate of altering waste flows (e.g., reducing Metro's market share)
- Identify and evaluate alternative ways to insulate Metro pricing and operating revenue
- Adopt pricing policies that allow ratepayers to benefit from the most efficient waste flows

#### **5. Determine system flows that maximize ratepayer benefit**

*CHALLENGE: Current waste flows may not maximize regional benefits at the lowest ratepayer cost.*

- Determine least-cost waste flows (include cost of externalities, as feasible)
- Look at costs *and* benefits (goal: highest "bang for the buck")
- How should Metro influence waste flows to maximize ratepayer benefit at the least cost?

## 4. Project Descriptions

### Solid Waste Roadmap to 2020

#### **6. Build analytical capacity**

*CHALLENGE: Metro has not recently modernized its least-cost solid waste planning capabilities.*

- Modernize (refresh, re-code) system modeling capability
- Enhance least-cost modeling with other measures, such as GHG emissions, diversion performance, and other desired evaluation criteria
- Utilize output as a primary input to support other Roadmap projects and for ongoing planning (see #5 and #8)

#### **7. Align fiscal policies with system objectives and desired outcomes**

*CHALLENGE: Metro's dependence on disposal charges for solid waste and General Fund revenue may not be a stable source of revenue in the long-run, especially if waste reduction efforts are successful.*

- Identify, quantify, and plan for long-run potential spending cuts \*
- Identify, quantify, and pursue potential new sources of revenue
- Illustrate the consequences of not doing bullets one and two, above

(\* The producer responsibility approach—e.g., PaintCare—can reduce government spending and shift end-of-life material management costs upstream)

#### **8. Assess adequacy of transfer services**

*CHALLENGE: As the diversity of transfer services grows, access for all may not be adequate.*

- Identify desired suite of services (e.g., wet waste transfer, dry waste MRFing, self-haul MRFing, organics reload, HazWaste, etc.)
- (Re-)assess the adequacy of access to specific services across the region
- Identify service alternatives that could provide suitable access for underserved parts of the region, customer types, waste streams, etc. (required curbside service? bulky waste pick ups?)

#### **9. Add / subtract services**

*CHALLENGE: Service gaps possibly identified in #8 above.*

- Respond to findings in service adequacy analysis: assess cost/benefit of service changes
- Establish new service levels that pass cost/benefit test
- Consider pilot programs prior to full implementation

#### **10. Monitor new, developing technologies & practices**

*CHALLENGE: New approaches are evolving to manage wastes more sustainably. In the event that one or more would benefit the Metro region, Metro should be in an informed position to lead the charge.*

- Scan publications, participate in conferences, invite select speakers to present at Metro
- Evaluate proven approaches and technologies that could benefit our communities
- Identify market development opportunities to support the system long-term

## 4. Project Descriptions

### Solid Waste Roadmap to 2020

#### **11. Project Metro disposal tonnage**

*CHALLENGE: Before proceeding with disposal service procurement, Metro must have a good idea of how much waste it will have to dispose of.*

- Develop preferred approach for a long-run forecast
- Consider new waste management approaches (#10) and resultant disposal needs
- Use best tonnage projection(s) to inform disposal contract procurement (see #12)

#### **12. Procure new contracts: Research – RFP – Negotiate**

*CHALLENGE: By 2020, Metro's transfer, transport and disposal contracts will have expired.*

- Decide whether to bid three separate contracts, two, one, or some other combination.
- Any new transport contract will probably need to be 5 to 7 years in order to fully amortize invested capital
- With multiple options, any disposal agreement likely can be for 5 years or fewer, to preserve flexibility

#### **13. Mobilize**

*CHALLENGE: Providing adequate time for a new transport operator to obtain equipment is likely to be the most critical factor that constrains the overall disposal services procurement timeline.*

- Major contract procurement should be completed before 2019
- Transporter likely will need to procure new equipment: 12-18 month lead time
- Transport to begin January 1, 2020

Agenda Item Number 3.0

**DISC GOLF COURSE AT BLUE LAKE  
PARK**

Metro Council Work Session  
Tuesday, December 14, 2010  
Metro Council Chambers

# METRO COUNCIL

## Work Session Worksheet

Presentation Date: December 14, 2010 Time: 2:45pm Length: 30 minutes

Presentation Title: Disc Golf Course at Blue Lake Park

Service, Office, or Center:

Metro Parks & Environmental Services

Presenters (include phone number/extension and alternative contact information):

Paul Slyman, Director, Parks & Environmental Services, ext 1510

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## ISSUE & BACKGROUND

Nearly 70 acres of land defined as the East Property at Blue Lake Park remains underutilized all year. This section of the park has been identified by Metro staff as a prime site to develop for greater recreational use and revenue generation. Park attendance at Blue Lake from late fall through spring is very low - resulting in almost no revenue generated from entrance fees. During these low-use months, resources are still required to maintain the park.

We would like to construct a disc golf course for approximately \$60,000 - \$100,000. Forecasts estimate sufficient revenue (at \$5 per car or \$3 per player depending on the model selected) will be generated to fully repay the capital investment within three years. After that, it will go to support the operations of the park.

There are now more than 2600 disc golf courses in the United States and Canada, nearly all installed by city and county parks departments. They have found that there are few recreational activities that offer the *high benefit-to-cost ratio* of disc golf. Disc golf has relatively low capital and maintenance costs compared with other recreational installations, is environmentally sound, is played *year-round in all climates* and is enjoyed immediately even by beginners of all ages.

A disc golf course at Blue Lake Park would add a year-round attraction and increase park use while generating revenue for Metro and creating economic opportunities for East County and the city of Fairview. Disc golf is also an excellent opportunity to develop and improve recreational facilities that emphasize natural attributes and promote healthy living.

The installation of a disc golf course at Blue Lake Park would be consistent with several of Metro's goals including:

- **Goal 2: Provide great cultural and recreational activities.**
- **Goal 3: Protect and enhance the region's natural assets.**
- **Goal 6: Support the development of a sustainable economy.**
- **Goal 7: Use best business practices to operate Metro sustainably, effectively and efficiently.**

The previous plan to site a nine-hole traditional golf course had an estimated cost of approximately \$10 million. That project was put on hold because current economic conditions were not conducive to a large capital outlay. A disc golf course would require a relatively minimal capital investment that could be further minimized by corporate sponsorships and volunteer labor.

## **OPTIONS AVAILABLE**

*Option #1:* Do not pursue any development of the East Property at Blue Lake. Maintaining the status quo does not address the lack of visitors to the East Property nor the lack of parking revenue generated at Blue Lake Park during the winter months. A minimum amount of maintenance is required but no additional expenses are incurred.

*Option #2:* Build a gold level, 18-hole disc golf course for approximately \$60,000. The course would feature *concrete tee boxes* measuring approximately 5' x 12', and multiple basket/pole sets which could be moved among various concrete anchors to change the play of the course and reduce erosion. The proposed course would be attractive for tournament play as well as meet the needs of players of all skill levels. From the tournament or gold tee boxes, the proposed course will be the longest on the West Coast, making it challenging, interesting, and encourage repeated rounds. Unlike several other courses in the region, the proposed area at Blue Lake will be a dedicated disc golf site – meaning that disc golfers can expect to be free of many of the distractions that exist at other area courses.

*Option #3:* Build a deluxe gold level, 18-hole disc golf course for approximately \$65,000 - \$85,000. The principal difference between Option #2 and Option #3 would be the construction of wooden tee boxes. The wooden tee boxes would be more attractive than concrete and allow for greater flexibility with the design. Additionally, the wooden tee boxes could be moved to new positions (to provide variety for regular players and reduce erosion) or removed entirely if plans for the East Property change or evolve. This unique enhancement, in addition to the length of the course and its status as a dedicated disc golf facility will distinguish it as one of the premier courses in the region – making it both a popular destination for disc golf enthusiasts and a great choice for newcomers looking for an exciting disc golf experience.

## **IMPLICATIONS AND SUGGESTIONS**

*Option #3* gives Metro the greatest flexibility while capitalizing on a unique design and high quality experience. Various area and national businesses are expected to sponsor tee boxes, baskets, and tournaments – further defraying Metro's capital investment.

The installation of the course would include the construction of the two moveable sets of tees (advanced and novice), the installation of signs and baskets, a parking area, and two small foot bridges. No foliage would need to be planted or removed. A few branches usually need to be trimmed or removed near a few tees and baskets, especially near eye level range.

After installation, the maintenance needs for a disc golf course are primarily grass mowing. Unlike weekly mowing usually required for traditional golf, mowing for disc golf can be stretched to every three weeks (depending on rainfall) - and even then, only the fairways need attention.



Staff analyzed two options for generating revenue – a \$5 per car fee for parking and a \$3 per play fee. While the \$3 per play model was an attractive option, presently, no courses in the area charge per play and doing so might significantly limit attendance at Blue Lake. While many courses are free, State Park disc golf courses have thrived while requiring a \$5 fee to park.

**QUESTION(S) PRESENTED FOR CONSIDERATION**

1. Should staff be directed to continue analyzing the construction of a disc golf course at Blue Lake Park, pursue tentative sponsorship contracts, write a business plan, and engage in public outreach?
2. Should funding be authorized for the construction of a disc golf course at Blue Lake Park?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION \_\_\_Yes \_\_\_No  
DRAFT IS ATTACHED \_\_\_Yes \_\_\_No**

## **Project Overview – Proposed Disc Golf Course at Blue Lake Park**

### *Statement of the Problem*

Nearly 70 acres of land defined as the “East Property” at Blue Lake Park remains underutilized all year. This section of the park has been identified by Metro staff as a prime site to develop for greater recreational use and revenue generation. Park attendance at Blue Lake from late fall through spring is very low - resulting in almost no revenue generated from entrance fees. During these low-use months, resources are still required to maintain the park.

We would like to construct a disc golf course for approximately \$60,000 - \$100,000. Forecasts estimate sufficient revenue will be generated to fully repay the capital investment within three years. After that, it will go to support the operations of the park.

There are now more than 2600 disc golf courses in the United States and Canada, nearly all installed by city and county parks departments. They have found that there are few recreational activities that offer the *high benefit-to-cost ratio* of disc golf. Disc golf has relatively low capital and maintenance costs compared with other recreational installations, is environmentally sound, is played *year-round in all climates* and is enjoyed immediately even by beginners of all ages.

A disc golf course at Blue Lake Park would add a year-round attraction and increase park use while generating revenue for Metro and creating economic opportunities for East County and the city of Fairview. Disc golf is also an excellent opportunity to develop and improve recreational facilities that emphasize natural attributes and promote healthy living.

The installation of a disc golf course at Blue Lake Park would be consistent with several of Metro’s goals including:

- **Goal 2: Provide great cultural and recreational activities.**
- **Goal 3: Protect and enhance the region's natural assets.**
- **Goal 6: Support the development of a sustainable economy.**
- **Goal 7: Use best business practices to operate Metro sustainably, effectively and efficiently.**

### *Disc Golf Overview*

Disc Golf is played much like traditional golf. Instead of hitting a ball into a hole, you throw a more streamlined looking Frisbee® disc into a supported metal basket. The goal is the same: to complete the course in the fewest number of shots. A golf disc is thrown from a tee area to each basket, which is the "hole." As players progress down the fairway, they must make each consecutive shot from the spot where the previous throw has landed. The trees, shrubs and terrain changes in and around the fairways provide challenging obstacles for the golfer. Finally, the "putt" lands in the basket and the hole is completed. Because disc golf is so easy to understand and enjoy, no one is excluded. Players merely match their pace to their capabilities and proceed from there. A disc golf course serves a broader segment of the community than many narrower interest activities with higher cost, skill or fitness levels required to even begin to play. For a description of player demographics, please see *Appendix A*.

Disc golf is a rapidly growing sport with a dedicated, enthusiastic community of players. Regional courses in the area have hosted some of the sport’s most popular tournaments (such as The Beaver State Fling at Milo McIver State Park, The Rose City Open at Pier Park, and the Oregon Disc Golf Championships) - which enjoy national participation. *Appendix B* charts the growth of disc golf in several

categories over the last 9 years. Most impressively, the number of disc golf courses grew by approximately 12% *each year* between 2000 and 2009.

### *Course Construction*

The installation of an 18-hole disc golf course at Blue Lake Park would include the construction of two moveable sets of tees (advanced and novice), the installation of signs and baskets, a parking area, and two small foot bridges. No foliage would need to be planted or removed. A few branches usually need to be trimmed or removed near a few tees and baskets, especially near eye level range.

### *Maintenance*

After installation, the maintenance needs for a disc golf course are primarily grass mowing. Unlike weekly mowing usually required for traditional golf, mowing for disc golf can be stretched to every three weeks (depending on rainfall). And even then, only the fairways need attention. The targets are made of prefabricated welded steel anchored in concrete and need no regular maintenance. In the unlikely event that one of the targets is damaged beyond repair or stolen, they can be replaced for around \$350. By periodically changing tee placement, wear and tear on any one area is reduced. Walking pathways used by players may need occasional maintenance to prevent erosion and soil compacting. No additional FTE will be required.

### *Benefits to the Community*

The installation of a disc golf course in Blue Lake Park benefits the surrounding community by increasing and enhancing recreational opportunities, furthering sustainability goals, and supporting local and regional economies.

*Recreational Needs:* A disc golf course would provide an inexpensive form of recreation for people of all age and skill levels and be a much needed addition to the recreational facilities at Blue Lake Park. Disc golf has proven to be an excellent supplement to area schools' recreational programs. A disc golf course would give youth in Fairview and the surrounding communities a healthy and challenging outlet for their energies and would allow members of various disc golf clubs to organize clinics and youth leagues on their behalf. For the growing number of disc golfers in Portland, Fairview, and around the region, the presence of a disc golf course within the city limits would reduce the need to travel to play and would give them a base from which to further promote the sport.

David Feldberg, currently ranked #1 in the world and Professional Disc Golf Association (PDGA) board member has consulted with Metro on the course design and marketing opportunities. Groups could apply for special use permits for league play, clinics, and tournaments. These activities would be self-funding and so would require no new park funds.

*Sustainability:* Disc golf can be an environment-friendly sport that promotes sustainable recreation. Unlike traditional golf, a disc golf course may not require trees to be removed, grass mowed and watered daily, plants uprooted, or non-native species planted. The proposed course has been designed to fit into the existing flora of Blue Lake Park. The impact of a disc golf course on the surrounding area is minimal. Each hole has multiple tee box placements, ensuring that no one area gets constant foot traffic (this has the added benefit of providing new challenges to players). In addition, disc golfers overall tend to take great pride in where they play, helping reduce potential litter on the course. In the long-term, a disc golf course would also help in the preservation of the park by giving young people in the neighborhood a stake in its preservation and protection.

*Economics:* Course designer and professional disc golfer David Feldberg designed the proposed course to be an 18-hole “gold level” course (*please see Appendix C*) that would attract tournament play as well as meet the needs of players of all skill levels. Some notable features of the design will distinguish it as one of the premiere courses in the region – making it a popular destination for disc golf enthusiasts. From the “tournament” tee boxes, the proposed course will be the longest on the West Coast, making it challenging, interesting, and encourage repeated rounds. Unlike several other courses in the region, the proposed area at Blue Lake will be a dedicated disc golf site – meaning that disc golfers can expect to be free of many of the distractions that exist at other area courses.

The cost to build the course is estimated to be between \$60,000 and \$100,000. An 18-hole course can serve more than 60 people at any time and conservative revenue projections show a project payback horizon of between 2 to 3 years.

*Appendices D and E* present a sensitivity analysis of forecasted revenue based on various attendance scenarios; and start up and maintenance expenses, respectively. *Appendix F* estimates payback of the principal investment. *Appendix G* is a brief snapshot of usage at various disc golf courses.

Disc golfers would be subject to a “pay to play” fee per person of approximately \$3, or a \$5 per vehicle parking fee. While courses in the region are technically “free” to play, parking fees are applicable at the two most popular State Park courses. We don’t anticipate a \$5 parking fee will significantly impact course usage given the quality of the course and closer proximity to urban areas. Ideally, a “Smart Meter” similar to those found in downtown Portland would be installed and issue tickets to players, good for a specified period of time. Park rangers would routinely walk the course and parking lot to ensure compliance.

*Additional Funding:* Proposed project costs can be significantly reduced by partnering with local and national companies to take advantage of sponsorship and advertising opportunities – a popular practice at disc golf courses. See *Appendix H* for a list of businesses who have expressed interest in sponsoring areas of the course such as signage, tee boxes, or baskets.

### ***Community Partnerships***

John Gessner, Community Development Director for the City of Fairview has expressed enthusiastic support for the project (*please see Appendix I*). Additionally, the City of Fairview has set aside \$1000 to help develop the project and agreed to handle the land use permitting.

### ***Service Upgrades***

Contingent on the popularity and success of disc golf at Blue Lake Park several service upgrades may warrant analysis and consideration. It is reasonable that in the foreseeable future, additional staffing to assign tee times and fill the role of course “marshal” may be required. Food and beverage concessions and disc rental facilities would require additional outlays of capital, but could also generate revenue for the program. These upgrades would help further the goal of making the Blue Lake course “world class” and in the best position to attract major tournaments as well new players.

### ***Other Opportunities***

Other areas of Blue Lake Park are ideal for another very popular disc-throwing sport: Ultimate Frisbee. An opportunity to capitalize on the synergy between both “Ultimate” (as it’s known by players) and disc golf could further attract visitors to the park at a very low cost.

### ***Next Steps***

*Community Outreach:* Schedule times with Fairview neighborhood associations to present the project and solicit feedback. Meet with disc golf clubs in the region – solicit feedback, drum up support, identify volunteer and sponsorship opportunities.

*Funding:* Identify and request funds from the Metro General Fund that can be allocated to the project.

### *Analysis:*

Create a pro forma income statement that forecasts at least three to five years expenses and revenues.

APPENDIX A: Demographics



**Disc Golf and PDGA Demographics**



These indicators which highlight the growth of disc golf are taken from the PDGA database, the on-line Course Directory at www.pdga.com , and periodic PDGA membership surveys.

**Disc Golf Players:**

Persons who have played disc golf:	8-12 million
Regular players:	~500000
PDGA members (since 1976):	42174

**Current PDGA Members: (Growth Rate: 5-12%)**

1996	3904	2006	11302
1998	5017	2007	11943
2000	6230	2008	12980
2002	7638	2009	14326
2004	8575		

Division: Pro 24% Amateur 72% Junior 4%  
 Gender: Male 93% Female 7%

**PDGA Tour: (Growth Rate: 12-15%)**

Year	Events	Entrants	Pro Purse
1996	235	18900	\$368,800
1998	275	24300	\$556,100
2000	362	29200	\$808,900
2002	431	34800	\$1,084,500
2004	590	44200	\$1,316,800
2005	682	51200	\$1,389,900
2006	732	58100	\$1,596,400
2007	852	66658	\$1,774,900
2008	994	71676	\$2,000,555
2009	1113	79362	\$1,986,230

**PDGA World Championships:**

Year	Pros	Amateurs	Juniors	Pro Purse
1996	308	174	0	\$38,100
1997	342	257	8	\$43,100
1998	362	251	28	\$45,000
1999	371	309	16	\$50,000
2000	410	387	28	\$92,640
2001	357	399	29	\$64,000
2002	225	257	22	\$50,535
2003	336	377	29	\$75,000
2004	332	499	80	\$80,740
2005	301	316	63	\$72,000
2006	299	480	65	\$83,150
2007	312	461	69	\$78,050
2008	311	430	52	\$80,009
2009	327	518	77	\$83,276

**PDGA Members - Select Indicators:**

**Age:**

0-9	1%
10-19	5%
20-29	30%
30-39	30%
40-49	21%
50+	13%

**Household Income (US\$):**

0-15 000	9%
15-30 000	15%
30-50 000	29%
50-100 000	35%
> \$100 000	12%

**Education:**

Grade school	1%
High school	20%
Some college	24%
College graduate	42%
Advanced degree	13%

**Disc Golf Courses worldwide:(Growth Rate: 11-14%)**

1975	1	2005	1973
1980	60	2006	2197
1985	250	2007	2515
1990	350	2008	2748
1995	560	2009	3082
2000	1145		

**Courses by Country:**

	2009	2008
USA	2630	2354
Scandinavia	208	164
Rest of Europe	72	78
Canada	94	89
Japan	36	36
Australia / New Zealand	26	24
Other Countries	16	3
Total	3082	2748

**Leading US States (2009):**

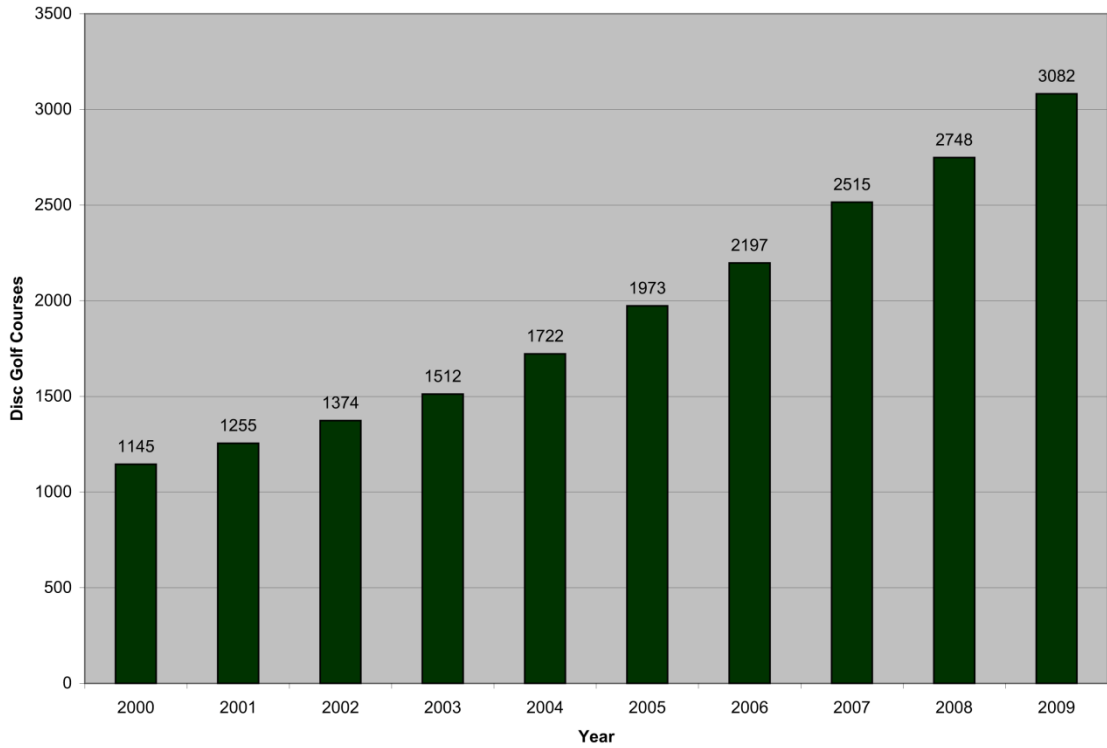
State	Members	Courses	Events
Texas	1287	193	92
California	1245	149	53
Michigan	773	116	59
North Carolina	556	95	37
Illinois	551	132	26
Ohio	522	104	51
Wisconsin	455	143	26
Georgia	423	53	39
Minnesota	397	146	37
Oregon	396	63	24
Kentucky	350	63	43
Iowa	329	147	33

**United States Championships:**

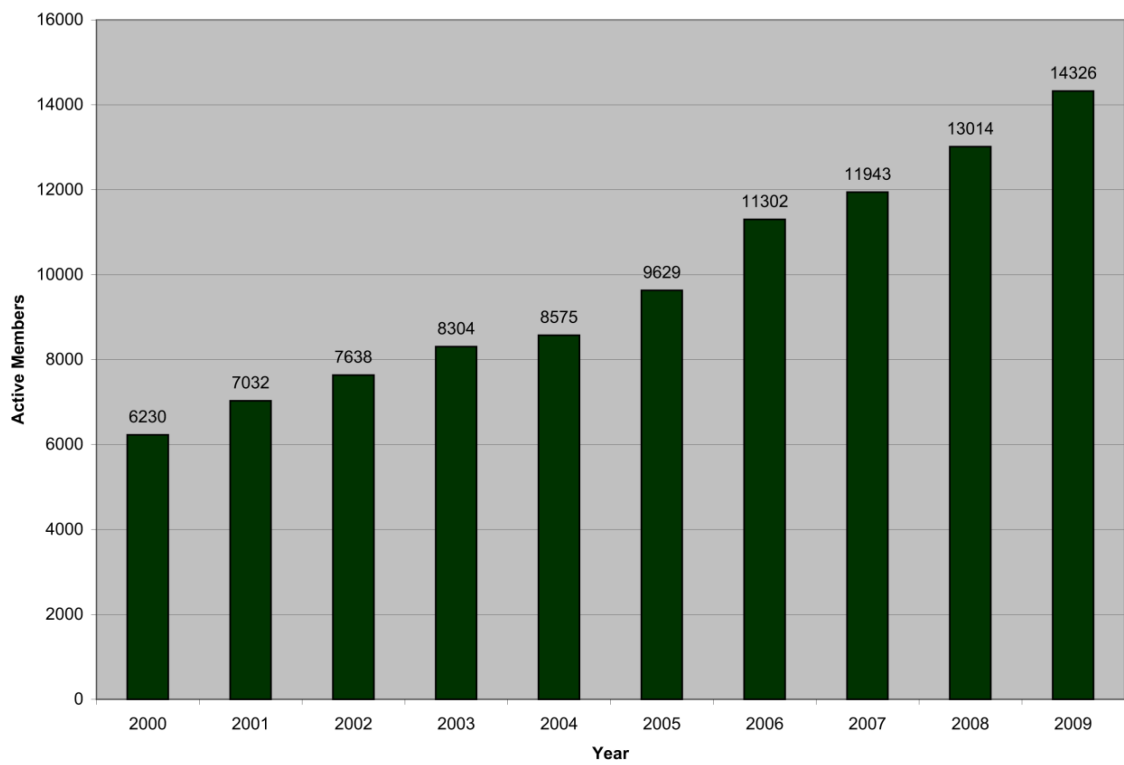
Year	Open Field	Purse	US Women
1999	68	\$10,000	21
2000	82	\$19,955	30
2001	123	\$56,025	30
2002	150	\$56,800	44
2003	163	\$64,130	45
2004	179	\$75,573	51
2005	183	\$80,000	76
2006	174	\$83,650	78
2007	168	\$87,650	61
2008	188	\$82,130	68
2009	192	\$80,002	48

APPENDIX B: *Growth Trends*

Disc Golf Course Growth

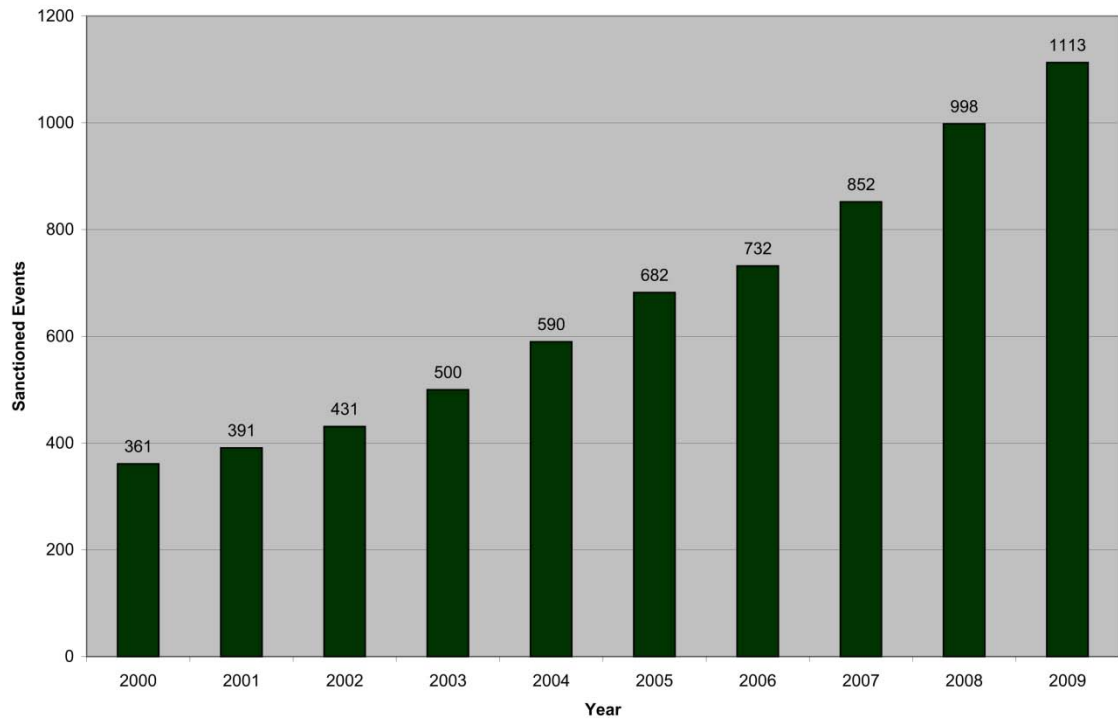


PDGA Active Member Growth

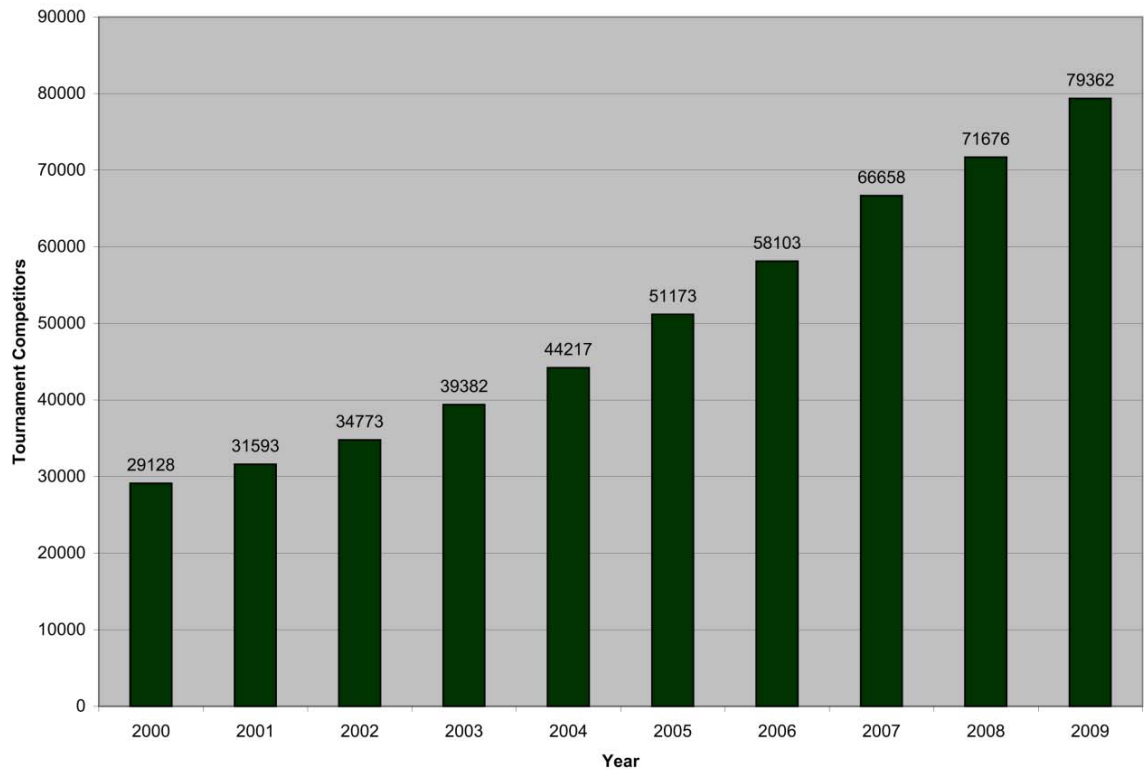


APPENDIX B: *Growth Trends (continued)*

PDGA Sanctioned Events Growth



Tournament Competitors in PDGA Sanctioned Events





# Proposed Blue Lake Disc Golf Design



## APPENDIX D: Revenue Projections

### Monthly Parking Revenue Projections for Disc Golf at Blue Lake Park

#### May - Dec 2011

##### Year 1

Month	High		Medium		Low		Monthly Revenue (Low)
	Average # of cars per day	Monthly Revenue (High)	Average # of cars per day	Monthly Revenue (Medium)	Average # of cars per day	Monthly Revenue (Low)	
January							
February							
March							
April							
May	31	\$4,688	25	\$3,750	20	\$3,000	
June	47	\$7,031	38	\$5,625	30	\$4,500	
July	63	\$9,375	50	\$7,500	40	\$6,000	
August	63	\$9,375	50	\$7,500	40	\$6,000	
September	55	\$8,203	44	\$6,563	35	\$5,250	
October	39	\$5,859	31	\$4,688	25	\$3,750	
November	20	\$2,930	16	\$2,344	13	\$1,875	
December	16	\$2,344	13	\$1,875	10	\$1,500	
<b>Yearly Total</b>	<b>9961</b>	<b>\$49,805</b>	<b>7969</b>	<b>\$39,844</b>	<b>6375</b>	<b>\$31,875</b>	

#### Jan - Dec 2012

##### Year 2

Month	High		Medium		Low		Monthly Revenue (Low)
	Average # of cars per day	Monthly Revenue (High)	Average # of cars per day	Monthly Revenue (Medium)	Average # of cars per day	Monthly Revenue (Low)	
January	16	\$2,343.75	13	\$1,875	10	\$1,500	
February	16	\$2,343.75	13	\$1,875	10	\$1,500	
March	27	\$4,101.56	22	\$3,281	18	\$2,625	
April	39	\$5,859.38	31	\$4,688	25	\$3,750	
May	63	\$9,375.00	50	\$7,500	40	\$6,000	
June	94	\$14,062.50	75	\$11,250	60	\$9,000	
July	109	\$16,406.25	88	\$13,125	70	\$10,500	
August	94	\$14,062.50	75	\$11,250	60	\$9,000	
September	82	\$12,304.69	66	\$9,844	53	\$7,875	
October	51	\$7,617.19	41	\$6,094	33	\$4,875	
November	24	\$3,662.11	20	\$2,930	16	\$2,344	
December	20	\$2,929.69	16	\$2,344	13	\$1,875	
<b>Yearly Total</b>	<b>19014</b>	<b>\$95,068</b>	<b>15211</b>	<b>\$76,055</b>	<b>12169</b>	<b>\$60,844</b>	

#### Jan - Dec 2013

##### Year 3

Month	High		Medium		Low		Monthly Revenue (Low)
	Average # of cars per day	Monthly Revenue (High)	Average # of cars per day	Monthly Revenue (Medium)	Average # of cars per day	Monthly Revenue (Low)	
January	17	\$2,592	14	\$2,160	12	\$1,800	
February	17	\$2,592	14	\$2,160	12	\$1,800	
March	30	\$4,536	25	\$3,780	21	\$3,150	
April	43	\$6,480	36	\$5,400	30	\$4,500	
May	69	\$10,368	58	\$8,640	48	\$7,200	
June	104	\$15,552	86	\$12,960	72	\$10,800	
July	121	\$18,144	101	\$15,120	84	\$12,600	
August	104	\$15,552	86	\$12,960	72	\$10,800	
September	91	\$13,608	76	\$11,340	63	\$9,450	
October	56	\$8,424	47	\$7,020	39	\$5,850	
November	27	\$4,050	23	\$3,375	19	\$2,813	

#### Jan - Dec 2014

##### Year 4

Month	High		Medium		Low		Monthly Revenue (Low)
	Average # of cars per day	Monthly Revenue (High)	Average # of cars per day	Monthly Revenue (Medium)	Average # of cars per day	Monthly Revenue (Low)	
January	18	\$2,738	16	\$2,381	14	\$2,070	
February	18	\$2,738	16	\$2,381	14	\$2,070	
March	32	\$4,791	28	\$4,166	24	\$3,623	
April	46	\$6,844	40	\$5,951	35	\$5,175	
May	73	\$10,950	63	\$9,522	55	\$8,280	
June	110	\$16,425	95	\$14,283	83	\$12,420	
July	128	\$19,163	111	\$16,664	97	\$14,490	
August	110	\$16,425	95	\$14,283	83	\$12,420	
September	96	\$14,372	83	\$12,498	72	\$10,868	
October	59	\$8,897	52	\$7,737	45	\$6,728	
November	29	\$4,277	25	\$3,720	22	\$3,234	

December	22	\$3,240	18	\$2,700	15	\$2,250
<b>Yearly Total</b>	<b>21028</b>	<b>\$105,138</b>	<b>17523</b>	<b>\$87,615</b>	<b>14603</b>	<b>\$73,013</b>

December	23	\$3,422	20	\$2,976	17	\$2,588
<b>Yearly Total</b>	<b>22209</b>	<b>\$111,043</b>	<b>19312</b>	<b>\$96,559</b>	<b>16793</b>	<b>\$83,964</b>

***Assumptions***

1. Year 1 projections are purposely low with the expectation that usage will increase substantially as the course becomes better known.
2. In Year 1, 25% increments separate *High, Medium, & Low* projections.
3. In Year 2, 25% increments separate *High, Medium, & Low* in months Jan - Apr. Starting projections for those months are based on information from disc golf clubs in the area and field surveys by staff.
4. In Year 2, May and June, 100% attendance increases were forecast to better reflect typical usage during late spring early summer. July is increased by 75%. August and September are increased by 50%. October by 30%. November and December by 25%.
5. In Year 3, a 20% increase is expected each month indicating somewhat slower growth.
6. In Year 4, growth slows to 15% each month.

APPENDIX D: Revenue Projections (continued)

Monthly Revenue Projections for Disc Golf at Blue Lake Park (Per Play)

May - Dec 2011

Year 1

Month	High		Medium		Low	
	Average # of plays per day	Monthly Revenue (High)	Average # of plays per day	Monthly Revenue (Medium)	Average # of plays per day	Monthly Revenue (Low)
January						
February						
March						
April						
May	63	\$5,625	50	\$4,500	40	\$3,600
June	94	\$8,438	75	\$6,750	60	\$5,400
July	125	\$11,250	100	\$9,000	80	\$7,200
August	125	\$11,250	100	\$9,000	80	\$7,200
September	109	\$9,844	88	\$7,875	70	\$6,300
October	78	\$7,031	62.5	\$5,625	50	\$4,500
November	39	\$3,516	31	\$2,813	25	\$2,250
December	31	\$2,813	25	\$2,250	20	\$1,800
<b>Yearly Total</b>	<b>19922</b>	<b>\$59,766</b>	<b>15938</b>	<b>\$47,813</b>	<b>12750</b>	<b>\$38,250</b>

Jan - Dec 2013

Year 3

Month	High		Medium		Low	
	Average # of plays per day	Monthly Revenue (High)	Average # of plays per day	Monthly Revenue (Medium)	Average # of plays per day	Monthly Revenue (Low)
January	38	\$3,375	30	\$2,700	24	\$2,160

Jan - Dec

2012

Year 2

Month	High		Medium		Low	
	Average # of plays per day	Monthly Revenue (High)	Average # of plays per day	Monthly Revenue (Medium)	Average # of plays per day	Monthly Revenue (Low)
January	31	\$2,813	25	\$2,250	20	\$1,800
February	31	\$2,813	25	\$2,250	20	\$1,800
March	55	\$4,922	44	\$3,938	35	\$3,150
April	78	\$7,031	63	\$5,625	50	\$4,500
May	125	\$11,250	100	\$9,000	80	\$7,200
June	164	\$14,766	131	\$11,813	120	\$10,800
July	219	\$19,688	175	\$15,750	140	\$12,600
August	188	\$16,875	150	\$13,500	120	\$10,800
September	164	\$14,766	131	\$11,813	105	\$9,450
October	102	\$9,141	81	\$7,313	65	\$5,850
November	49	\$4,395	39	\$3,516	31	\$2,813
December	39	\$3,516	31	\$2,813	25	\$2,250
<b>Yearly Total</b>	<b>37324</b>	<b>\$111,973</b>	<b>29859</b>	<b>\$89,578</b>	<b>24338</b>	<b>\$73,013</b>

Jan - Dec

2014

Year 4

Month	High		Medium		Low	
	Average # of plays per day	Monthly Revenue (High)	Average # of plays per day	Monthly Revenue (Medium)	Average # of plays per day	Monthly Revenue (Low)
January	43	\$3,881	35	\$3,105	28	\$2,484

February	38	\$3,375	30	\$2,700	24	\$2,160
March	66	\$5,906	53	\$4,725	42	\$3,780
April	94	\$8,438	75	\$6,750	60	\$5,400
May	150	\$13,500	120	\$10,800	96	\$8,640
June	197	\$17,719	158	\$14,175	144	\$12,960
July	263	\$23,625	210	\$18,900	168	\$15,120
August	225	\$20,250	180	\$16,200	144	\$12,960
September	197	\$17,719	158	\$14,175	126	\$11,340
October	122	\$10,969	98	\$8,775	78	\$7,020
November	59	\$5,273	47	\$4,219	38	\$3,375
December	47	\$4,219	38	\$3,375	30	\$2,700
<b>Yearly Total</b>	<b>44789</b>	<b>\$134,367</b>	<b>35831</b>	<b>\$107,494</b>	<b>29205</b>	<b>\$87,615</b>

February	43	\$3,881	35	\$3,105	28	\$2,484
March	75	\$6,792	60	\$5,434	48	\$4,347
April	108	\$9,703	86	\$7,763	69	\$6,210
May	173	\$15,525	138	\$12,420	110	\$9,936
June	226	\$20,377	181	\$16,301	166	\$14,904
July	302	\$27,169	242	\$21,735	193	\$17,388
August	259	\$23,288	207	\$18,630	166	\$14,904
September	226	\$20,377	181	\$16,301	145	\$13,041
October	140	\$12,614	112	\$10,091	90	\$8,073
November	67	\$6,064	54	\$4,852	43	\$3,881
December	54	\$4,852	43	\$3,881	35	\$3,105
<b>Yearly Total</b>	<b>51507</b>	<b>\$154,522</b>	<b>41206</b>	<b>\$123,618</b>	<b>33586</b>	<b>\$100,757</b>

APPENDIX E: *Course Construction & Monthly Expenses*

**Estimated Start-up Expenses for Disc Golf Course at Blue Lake Park**

<b>Materials &amp; Equipment</b>	<i>Concrete</i>		<i>Wood</i>		<i>Deluxe Wood</i>	
	<u>Low Estimate</u>	<u>High Estimate</u>	<u>Low Estimate</u>	<u>High Estimate</u>	<u>Low Estimate</u>	<u>High Estimate</u>
<u><i>Tee Boxes (18)</i></u>						
<i>Concrete</i>	\$10,000	\$13,000				
<i>10' x 20' wood structures</i>			\$12,000	\$12,000	\$12,000	\$12,000
<i>Built-in benches</i>					\$2,000	\$5,400
<i>Hardware</i>			\$500	\$500	\$500	\$500
<i>Foot scrubs</i>					\$540	\$540
<i>Astroturf tee pads</i>			\$2,500	\$5,000	\$2,500	\$5,000
<i>Rubber mats for short tee pads</i>	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<i>Gravel and installation</i>	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
<b><i>Tee Box Total</i></b>	<b>\$13,200</b>	<b>\$16,200</b>	<b>\$18,200</b>	<b>\$20,700</b>	<b>\$20,740</b>	<b>\$26,640</b>
<i>Baskets (18)</i>	\$2,500	\$5,000	\$2,500	\$5,000	\$2,500	\$5,000
<i>Materials for elevated baskets</i>	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<i>Tee signs (18)</i>	\$1,800	\$2,700	\$1,800	\$2,700	\$1,800	\$2,700
<i>Tee signs for short tee pads (18)</i>	\$900	\$900	\$900	\$900	\$900	\$900
<i>"Next tee" signs (18)</i>	\$350	\$350	\$350	\$350	\$350	\$350
<i>Map &amp; Entrance Board</i>	\$2,500	\$5,000	\$2,500	\$5,000	\$2,500	\$5,000
<i>Triple mando signs and beams</i>	\$300	\$300	\$300	\$300	\$300	\$300
<i>Parking Lot</i>	\$12,000	\$25,000	\$12,000	\$25,000	\$12,000	\$25,000
<i>Parking fee collector (Iron Ranger)</i>	\$0	\$0	\$0	\$0	\$0	\$0
<i>Smart Meter (Solar Powered, Wireless)</i>	\$6,200	\$15,000	\$6,200	\$15,000	\$6,200	\$15,000
<i>Wooden stakes (500 -1000)</i>	\$800	\$800	\$800	\$800	\$800	\$800
<i>Paint</i>	\$0	\$100	\$0	\$100	\$0	\$100
<i>Bridges (2)</i>	\$18,000	\$24,000	\$18,000	\$24,000	\$18,000	\$24,000

<i>Garbage &amp; Recycling</i>	\$250	\$2,500	\$250	\$2,500	\$250	\$2,500
<i>Port-a-potties</i>						
<i>Advertising</i>						
<b>Total</b>	<b>\$59,800</b>	<b>\$98,850</b>	<b>\$64,800</b>	<b>\$103,350</b>	<b>\$67,340</b>	<b>\$109,290</b>

**Monthly Maintenance & Other Expenses**

		<b><u>Hours/Month</u></b>
<i>Grass Mowing</i>	\$45	3
<i>Pruning</i>	\$40	1
<i>Litter Removal &amp; Recycling</i>	\$600	60
<i>Safety Patrol &amp; Enforcement</i>	\$1,800	60
<i>Fuel</i>	\$15	
<i>Course Equipment Maintenance</i>	\$120	8
<b>Total</b>	<b>\$2,620</b>	<b>132</b>
<b>Yearly Total</b>	<b>\$31,440</b>	

**Assumptions:** Dollar values assigned to expenses are based on Seasonal and Regular FTE.

APPENDIX F: Blue Lake Disc Golf Course Project Payback Estimates

**Option A: Parking Revenue**

*Project Payback Estimate - based on "Low" revenue projections*

Construction Cost           \$84,075   *Mean of the Low & High Wood Tee Est.*  
 Yearly Maintenance           \$31,440

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
<i>Contribution to principal</i>	<b>\$435</b>	<b>\$29,404</b>	<b>\$41,573</b>	<b>\$52,524</b>

*Project Payback Estimate - based on "Medium" revenue projections*

Construction Cost           \$84,075   *Mean of the Low & High Wood Tee Est.*  
 Yearly Maintenance           \$31,440

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
<i>Contribution to principal</i>	<b>\$8,404</b>	<b>\$44,615</b>	<b>\$56,175</b>	<b>\$65,119</b>

*Project Payback Estimate - based on "High" revenue projections*

Construction Cost           \$84,075   *Mean of the Low & High Wood Tee Est.*  
 Yearly Maintenance           \$31,440

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
<i>Contribution to principal</i>	<b>\$18,365</b>	<b>\$63,628</b>	<b>\$73,698</b>	<b>\$79,603</b>

**Option B: Pay per Play**

*Project Payback Estimate - based on "Low" revenue projections*

Construction Cost           \$84,075   *Mean of the Low & High Wood Tee Est.*  
 Yearly Maintenance           \$31,440

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
<i>Contribution to principal</i>	<b>\$6,810</b>	<b>\$41,573</b>	<b>\$56,175</b>	<b>\$69,317</b>

*Project Payback Estimate - based on "Medium" revenue projections*

Construction Cost           \$84,075   *Mean of the Low & High Wood Tee Est.*  
 Yearly Maintenance           \$31,440

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
<i>Contribution to principal</i>	<b>\$16,373</b>	<b>\$58,138</b>	<b>\$76,054</b>	<b>\$92,178</b>

*Project Payback Estimate - based on "High" revenue projections*

Construction Cost           \$84,075   *Mean of the Low & High Wood Tee Est.*  
 Yearly Maintenance           \$31,440

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
<i>Contribution to principal</i>	<b>\$28,326</b>	<b>\$80,533</b>	<b>\$102,927</b>	<b>\$123,082</b>



APPENDIX G: *Course Usage*

**Disc Golf Course Usage**

<i>Course Name</i>	<i># of plays in year 1 (2008)</i>	<i># of plays in year 2 (2009)</i>	<i>% Change</i>	<i>Monthly Plays in Summer</i>	<i>Monthly Plays in Winter</i>	<i>Plays/Day Sunny</i>	<i>Plays/Day Rainy</i>
Morley, San Diego, CA	50,000	110,000	120%	11,000	7,000	700	50

<i>Course Name</i>	<b>Number of Vehicles Entering the Upper Parking Lot Near Hole 1</b>										
	Thu 10/7	Fri 10/8	Sat 10/9	Sun 10/10	Mon 10/11	Tue 10/12	Wed 10/13	Thu 10/14	Fri 10/15	Sat 10/16	Sun 10/17
Leverich Park, Vancouver, WA	130	129	71	74	142	139	149	132	117	121	127

<i>Course Name</i>	Friday, 11/26 @ ~ 2pm, Steady Rain, 34°
Pier Park, North Portland	8 groups, 2-8 players each
Leverich Park, Vancouver WA	5 vehicles
Dabney State Park, Clackamas County	12 vehicles

## APPENDIX H: *Potential Course Sponsors*

Keen

926 NW 13<sup>th</sup> Ave. Suite 210

Portland, OR. 97209

[info@keenfootwear.com](mailto:info@keenfootwear.com)

<http://www.keenfootwear.com/>

Deke & Brian's Next Adventure

426 SE Grand Ave.

Portland, OR. 97214

503-233-0706

<http://nextadventure.net/>

APPENDIX I: *Letters of Support*



**Professional Disc Golf Association**

PDGA International Disc Golf Center  
Wildwood Park  
3828 Dogwood Lane  
Appling GA USA 30802-3004

Brian J. Graham  
PDGA Executive Director

Tel: (706) 261-6342 Email: [bgraham@pdga.com](mailto:bgraham@pdga.com)  
Web: [www.pdga.com](http://www.pdga.com) [www.pdgatour.com](http://www.pdgatour.com) [www.pdgastore.com](http://www.pdgastore.com)

11/11/10

Mike Brown  
Program Director, Property Stewardship  
600 NE Grand Ave.  
Portland, OR 97232-2736

Dear Mr. Brown,

The purpose of this letter is to express the support of the Professional Disc Golf Association for the continued development of disc golf facilities in your community.

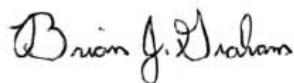
As you may or may not be aware, the Portland Oregon area is a hotbed for disc golf and has a national reputation for having some of the best disc golf courses in the country, as well as hosting several of the best professional and amateur tournaments. The Beaver State Fling, which is a PDGA National Tour event, is hosted in the Portland area each year and has quickly become the standard by which all disc golf tournaments are compared. While much of the success is due to the high level of professionalism that the host club exhibits, the great disc golf courses used for the competitions are also a major factor. Earlier this year, the Beaver State Fling drew 214 professional players to the Northwest and sold out in less than 15 minutes.

I understand that you are considering the opening of a new disc golf facility in your area so I wanted to let you know that the PDGA supports this proposed initiative. I also wanted you to be aware that the PDGA has quite a number of major disc golf events coming up for bids in the next couple of years, such as the World Championship, and we would be very pleased to consider your proposed venue as a potential host site for some of our marquee events. I am sure that you realize the economic benefits of bringing a large international event to your facility, which would be in addition to the health and wellness benefits that it would provide the citizens of your community on a daily basis.

Attached is a demographics sheet showing some growth numbers of our sport and association. Also attached are some numbers from the International Disc Golf Center, showing the number of players that a disc golf facility can draw on a daily basis. Please be aware that the IDGC is in a rural area of Georgia far removed from any sizable city or disc golf community, and that the numbers in your area of Oregon would almost assuredly dwarf ours.

Thanks for your time. Please do not hesitate to let me know if you need any additional information or assistance as you consider the creation of a new disc golf facility.

Regards,



Brian J. Graham  
PDGA Executive Director

APPENDIX I: *Letters of Support (continued)*



November 30, 2010

Councilor Rod Park  
Metro  
600 NE Grand Avenue  
Portland, OR 97232-2736

Subject: Proposed Blue Lake Park Disc Golf Course

Dear Councilor Park:

I am writing on behalf of the Fairview Parks and Recreation Advisory Committee to express their full support for construction of a disc golf course at Metro's Blue Lake Park. The project advances the Committee's policy of increasing active recreation and provides an excellent opportunity for the City to partner with Metro. Although the Fairview City Council has not made an official endorsement, it supports the project as well.

As you may know, the idea of a disc golf course at Blue Lake Park has been around for many years. With suspension of the golf training center, the idea has been revived, resulting in a strong interest to build a tournament quality disc golf course. The City is grateful for the support from Metro Parks and has been working closely with Mike Brown, Program Director, Property Stewardship over the past several months.

I am pleased to report that the City of Fairview is contributing to the project by the commitment of city resources including ongoing coordination with Metro staff and preparation of the needed land use application. With Metro Council's support, the project will be on track to be heard by the Fairview Planning Commission on January 11, 2011.

Thank you in advance for your support and Metro Council's support. This project seems like a perfect fit for Blue Lake Park, the City of Fairview, east Multnomah County, and the disc golf community.

Sincerely,

A handwritten signature in black ink, appearing to read "John Gessner".

John Gessner  
Community Development Director

Copy: Mayor and City Council  
Parks and Recreation Advisory Committee  
Joseph Gall, City Administrator

Materials following this page were distributed at the meeting.

 Metro | Agenda

Meeting: Metro Council Work Session  
Date: Tuesday, December 14, 2010  
Time: 2 p.m.  
Place: Council Chambers

**REVISED**

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**CALL TO ORDER AND ROLL CALL**

- 2 PM** 1. **DISCUSSION OF AGENDA FOR COUNCIL REGULAR MEETING, DECEMBER 16, 2010/ADMINISTRATIVE/CHIEF OPERATING OFFICER COMMUNICATIONS**
- 2:15 PM** 2. **ROADMAP TO A MORE SUSTAINABLE SOLID WASTE SYSTEM - DISCUSSION / DIRECTION** **Slyman  
Chaimov**
- 2:45 PM** 3. **DISC GOLF COURSE AT BLUE LAKE PARK - DISCUSSION / DIRECTION** **Slyman  
Brown  
Jubera  
Jordan**
- 3:15 PM** 4. **THE INTERTWINE - DISCUSSION**
- 3:45 PM** 5. **COUNCIL BRIEFINGS/COMMUNICATION**

**ADJOURN**

December 14, 2010

To: Intertwine Core Group and Metro Management December 14, 2010  
From: Mike Wetter on behalf of the Intertwine Alliance Structure Task Force  
Re: Final Recommendations of The Intertwine Structure Task Force

This memo presents the recommendations of The Intertwine Alliance Structure Task Force. The task force was formed to make recommendations on three questions:

1. **How should The Intertwine Alliance be structured in the future?** Should the Alliance incorporate or remain an unincorporated coalition? If it should incorporate, what should the governance structure look like?
2. **How should The Intertwine Alliance be staffed?** What staffing is needed? Who should Alliance staff report to and who are they accountable to? How should the positions be funded?
3. **How should the Alliance transition from its current structure to its future structure?** How long should the transition take? What are the steps?

The Task Force met three times between October 22<sup>nd</sup> and November 17<sup>th</sup>, 2010. Recommendations are as follows.

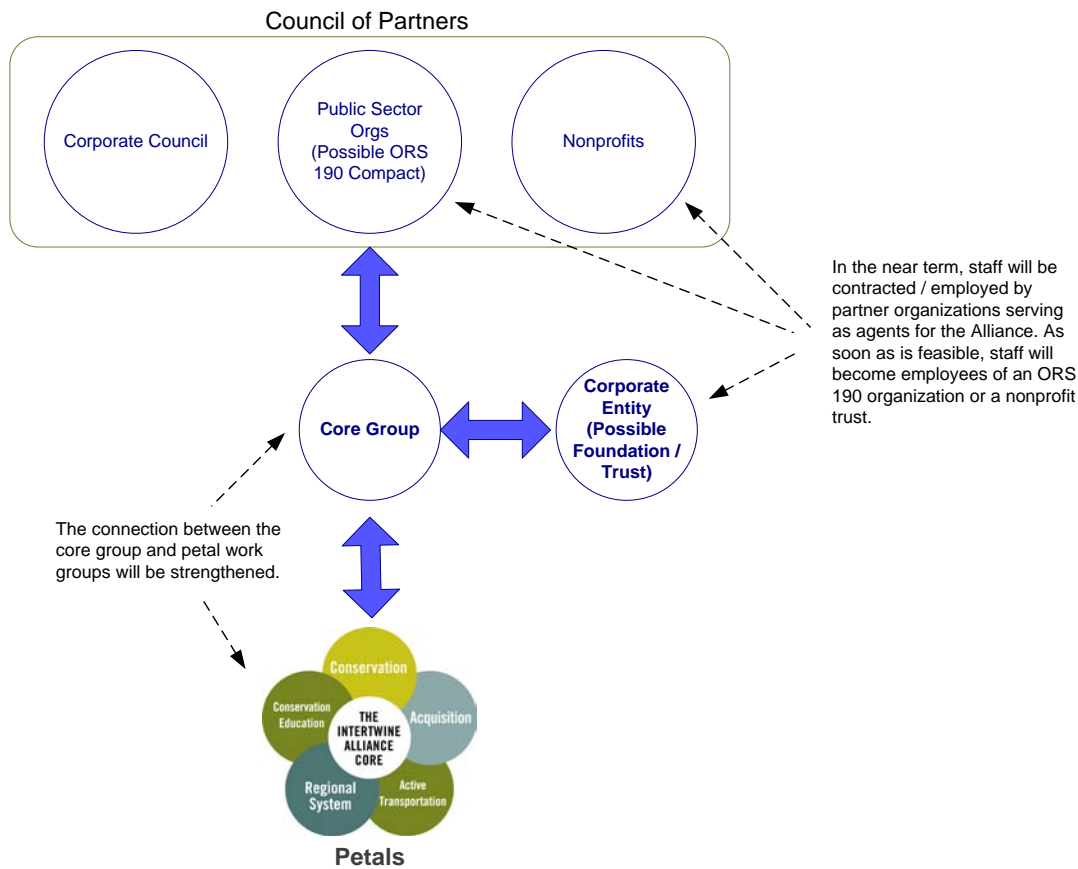
## Alliance Structure

- Leadership and decision-making for The Intertwine Alliance should continue to take place in The Intertwine Council of Partners, Alliance Core Group, Brand Implementers, and work groups associated with Intertwine petals.
- Membership, scope, responsibilities and decision-making protocols for the Intertwine Alliance Core Group should be further developed and clarified to strengthen the transparency, credibility, inclusiveness and effectiveness of the group.
- Organizations should continue to become partners in The Intertwine Alliance by signing a Memorandum of Understanding and providing a cash and/or in-kind contribution to The Alliance. However, the Alliance should work to “firm up” commitments. Commitments to The Intertwine Alliance should be registered in a “Declaration of Partnership” document.
- The Intertwine Alliance should incorporate. The corporation should, for now, be limited in scope. It should exist for purposes of owning The Intertwine Brand and other assets created by the coalition. Similar to Chicago Wilderness, the bylaws of the corporation should state that the

corporation is set up in service to the coalition. The Alliance should not apply for tax-exempt status at this time.

- In applying for grants or corporate gifts, The Intertwine Alliance should avoid situations where the Alliance competes with a request from one of the Alliance partners.
- The Intertwine Alliance should facilitate development of an ORS 190 compact among the region’s governments when there is a need to collaboratively manage or jointly provide programs and services relating to the region’s network of parks, trails and natural areas. Such a need will most likely arise from the work of the Regional System petal.
- The Intertwine Alliance should seek revenue-generating opportunities. For example, there are possibilities for integrating commercial information into the Intertwine website as a way to generate revenue.
- The Intertwine Alliance should form a Corporate Council, similar to the Chicago Wilderness Corporate Council.

### Relationship Among Intertwine Alliance Governing Entities





## Petal Work

- The work of Intertwine petals which, for the next year or two, will mostly involve regional planning, should be carried out by Alliance partners in coordination with the Alliance Core Group and Council of Partners, rather than be paid for out of Alliance funds. Much of this work is, and should continue to be, funded and staffed by Metro, with continued work to increase the contributions of Alliance partners.
- The connection between the Alliance Core Group and the petal work groups should be strengthened to better integrate petal work plans with Intertwine strategy and public engagement.
- The Intertwine Core Group should authorize use of The Intertwine brand on those initiatives that help implement a portion of the vision for The Intertwine and which are consistent with Intertwine principles. For example, the “City Green” initiative now being discussed by the City of Portland appears consistent with the vision for The Intertwine. The Alliance should consider granting permission to (and encouraging!) the City to associate City Green with The Intertwine.

## Staffing

The Intertwine Alliance should maintain at least three staff positions, or equivalent in consulting services, that are accountable to The Alliance:

- **1 FTE Intertwine Executive** (historically provided by Metro). For the immediate near term, the Intertwine Executive should be a Metro employee. Metro management will participate, as a member of the Alliance Core Group, in developing a scope of responsibilities and work plan for the position. One of the objectives of the work plan should be to transition the executive to non-Metro employment. The position should be accountable to the Core Group, acting on behalf of the Intertwine Alliance. As an employee of Metro, certain administrative functions relating to the employment relationship need to be handled by Metro, however, the position should function as a loaned executive to the Alliance.
- **1 FTE administrative support** (historically half provided by Metro and half by the Alliance). Duties should include support for the Alliance Core Group, Brand Implementers, Council of Partners, and for Alliance summits and events. Administrative support should be hired or contracted by an Alliance partner and paid out of Alliance funds.
- **1 FTE Intertwine Web and communications** (historically provided mostly by Metro). Duties should include project management for web development, management of web content, web technical management, and brand oversight/strategic communications. In the near term, communications personnel should be split between Metro and the Alliance, with some Metro

support continuing for the development of the Alliance website. However, communications should transition to the Alliance over time.

- The Alliance should maintain flexibility over staffing arrangements. Staff may be employees of Metro or another partner, or they may be employed by a public organization formed under ORS 190, or they may be employed by a nonprofit trust.
- The Alliance should develop an inventory of staff roles and make sure that staffing levels recommended in this document will be adequate.

### **Capacity: Reducing Dependence on Metro**

- Support for The Intertwine Alliance should gradually be shifted, lessening Metro's share of the load. This should be accomplished by increasing the number and, in some cases, the level of investment of Alliance partners. Larger public agencies should be approached first. The Alliance should work to develop revenue forecasts that reflect this approach.
- Due to its regional scope and the alignment of its mission with the work of the Alliance, phasing to less dependency on Metro should not mean moving to no dependency on Metro. Metro should continue to play a substantial role in leading and supporting The Intertwine Alliance.
- The exact proportion of Metro support in relation to other Alliance partners, and the nature of the support, will shift over time. The Alliance, working with Metro, should estimate what this level might be through the current transition period and beyond.

### **Business Plan**

- The Intertwine Alliance Should develop a business plan that clearly presents the Alliance's value proposition and lays out the financial performance, deliverables, and organizational procedures and structure that will be required to achieve it.

### **Task Force Members**

1. Mike Abbate, City of Gresham
2. Jim Desmond, Metro
3. Mike Houck, Urban Greenspaces Institute
4. Michael Jordan, Metro
5. Pete Mayer, Vancouver / Clark Parks and Recreation
6. Jonathan Nicholas, ODS
7. Meryl Redisch, Audubon Society of Portland
8. Susan Remmers, Remmers Consulting
9. Geoff Roach, Trust for Public Land
10. Scott Welch, Columbia Sportswear

*December 14, 2010*

11. Mike Wetter, Metro

DATE: December 14, 2010

TO: Metro Council

FROM: Karen Blauer, Community Grants Coordinator

**RE: 7-day notice: slate of 2011 Metro Central enhancement grant awards**

On December 13, the Metro Central Enhancement Committee finalized a recommended slate of awards for the 2011 grant cycle. There are 12 local improvement projects selected to receive grants. A total of \$68,516 is earmarked in amounts ranging from \$1,000 to \$13,500. The attached table offers a brief description of each project and the recommended award.

Grant recipients enter into a contractual agreement with Metro. The contract spells out responsibilities for stewardship of grant funds. Metro staff administers the contracts.

As background, the Metro Central Enhancement Grant Program was established in 1993 as a mitigation fund to compensate the community affected by Metro Central transfer station located in Northwest Portland. Funds were generated from a \$0.50 surcharge collected on each ton of garbage taken to the garbage facility.

Metro Councilor Rex Burkholder, District 5, chairs the seven-member Metro Central Enhancement Committee. Six local neighborhood representatives serve on the committee, soliciting, reviewing and selecting projects to fund.

Metro partners with area non-profits, schools, civic groups and others in closely linked goals that:

- rehabilitate or upgrade the area where residents can enjoy vibrant, accessible and physically distinct places to live, work and play
- maintain, improve or enhance environmental health so that wildlife and people can thrive in a healthy urban ecosystem
- contribute to economic vitality so that residents and businesses benefit from a strong and equitable economy.

The 2011 grant cycle marks 17th year Metro has invested funds in the community through the Central enhancement program. In that time, more than \$3.1 million has been awarded to help fund 316 neighborhood improvement projects.

**RECOMMENDATION:** Staff recommends acceptance of Metro Central Enhancement Committee's recommended slate of awards for the 2011 grant cycle.

Metro Central Enhancement Grants  
2011 Recommended Slate

Applicant	Project Summary	Project Description	Request amount	Award	Funding goals *	New Applicant
Audubon Society of Portland	Collins Sanctuary interpretive sign project	Funds for a 2'x3' interpretive sign for the Collins Sanctuary. Covers professional services (design, fabrication and installation).	\$5,000	\$1,000	1,2,3,	N
Chess for Success	After-school chess club at James John Elementary	Funds to support 75 students mtg 2x/wk for 7 months. Covers costs of personnel (program mgr, stipend for chess coach), 75 take-home chess sets, t-shirts.	\$2,000	\$2,000	6,7	Y
Forest Park Conservancy	Volunteer crew leadership training program	Funds for personnel (salaries, overhead) for asst trails & restoration mgr, volunteer coordinator, supplies for crew leaders.	\$16,700	\$13,500	2,3,4,5,6,7	N
Friendly House, Inc.	Safety & security improvement project	Funds to purchase security system (i.e., lighting, mirrors, 2-way radios, cameras, ID card system/cards, dead bolts, window, door) and labor to install.	\$18,345	\$10,000	1,3,4,6,7	N
Northwest Children's Theater and School	Ensuring access and safety for all project	Funds of capital projects at NNCC. Covers professional services (lighting, electrician), materials (permits, inspections).	\$8,000	\$3,500	3,6,7	N
Northwest Film Center	Green Visions video project	Funds for 7-mnth program for 60 seniors, teens. Covers personnel (filmmaker, assts), overhead (marketing dvd, rentals), equipment (camera, editing).	\$8,300	\$7,000	6,7	Y
Open Meadow Alternative School	Upgrades to phone system project	Funds to purchase, install, train staff to use new phone system at high school. Covers equipment, supplies (parts, installation).	\$2,000	\$2,000	1,6,7	N
Oregon Student Association	Student Alliance & Leadership project	Funds to support 45 students in a leadership development program. Covers costs for camp (food, activities, supplies), professional services (child care), stipends for 2 mentors.	\$7,100	\$7,100	3,4,6,7	Y
Portland Festival Symphony	Classical concert in Cathedral Park	Funds to pay up to 65 local professional musicians to perform a free classical concert in Cathedral Park on July 31, 2010.	\$6,000	\$4,000	3,4,6,7	N
Sauvie Island Center	Expanding farm-based opportunities for youth	Funds for 2 field trips for 45 students, 5-day camp for 15-20 youth. Covers personnel (ed mgr, asst, youth intern), overhead (field trip fees), supplies, transportation.	\$5,732	\$5,732	3,6,7	N

Metro Central Enhancement Grants  
2011 Recommended Slate

Schoolhouse Supplies	Tools for Schools at James John ES	Funds for educational materials for 500 students. Covers personnel, overhead (utilities, advertising, rent), professional services (bookkeeping), supplies (backpacks, etc).	\$7,500	\$7,500	6,7	Y
Store to Door	Grocery shopping assistance	Funds to fill and deliver 2,000 orders for 23 clients. Covers costs of personnel, overhead, supplies, transportation, insurance.	\$5,184	\$5,184	6,7,8	N
			<b>\$91,861</b>	<b>\$68,516</b>		

Please note: A project's responsiveness to funding goals as listed in this table reflects information provided by the applicant. Metro's grant program places a priority on projects or programs that best meet the criteria and benefit the area most directly affected by Metro Central Transfer Station. Projects will be considered that meet one or more of the following grant funding goals (the order of the list does not imply ranking or weighting):

1 = rehabilitation, upgrading or direct increase in the real and or personal property owned or operated by a nonprofit organization with Internal Revenue Code 501(c)(3) status;  
2 = preservation or enhancement of wildlife, riparian (streamside) zones, wetlands, forest lands and marine areas; improved public awareness of these resources and opportunities to enjoy them;  
3 = improvement to, or increase in, recreational areas and programs;  
4 = improvement in the safety of the area;  
5 = improvement of the appearance, cleanliness or environmental quality of the area neighborhood;  
6 = benefits to youth and seniors;  
7 = benefits to low-income persons;  
8 = recycling opportunities.