

TECHNICAL NOTEBOOK



Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept

December 2001



METRO

**Metro Regional Parks
and Greenspaces Department**

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- PUBLIC INVOLVEMENT

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING) RESOLUTION NO. 01-3101B
THE BLUE LAKE REGIONAL PARK)
ECONOMIC FEASIBILITY STUDY AND) Introduced by Mike Burton, Executive Officer
FACILITY DESIGN CONCEPT)

WHEREAS, in July 1992, through Resolution No. 92-1637, the Metro Council adopted the Metropolitan Greenspaces Master Plan which identifies a desired "regional system of natural areas, open space, trails and greenways for wildlife and people"; and

WHEREAS, the Metropolitan Greenspaces Master Plan identifies Blue Lake Regional Park as a greenspace of regional significance; and

WHEREAS, the Metropolitan Greenspaces Master Plan calls for maintaining regionally significant greenspaces in accordance with master plans; and

WHEREAS, in December 1997, through Ordinance No. 97-0715B, the Metro Council adopted the Regional Framework Plan which directs Metro to continue to develop a Regional system of parks, natural areas, open spaces, trails and greenways ("Regional System"); and

WHEREAS, the Regional Framework Plan requires that master/management plans be developed for each component of the Regional System; and

WHEREAS, a Master Plan was developed for Blue Lake Regional Park in 1985; and

WHEREAS, since the Master Plan's adoption, some of the recommended improvements were completed and others were not due to a lack of capital resources; and

WHEREAS, in the fall of 1997, Metro Council advised the Regional Parks and Greenspaces Department ("Department") to conduct a scoping study to identify major issues and opportunities for updating the Blue Lake Regional Park Master Plan; and

WHEREAS, in the fall of 1999, the Department released a Request for Proposal and retained E.D. Hovee & Co. to provide economic analysis and facility design services for the Blue Lake Regional Park Master Plan update; and

WHEREAS, early and continuous public involvement activities were conducted throughout the study process; and

WHEREAS, the Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept (see Exhibit "A") was available to interested public on July 25, 2001 for public review and comment; and

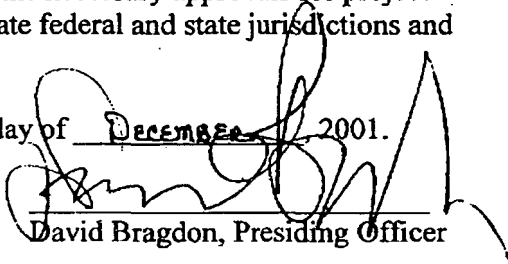
WHEREAS, on August 7, 2001 the Regional Parks and Greenspaces Advisory Committee ("RPAGAC") heard public testimony and voted unanimously to recommend Metro Council adoption of the final draft report with the following recommended changes:

1. Replace "implementation" with "design and development" (p. 36);
2. RPAGAC will review golf learning center design and development plans at key decision points;
3. Identify the Lake House, Environmental Education Shelter and Pavilion as potential locations for cultural and historical interpretation and live performance;
4. Metro will seek partners when developing interpretive themes and their implementation throughout the park;
5. Replace "Environmental Education Shelter" with "Education Shelter" (pg. 38);
6. Metro guarantees that development would only be considered if surface and sub-surface water quality and quantity standards are met; now, therefore,

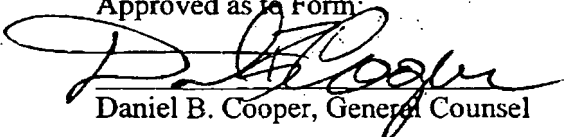
BE IT RESOLVED,

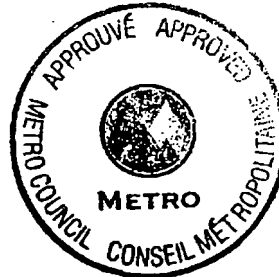
1. That the Metro Council approves the Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept draft report in its entirety as attached in Exhibit A, with RPAGAC recommended changes identified in items 1-5 above.
2. Development and operation of project components identified in the Blue Lake Regional Park Study will comply with applicable surface and subsurface water quality standards. Metro shall seek appropriate opportunities to exceed those standards, including but not limited to, implementing its Integrated Pest Management program during and after construction of the project.
3. Metro Council directs staff to seek the necessary approvals for project implementation including appropriate federal and state jurisdictions and the City of Fairview.

ADOPTED by the Metro Council this 6th day of DECEMBER 2001.


David Bragdon, Presiding Officer

Approved as to Form:


Daniel B. Cooper, General Counsel



7-27-01

Dear Metro - Jane Hart

Re: Blue Lake Regional Park Economic
Feasibility Study

We like your comprehensive approach!

Support:

- Upgrades to restrooms & shelters
- Golf Course
- New Lake House - Event Center
- Lakefront Plaza
- Education Shelter for schools etc.
- Trails and Wildlife Improvements

Sincerely,

Doug & Diane Walker

803-666-6483

July 30, 2001

COPY

Andrew C. Cotugno *VIA FACSIMILE AND MAIL*
Director, Planning Department
Metro
600 NE Grand Avenue
Portland, Oregon 97232

Re: Interlachen PUD Comments Upon "Blue Lake Regional Park Draft Economic Feasibility Study & Facility Design Concept."

Dear Mr. Cotugno:

Thank you for the opportunity to comment upon the "Blue Lake Regional Park Draft Economic Feasibility Study & Facility Design Concept." We look forward to learning more about Metro's plans for the Blue Lake area.

Interlachen PUD is a residential water provider formed under ORS ch 261. It provides water to over 300 residents in the Blue Lake area, and is vitally interested in maintaining the health of the groundwater which feeds the wells. It has the water rights to four wells in the Fairview-Blue Lake area and regularly tests water quality and is complying with all state and federal requirements to provide safe drinking water. It was one of the first water providers in the state to complete the studies for its Wellhead Protection Program.

Jane Greybill, Special Representative for Interlachen PUD, has earlier (June 13, 2001) communicated the position of the PUD that Metro should evaluate the groundwater and aquifers within the park area as regional resources under Statewide Planning Goal 5.

These additional comments address the preferred park concept and raise additional concerns based upon the implementation of the concept.

Lack of Information Upon Which to Assess Operational Benefits and Negative Externalities.

It is obvious that the concept will impose negative externalities as well as produce benefits. Our first concern is that the claimed benefit of economic self-sufficiency is not supported or capable of review. Without quantification of market demand for a golf learning center and no guess as to what the fiscal benefits will be, it is impossible to approach any kind of reasoned cost-benefit analysis of this plan (or any other component in the preferred concept).

It is not possible to assess the preferred park concept in relation to Metro's stated goals of identifying revenue generating facilities that will lead to "operational self-sufficiency." (§

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BY:.....

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There does not appear to be any basis for assuming that this concept can meet these goals as there appears to be no systematic research demonstrating any demand for any of the proposed revenue generating facilities, no projection of the number of users (imposing costs upon the park through traffic, parking lot run-off, demands upon other services), or anything that can lead one to conclude that any or all of the components will lead to operational self-sufficiency.

For example, as to the proposed Golf Learning Center, there is not the slightest hint what the proposed rental income will be or what would be fair and reasonable public fees given the commitment of public resources into a "private" enterprise. Nor is there any consideration of whether there is a market need for golf in the area, or conversely, the impact a center will have on other golf recreation centers within the market area. There is no analysis of the price sensitivity of the potential public clientele to retail rental fees so one cannot determine which groups of citizens might benefit from the proposal, and what amount of usership will be required at any price-point in order to make the project "self-sufficient."

No Assessment of Impacts.

We all know that golf courses are intensively managed and create chemical run-off problems. Moreover, increased parking areas and asphalt will of course add to non-point source discharge and stormwater discharge problems. It appears that all increased pollution will find its way back to Blue Lake and aquifers. This requires a study of the impacts of the golf proposal upon the native flora and fauna, as well as an assessment of the impacts on the groundwater in the High Risk area recently identified by the Portland Water Bureau and described in Ms. Greybill's June 13, 2001 letter. Deleterious management practices at the Golf Learning Center would pose a clear risk of contamination to the groundwater. Without identification and quantification of negative costs to the environment and other stakeholders¹ one cannot assess whether or not the golf proposal is "self-sufficient" as claimed.

Numerous Local Government Actions Must be Undertaken.

The concept does not take into consideration the time and complexity of a number of planning/governmental steps which are necessary to the protection of Interlachen PUD's citizens and customers. None of the local municipal jurisdictions (Gresham, Fairview and Portland) has yet passed ordinances regarding safe drinking water or wellhead protection for the area despite its extreme sensitivity.

In addition to the environmental assessment, Metro's proposal of course will require a federal § 401 certification for wetlands disturbance/fill.

-
1. Other unknowns include: the proposed hours of operation, potential light pollution, impacts of golf management practices on the proposed wetlands, and personnel and precautions required as user numbers increase.

Affected Property Owners Have Particular Rights.

Under traditional concepts of property law in Oregon, lakefront property owners own the lake bottom to the midline of the body of water. All such property owners will want assurances that toxic and undesirable accumulations of run-off sediments from the golf center will not end up in the sediments in their properties.

Concept Lacks Accountability.

The foregoing concerns illustrate why the preferred concept as presented raises problems of ultimate responsibility and accountability. Under the proposed bifurcation of responsibility, Metro would contract with a golf services provider, yet the nature of the operation (particularly its use of herbicides, pesticides, non-native grasses, etc.) would impact Interlachen PUD, Lake users and nearby property owners, but not Metro. Absent stringent contractual provisions, bonding requirements, or dedication of some portion of revenues to remedy impairment of the drinking water, the regional resource could be destroyed.

Premature to Consider Mitigation In Absence of Information.

Since so little is described about the proposed golf course, we cannot tell what mitigation measures, if any, might be sufficient.

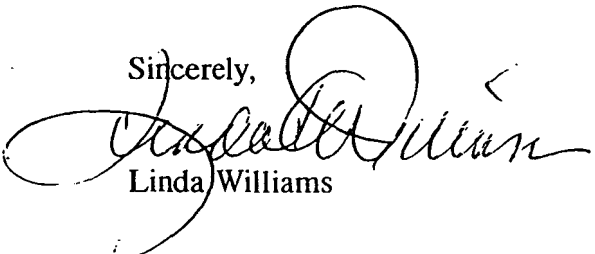
Recently, Oregon DEQ required the following mitigation measures for protection of private well-owners in the development of the Reserve Golf Club in Aloha:

- ▶ sampling and integrated pest management plan
- ▶ spill prevention and hazardous waste plan
- ▶ storage and irrigation pond sampling for unlined ponds
- ▶ wetland mitigation plan

We cannot tell if these or similar measures would be adequate to meet the concerns expressed in our comments because so far there is no full environmental assessment, and no required actions by the local municipalities or provisions for financial responsibility as described above.

We look forward to your responses.

Sincerely,



Linda Williams



COPY

August 24, 2001

METRO

Ms. Linda K. Williams
Attorney and Consultant
10266 S. W. Lancaster Road
Portland, OR 97219

Dear Ms Williams:

Thank you for your letter of July 30, 2001 on behalf of the Interlachen PUD concerning the *Blue Lake Regional Park Draft Economic Feasibility Study and Facility Design Concept*. This report was completed for Metro's Parks and Greenspaces Department. Charlie Ciecko is the director of this department and I have forwarded your letter to him for his information and his response to your comments on that plan. I am responding to your suggestion for Metro to undertake an evaluation of the groundwater and aquifers in the park area as a regional resource under Goal 5.

As you may know, Metro is now developing a "riparian corridor" program under Goal 5 (OAR section 660-023-0090). In addition, the Metro Council is considering completing a "wildlife" program (OAR 660-023-0110). While the State requires each local jurisdiction to address all 14 elements of the Goal 5 rule, Metro is not required to address any Goal 5 element. However, the Metro Council exercised its authority under the rule and concluded that fish and wildlife habitats were of metropolitan wide concern and directed staff to develop a program that addresses these resources.

The Planning Department that I direct has the staff responsibilities concerning this effort. We are now enhancing our inventory and we will be developing a program that addresses protection of fish habitat and may include wildlife habitat. Possible program elements could be pesticide, herbicide and fertilizer management programs to help ensure adequate fish and wildlife habitat. These kinds of programs also provide a benefit for people, too, as they further protect water quality. In addition, further protection of fish and wildlife habitat within our region along riparian corridors through education, incentives and regulation will also be considered by our Council. These actions, too can help address water quality.

Ms. Linda K. Williams

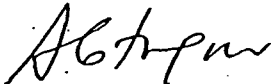
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Page 2

We also have in our budget, but have yet to initiate, an investigation of storm water management on a watershed wide basis that could also help ensure the water quality within our region, including the Interlachen area. Finally, we have completed a Green Streets report that contains guidelines for how our streets and roads can be constructed or retrofit to reduce their impact on storm water quantity and quality.

However, we do not currently have plans for addressing other sections of Goal 5 such as groundwater resources (OAR 660-023-0140). As noted above, groundwater resources, along with all other sections of Goal 5, are required to be addressed by each city and county. You may wish to check with your city for their requirements and standards that address groundwater resources that provide Interlachen PUD's water supply.

I believe that the above addresses my department's activities as they relate to the issues raised in your letter. Please let me know if there is further information that we can provide.

Sincerely,



Andy Cotugno
Director
Planning Department

c: Rod Park, Metro Councilor
Mike Burton, Executive Officer
Charlie Ciecko, Director, Metro Parks and Greenspaces
Dan Cooper, Metro General Counsel



METRO

November 27, 2001

Ms. Linda K. Williams
Attorney and Consultant
10266 SW Lancaster Road
Portland, OR 97219

Dear Ms. Williams:

Andy Cotugno, Director of Metro's Planning Department forwarded your letter of August 24, 2001 to the Parks Department so that we could respond to your comments on the *Blue Lake Regional Park Draft Economic Feasibility Study and Facility Design Concept*. Mr. Cotugno's July 30, 2001 letter responded to the Interlachen PUD's comments regarding Metro's evaluation of Goal 5 resources. With this letter, I would like to respond to the remainder of your comments and concerns regarding the preferred park concept for Blue Lake Regional Park.

First I would like to address your overarching concern that the preferred park concept lacks detail on project implementation. The focus of this study was conceptual by design and the level of information you seek will be available in the next phase of the project. Once a preferred park concept is approved by Council, further research and analysis will be required to identify implementation details. For example, market/financial and engineering analysis will be required for individual facilities, partnership commitments need to be explored and project phasing and funding strategies need to be further developed.

1. Revenue Goal

Your letter suggests that the goal of identifying revenue generating facilities at the park is to achieve self-sufficiency. As a point of clarification, the revenue goal for the preferred park concept (see Goal 5, page 3 of the draft feasibility study) is to "*Significantly reduce the cost of existing, new and expanded facilities and the need for on-going funding support from other Metro revenue sources*". While achieving self-sufficiency was one option considered in the Operations and Management Efficiency Study (see Technical Notebook, Operations and Maintenance Efficiency Study, page 17), the option of reducing the park operating deficit to 25% was the revenue goal used in the financial feasibility analysis. The financial analysis shows that the deficit target can be achieved through general obligation bonding repaid by a combination of park related revenue sources shown in Table 8 on page 55 of the draft feasibility study.

2. Determining Demand for Revenue Generating Facilities

The project consultant performed a market assessment to better understand the profile of current and future park users and their potential patronage of fee-related park/facility services. The market assessment included conducting a statistically valid public opinion phone survey of 400 households, conducting 18 stakeholder interviews with a diverse cross-section of park users, and a review of demographic and economic trends for the project area. The results of the market assessment (see the Technical Notebook), were used to inform a subsequent assessment of opportunities and constraints which in turn led to the identification of potential revenue generating facilities. Input on the alternative facilities was also provided by the Project Advisory Committee, an expert business panel, the Regional Parks and Greenspaces Advisory Committee, the Metro Council and by participants at two public open houses.

3. Projected Number of Users and Cost Benefit Analysis

The consultant team performed an economic feasibility analysis for the components of the preferred park concept. Elements of the analysis included but were not limited to, current operating budget, usage and revenue projections, capital and operating cost estimates, and a funding program. Usage projections were based on existing patronage, the market assessment, a survey of similar facilities in the region and the expertise of the economic consultant.

4. Market Demand and Cost-Benefit Analysis for Golf Learning Center

The information contained in the draft report on the Golf Learning Center is based on background research and analysis conducted by the project consultant. The project consultant conducted a survey of comparable golf facilities in the region and nearby western states. The research included financial profiles for comparable facilities. Preliminary development costs and revenue projections for the Golf Learning Center were based on the consultant's research (October 16, 2000 technical memorandum), and Metro's first-hand experience at contracting with a private operator at our Glendoveer Golf Course. The financial viability of the Golf Learning Center is largely based on the assumption that Metro would partner with an outside developer who would be responsible for capital investment and facility operation. Thus, we would expect that any potential investor would perform their own detailed market and financial analysis prior to approaching Metro with a proposal.

5. Protection of Surface and Groundwater Resources

Metro shares your concerns for the protection of surface and groundwater resources at Blue Lake Regional Park. The goals that guided the development of the preferred park concept reflect Metro's strong environmental ethic. In particular, Goal 7 (see page 13 of the report) states

that "Plan implementation and facility development will reflect Metro's ethic of environmental stewardship." Design parameters for the Golf Learning Center (see page 36 of the draft report) include specific environmental goals related to protecting all natural resources during golf course design, construction and operation. The feasibility study recommends that environmental assessments be conducted in the next phase of the project when there would be more specific information available regarding the design of the golf learning center and other project components. Design, development and operation practices will be required to comply with all applicable surface and subsurface water quality standards.

6. Land Use Review and Environmental Permit Requirements

New facilities proposed in the feasibility study will be subject to land use review by the City of Fairview (including Chapter 16.10 of Fairview's Municipal Code - Groundwater Protection Program) and environmental review from federal, state and local agencies. All land use review and environmental permit requirements will need to be met prior to project implementation. Metro and the Portland Water Bureau have worked together cooperatively for years since several of the City's groundwater wells are located beneath park property. Metro involved the Bureau early in the planning process for the golf learning center and will continue that close coordination during the design process to determine specific design features and management practices that will protect the surface and groundwater resources.

Thank you again for your interest in this project. I will contact the Interlachen PUD when the feasibility study is scheduled to be considered by the Council.

Sincerely,



Jane Hart, Metro Project Manager

Cc: Mike Burton, Metro Executive Officer
Metro Councilors
Andy Cotugno, Metro, Planning Dept. Dir.
Jean Ridings, Interlachen PUD
Jane Greybill, Interlachen PUD

J. L. Rasmusson
1735 N.E. 169th Ave.
Portland, OR. 97230

August 2, 2001

Metro Regional Parks and Greenspaces
600 N. E. Grand Ave.
Portland, OR 97232

Blue Lake Regional Park Committee:

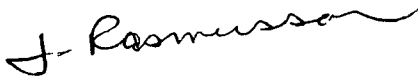
Was very disappointed to read about the plans for the Blue Lake area. You must have had a group of golfers running the study. We golf, as well, but are of the opinion there are plenty of golf courses in the area.

What we are lacking, on the east side, is indoor tennis courts. Take a look at the facility at Tualatin Hills Park and Recreation near Walker Rd. in Beaverton. Something similar would be wonderful and used by many more people. Their facility provides for tennis, swimming, soccer and other health activities. A golf course takes up a lot of room for the number of people using it.

Additionally we don't need another place for conventions or weddings to be held. What a poor use of public funds. I'm surprised the environmentalists would want to see such a commercial use of this pristine area.

Thank you for your consideration of my comments.

Sincerely,



J.L. Rasmusson

JLR/dmo

CC: MetroEast News Bureau



METRO

November 5, 2001

J.L. Rasmusson
1735 NE 169th Ave.
Portland, OR 97230

Dear Mr. Rasmusson:

Thank you for your letter of August 2, 2001 regarding the *draft Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept*. We appreciate the time you took to review the draft report and provide us with your comments.

I would like to provide some background as to how the facilities were identified that are recommended in the preferred park concept. Metro Council, the decision making body of Metro, directed the Parks Department in 1999 to update the 1985 Blue Lake Park master plan. Since 1985, many of the recommended park improvements have been made but others have not, due to a lack of funding. This current planning work addresses the unfunded improvements identified in the 1985 plan, including revenue generating facilities on the east side of the park.

Metro retained the services of an independent consultant to lead the master plan update. A 15 member independent citizen advisory committee was formed to advise Metro throughout the planning process. One of their first tasks was to assist Metro in setting goals and objectives to guide the park improvements. Prior to any improvements being identified, various park scenarios were explored in different public outreach efforts including a statistically valid 400 household phone survey, 25 stakeholder interviews representing a diverse cross-section of park users, a panel of 20 expert business people, and two public open houses.

Your letter was provided to the Natural Resources Committee of the Metro Council prior to their consideration of the draft report at their September 5, 2001 meeting. The committee approved the draft report and forwarded it to the full council for consideration. You will be notified when the draft report is scheduled to be considered by the Council.

Thank you again for your interest in the park's future.

Sincerely,

Jane Hart, Metro Project Manager

Cc: Mike Burton, Metro Executive Officer
Metro Councilors

Metro
600 NE Grand Ave.
Portland Oregon
97232-2736

Aug. 13, 2001

Dear Commissioners:

I represent about fifty senior golfers. Most of whom were displaced by the closure of Wood Village's Hound Hollow golf course last year. We are limping along at Gresham Golf course but it doesn't feel like home.

I understand from your release that you are considering leasing the space to construct a golf course at Blue Lake Park. I think this is very commendable, as is also the notion of a teaching center for young golfers.

I would like to "put our two cents in" regarding the formation of such a course. If the course will be constructed with everyone in mind, with the emphasis on the junior golfers, I feel that it would be to everyone's advantage. A course constructed along "pitch and putt" lines would not be allowed to rate and slope under the Oregon Golf Association and would not be at all of interest to the majority of golfers in the area, especially our group that likes to retain a formal handicap from the OGA. The course established by Edgefield is not rated, to my knowledge, and much too expensive for retired folk so we are really looking for a place to hang our hats and call home. If there is not enough room for a full eighteen hole course, an OGA nine hole would bring in a lot of golfers.

The main advantage to having a club at a course is that they are constantly (except on weekends & holidays) playing the silly game. A course must have financial independence as well as good intentions. Of course, I'm not saying that we could sustain it by ourselves but players that come out rain or shine are a pretty good indicator to others in the area that this is a viable place to experience the game.

We really hope that you will consider making the course an OGA accepted course and that we will be welcome to participate in its popularity.

Sincerely,



Stan Saunders
365 SE Evelyn Av.
Gresham Or. 97080-1221
Handicap dir. 60 Somethn'



METRO

November 5, 2001

Stan Saunders
365 SE Evelyn Av.
Gresham, OR 97080-1221

Dear Mr. Saunders:

Thank you for your letter of August 13, 2001 regarding the *draft Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept*. We appreciate your interest and comments regarding the proposed Golf Learning Center.

Your letter was provided to the Natural Resources Committee of the Metro Council prior to their consideration of the draft report at their September 5, 2001 meeting. The committee approved the draft report and forwarded it to the full Council for consideration. You will be notified when the draft report is scheduled to be considered by the Council.

Thank you again for your time and interest and support for this project.

Sincerely,

A handwritten signature in cursive script that reads "Jane Hart".

Jane Hart, Metro Project Manager

Cc: Mike Burton, Metro Executive Officer
Metro Councilors

Ronald A. Buel
2817 NE 19th
Portland, Oregon 97212
503 287-9263

.....

The Buel Group

August 20, 2001

Jane Hart
Regional Parks and Greenspaces Department
Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Dear Ms. Hart:

These are comments on the draft Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept.

A lodging facility at Blue Lake Park, like the 180-room, low-slung hotel, which your John Kyle Architects designed during the study process, could provide significant revenue to Metro and Blue Lake Park. It could virtually wipe out the current deficit, and thereby make some of the substantial park user fees unnecessary.

A hotel would make economic sense by feeding other important revenue-generating components of the Preferred Concept now before Metro. Those include meeting rooms in the new Lakefront Pavilion, and in the new and expanded Lake House Events Center, the Golf Learning Center and the Blue Lake Store. By bringing a quality restaurant to the site, a hotel operator would also provide the "critical mass" of customers necessary to sustain catering and food service operations in the park, in meeting rooms, and in the golf learning center, on a year-around basis.

As a business planner with experience at Nike and other major corporations, I am highly skeptical of the "pay-for-itself" economic feasibility of some of the stand-alone components in the Preferred Concept. A hospitality center on Blue Lake would succeed in pulling together the economics of your plan, by bringing hundreds of regular paying guests to the site year-around, whatever the weather. The hotel John Kyle designed would be compatible with the environmental habitat restoration, the trail system expansion, and other "natural" parts of the Preferred Concept.

A hotel in such a setting would readily attract local groups seeking a quiet, multi-day retreat location. It would be ideal for getaways that don't require travel out of the Portland area. The golf practice facility works hand-in-glove with a hotel.

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August 20, 2001

Page 2

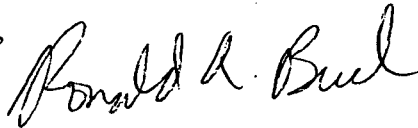
Blue Lake Park is the perfect location for an up-scale lodge-like retreat. The park's abundant natural beauty is close to I-84 and close to the Portland International Airport. There is nothing else quite like such a lodge in the Portland region. It could occupy its own niche in the regional hotel marketplace.

In talking to planners in Fairview, I am confident that City desires such a facility serving its residents, improving its economy and boosting its tax base. Metro could win the necessary land-use approvals from Fairview, despite likely opposition from some folks living on or near the lake (who do not today reside in or pay taxes to Fairview.)

Buel Group is prepared to work (without pay from Metro) as Metro's agent in putting together and running a selection process for a lodge and a restaurant/catering facility. We would not recommend that process involve open competitive bidding, which we fear would drive off appropriate flags, operators and developers. Such a process would be designed to meet Metro's vision for Blue Lake, and to be most likely to produce the desired revenue.

Buel Group's extensive experience in government gives us a true sensitivity to the public interest. We see the public interest served by a marriage of the public and private sectors at Blue Lake Park. This is much as your study team has proposed. Our recommendation just scales the private side of the proposal up a notch to make the whole plan practical and viable.

Sincerely,

A handwritten signature in cursive script that reads "Ronald A. Buel". The signature is written in dark ink and is positioned to the right of the word "Sincerely,".



November 27, 2001

METRO

Ronald A. Buell
2817 NE 19th Ave.
Portland, OR 97212

Dear Mr. Buell:

Thank you for your August 20, 2001 comment letter regarding the *draft Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept*. We appreciate your interest and the time you took to prepare your comments.

While the lodging facility was studied in the facilities alternatives analysis, it is not a component of the preferred park concept. This lodge facility was not considered to be consistent with the mission of the park and did not receive support from the public at large.

It is clear from your letter that you believe a lodge facility would be a successful component of the preferred concept. As stated on page 18 of the draft report, this scenario could be considered in the future only if accompanied by due diligence for market/financial feasibility and appropriate public-private agreements to minimize financial risk to Metro. We appreciate your offer to volunteer your services to Metro to 'shop' a lodge facility to the development market but the lodge concept is not being recommended at this time.

Your letter was provided to the Natural Resources Committee of the Metro Council prior to their consideration of the draft report at their September 5, 2001 meeting. The committee approved the draft report and forwarded it to the full Council for consideration. You will be notified when the draft report is scheduled to be considered by the Council.

Thank you again for your interest in this project.

Sincerely,

A handwritten signature in cursive script that reads "Jane Hart".

Jane Hart, Metro Project Manager

Cc: Mike Burton, Metro Executive Officer
Metro Councilors

AGENDA

BLUE LAKE PARK PROJECT ADVISORY COMMITTEE MEETING

The Lake House
Blue Lake Regional Park

Monday, April 24, 2000
12:00 noon to 2:00 pm

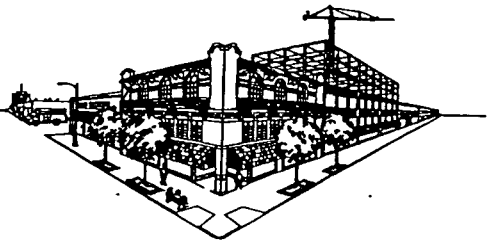
1. Welcome / Introductions (Heather Nelson Kent) 5 min.
2. Project Background & Objectives (Jane Hart) 15 min.
 - *Relationship to Prior Master Planning*
 - *Critical Issues to Address with this Economic Approach*
 - *Project Objectives and Desired Outcomes*
 - *Role of Project Advisory Committee*
3. Scope of Services Review (Eric Hovee & Consultant Team) 15 min.
 - *Scope of Work Overview*
 - *Work Underway – Orientation/Market Assessment/O & M Review/SWOT*
 - *Work Steps to Come – Concept Profiles/Alternatives/Design & Feasibility*
 - *Project Schedule*
 - *Other Scope Questions/Comments*
4. Market Assessment (Eric Hovee, Madeleine Dulemba) 40 min.
 - *Market Profile (Demographics)*
 - *Market Survey*
 - *Stakeholder Interviews*
 - *Findings & Implications*
5. SWOT & Facility Concepts (Eric Hovee, John Kyle) 30 min.
 - *Overview of Strengths, Weaknesses, Opportunities & Threats (SWOT)*
 - *Suggested Facility Concepts*
6. Future PAC and Public Meeting Dates (Jane Hart) 5 min.
7. Other Topics (Committee) 10 min.

Metro will lead a driving tour (optional) of the park immediately following the meeting. Please allow 15 minutes for the tour.

NOTE: Directions to the Lake House were provided on a brochure that was enclosed in Metro's recent letter.

E. D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Jane Hart, Project Manager
Project Advisory Committee Members
Consultant Team Members

From: Eric Hovee

Subject: Summary Notes from Blue Lake Park Project Advisory Committee Meeting
(April 24, 2000)

Date: May 5, 2000

Meeting participants and their affiliations included:

Members of the Project Advisory Committee:

Bob Akers (Regional Parks/Greenspaces Advisory Committee)
John Andersen (City of Fairview)
Diane McKeel (Troutdale Chamber of Commerce)
Holly Michael (ODFW)
Greg Newland (alternate, Portland Area Visitors Association))
Jean Ridings (park neighbor)
Colin Stout (City of Gresham)
Sadafumi Uchiyama (Mt. Hood Community College)
Julia Warner (Interlachen Association)

Guest Phyllis Pattock (Interlachen Association)

Metro Staff Members:

Heather Nelson Kent, Manager, P&E Division
Jane Hart, Project Manager
Todd Jones, BLP Supervisor
Mary McGaughey, BLP Gardener

Consultant Team Members:

Eric Hovee (E.D. Hovee & Company)
Madeleine Dulemba (E.D. Hovee & Company)
James Walsh (J.D. Walsh & Associates, Inc.)
John Kyle (John Kyle Architects)

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E-mail: edhovee@edhovee.com

WELCOME & INTRODUCTIONS

Meeting attendees (PAC members, park staff, and consultants) introduced themselves. Heather Nelson Kent provided a welcome on behalf of Metro, which is recasting the master planning work for Blue Lake to also incorporate an economic feasibility focus. Jane Hart set the context for the project, its objectives and desired outcomes.

PROJECT BACKGROUND & OBJECTIVES

Project Objectives:

- Obtain perspectives of current and future users and identify their needs and wants.
- Identify revenue goal and determine how to achieve the goal.
- Identify family oriented facilities and services that will draw year round visitors from around the region.
- Outline plan to implement project recommendations.
- Final report will serve as fundraising tool.

Desired Outcomes:

- Draw more people from the region to the park year-round.
- Park operates more efficiently.
- Generate revenue.
- Offset operating costs.
- Park continues to be family oriented.

Discussion: John Andersen asked how much funding would be required to support the park versus what is currently generated. Jane responded that the park generates about half of what is needed. John stated that the City of Fairview is considering a surcharge on Blue Lake admissions to defray the cost of security provided by Fairview. He commented that Fairview also has an interest in the park's generation of revenue.

SCOPE OF SERVICES REVIEW

Eric Hovee discussed the consultant team's work so far. He noted that the project is unusual in its merging of master planning with economic feasibility analysis. Its general objective is to match customer desires with facility concepts. The team intends to present some non-specific facility concept ideas for initial discussion at this meeting.

Much of the work conducted to date has consisted of gathering background information and the majority of new work to date has been performed by E.D. Hovee & Company. Work will soon move into areas of Walsh & Associates/John Kyle Architect responsibility.

Eric also discussed the primary elements of the project's scope of services:

- Market assessment.
- Existing operations and maintenance review.
- Strengths/Weaknesses/Opportunities/Threats (SWOT) and working vision.
- Facility concept profiles.
- Alternative concept review.
- Draft feasibility study/facility concept plan.
- Metro committee review.
- Finalize plan.

Information on the project's schedule was also provided.

February-April	Orientation, market O&M review. PAC meeting
April-May	SWOT and working vision. Facility concept profiles.
May-July	Alternative concepts. Expert panel, PAC, & public workshop
August-September	Feasibility/concept plan PAC meeting
October-November	RPGAC & Metro council review. Finalize plan.

MARKET ASSESSMENT

Eric presented information on demographic and market survey analysis completed in preliminary draft form (and provided with PAC notebooks). Committee questions focused on changes in accessibility and traffic that may be necessitated by area population changes and on establishing cooperative regional relationships to further pedestrian and bike safety. Mary McGaughey pointed out that young people frequently zoom into the park without paying. Distinctions between community and regional parks were discussed.

Madeleine Dulemba reported on stakeholder interviews conducted with patrons, neighbors, and elected/non-elected public officials connected with the park. Lakefront accessibility, water quality, and environment preservation were discussed. Criteria for park improvements could include such items as accessibility to a wide range of users, the appropriate balance between regional and community park uses, and the opportunity to address financial self-sufficiency.

Discussion: John Andersen commented that using Blue Lake Park as an introduction to the rest of Metro's facilities would give patrons a sense of stewardship – a facility concept he would like the project team to investigate. Jean Ridings suggested looking to make connections with entities such as the Children's Museum and the Audubon Society. This could help to provide opportunities for enrichment to East County residents. Phyllis Pattock pointed out that the recent Portland production of Charlotte's Web attracted 60,000 children as an example of a program that might be hosted at

Blue Lake Park. Committee members mentioned the potential for an interpretive center focussing on wildlife and on Native American settlement and for a retreat/conference center to increase year-round use.

SWOT & FACILITY CONCEPTS

Eric Hovee reviewed overall implications of the market assessment as a basis for proceeding toward identification of possible facility concepts. Based on the market research, four common themes emerged to guide development of facility concepts:

- Validation of Metro's objective to address the lakefront (and lake) as first priority.
- Broad discretion to articulate a series of possible facility and operational changes – provided that goals of accessibility, open space and lakefront enhancement are maintained.
- Opportunity to balance regional recreational opportunities with community park needs.
- Ability to improve financial sustainability of the park – based on clear articulation of Metro funding policies and maintaining accessibility for diverse populations.

Eric then outlined a series of ten suggested and two optional facility concepts for consideration.

John Kyle and Jim Walsh further elaborated on how these facility concepts might be refined and evaluated.

- Expanded aquatics/swim area.
- New/renovated Lake House meeting and event center.
- Added picnic shelters.
- Equipment rental shop.
- Family/executive golf.
- Environmental education.
- Amphitheater/outdoor event venue.
- Athletic fields and trail system.
- Youth-oriented recreation.
- Convenience store.
- Optional: Health/fitness center.
- Optional: Overnight lodging/inn.

Criteria to consider when analyzing proposed concepts include how they fit the site, their revenue/expense potential, and the demand from potential patrons.

An expanded aquatics/swim area was discussed as an example of facility concept analysis. The high end of the range of potential improvements might be represented by a year-round indoor swim facility similar to the North Clackamas Aquatics Center – an option not likely to be under consideration for Blue Lake Park due to the high capital cost and need for ongoing operating funding support. However, a swim center might be the next level of aquatics options considered – northeast

Multnomah County is presently not served by a family-oriented swim center. One question to be answered would focus on the appropriateness of a Blue Lake Park location. A swim center would begin to address the park's underutilization for nine months of the year and the crowded conditions existing in the summer. A swim center might be joined to a fitness center, but such a facility would be expensive to build and run. While it would generate revenue, it probably would not pay for itself.

Discussion: John Andersen pointed out that a new Gold's Gym has moved into Fairview and apparently has had some problems. The City of Fairview recently approved a fitness-related facility for the park's general neighborhood, but it has not yet been built.

John also suggested promoting niche use of the lake – supplying exclusive rights to lake use to patrons such as canoe, kayak, and sailing clubs. Julia Warner suggested soccer fields in the park's undeveloped east side.

Holly Michael expressed concern that the options under discussion all seem to consist of facilities, while customer preference is for open areas. John Kyle indicated that new facilities have yet to be determined and suggested adding a "general recreation" component to the listed facility concepts. Also noted was that it may be possible to combine some facility concepts into a single building structure. Phyllis asked which concept would generate the greatest amount of revenue.

Discussion of group picnic turnaways followed: every year, 80,000 people who want to rent picnic areas cannot be accommodated due to space limits (more than the 64,000 that actually use group picnic facilities). Consideration should be given to how many additional people can be accommodated in the park's three-month season without compromising park livability. Accommodating more picnic structures without crowding existing facilities may mean that new shelters "jump" to the park's undeveloped east side.

John Kyle asked whether the question of turnaways and their potential accommodation might add up to the provision of a multi-purpose shelter or pavilion to host a number of activities such as meetings and special events.

Other suggestions presented by committee members include: a waterfront/waterborne restaurant, the provision of natural/cultural education (including connections to Native American tribes), a place with meeting and event space, and a facility appealing to the growing area of cultural tourism.

FUTURE PAC & PUBLIC MEETING DATES

The meeting closed with committee members and Jane discussing tentative future meeting dates, with the expert panel meeting during the week of June 5, and the next Project Advisory Committee meeting on June 19 from noon to 2 p.m. A public meeting and ice cream social may be scheduled for the week of July 10. The appointment of additional PAC member/s also was discussed.

The meeting adjourned at 2 p.m.

AGENDA

BLUE LAKE PARK PROJECT ADVISORY COMMITTEE MEETING

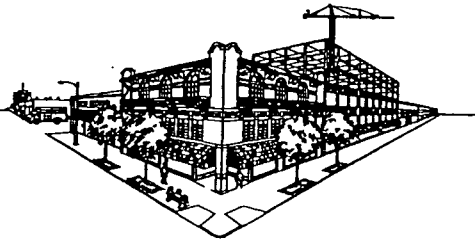
Monday, May 22, 2000

LAKE HOUSE @ BLUE LAKE REGIONAL PARK (12:00 noon to 2:00 pm)

1. Welcome / Introductions (Heather Nelson Kent & Jane Hart) 10 min.
 - *Minutes from April 24 Meeting*
 - *Work Progress since Last Meeting*
2. Draft Vision, Goals & Objectives (Eric Hovee/Committee) 30 min.
 - *Purpose of Park Working Vision*
 - *Vision/Mission Statement*
 - *Goals*
 - *Objectives*
 - *Other Discussion*
3. Facility Concepts 60 min.
 - *Evaluation Matrix (Eric Hovee)*
 - *Preliminary Concepts (John Kyle & Jim Walsh)*
 - *Committee Discussion/Recommendations*
4. Next Steps (Jane Hart) 10 min.
 - *Expert Review Panel (June 13)*
 - *Next PAC Meeting (June 19)*
5. Other Topics (Committee) 10 min.

E. D. Hovee & Company

Economic and Development Services



MEMORANDUM

To: Jane Hart, Project Manager
Project Advisory Committee Members
Consultant Team Members

From: Eric Hovee

Subject: Summary Notes from Blue Lake Park Project Advisory Committee Meeting
(May 22, 2000)

Date: June 1, 2000

Meeting participants and their affiliations included:

Members of the Project Advisory Committee:

John Andersen (City of Fairview)
Valerie Lantz, City of Troutdale
Diane McKeel, Troutdale Chamber of Commerce
Holly Michael (ODFW)
Jean Ridings (park neighbor)
Mike Smith (Portland Area Visitors Association)
Colin Stout (City of Gresham)
Jack Webster (Oregon Bass & Panfish Club)

Metro Staff Members:

Heather Nelson Kent, Manager, P&E Division
Dan Kromer, Manager, O&M Division
Jane Hart, Project Manager
Todd Jones, BLP Supervisor

Consultant Team Members:

Eric Hovee (E.D. Hovee & Company)
Madeleine Dulemba (E.D. Hovee & Company)
James Walsh (J.D. Walsh & Associates, Inc.)
John Kyle (John Kyle Architects)

WELCOME & INTRODUCTIONS

Jane Hart opened the meeting. Her welcome was followed by self-introductions by group members. Eric Hovee led the remainder of the meeting. He reviewed the agenda and the significance of the outlined goals as direction for consultant team work.

Holly Michael asked if the working vision is intended to be a vision for the entire park, or for just those facilities with which this project is concerned. She also asked who had defined the working vision. Eric responded that the vision had been defined by the consultant team in consultation with Metro staff and is intended to encompass the entire park. The vision emphasizes Metro's role and the natural (rather than the built) environment. Colin Stout requested that reference be made in the vision to Blue Lake Park's cultural/historic significance. John Andersen asked for recognition of Portland as a growing area and of Blue Lake Park's changing role. Holly pointed out that Blue Lake Park is a significant location with reference to wildlife.

***Blue Lake Regional Park Working Vision:** As the best known and most consistently patronized open space in the Portland metro area, Blue Lake Park draws diverse family and social groups for year-round, outdoor oriented recreation and environmental/historic/cultural learning experiences. Blue Lake is a gateway to nature and the rest of Metro's park system.ⁱ*

Eric explained that Goal 1 gets at the question of who the park's users are and at the park's existing strengths.

***Goal 1:** Blue Lake Regional Park will continue to serve a wide range of family and larger group activities with patronage from throughout the metropolitan region.*

- *Maintain and enhance picnicking and water-related activities.*
- *Encourage diversity of park patronage.*
- *Add new/complementary venues for patron interests and activities.*
- *Expand facilities and services east of Blue Lake Road.*

Eric said that Goal 2 points up Blue Lake Park's mix of natural and improved open spaces. Holly commented that the initial goal paints a picture of people everywhere, and that the park may choose not to put people in every portion of the environment. Jack Webster asked that photographic and winter access be kept in mind.

Goal 2:** Blue Lake Regional Park will continue to offer a mix of natural and improved open space areas intended for both active and passive recreation **together with areas set aside for wildlife habitat.

- *Structures are subordinated to the outdoor experience.*
- *Structures draw users' interest to the outdoor environment.*
- *Buildings complement the park's environment.*

ⁱ Portions of vision and goals noted in **boldface** are amendments suggested by Committee members.

- *Landscaping screens parking and peak parking on suitable turf is encouraged.*
- *Appropriate areas are set aside for wildlife/habitat.*
- *Provision is made for off-season access and for photography.*

In connection with Goal 3 and activity zones within the park, Valerie Lantz commented that the time seems right to remove the disused swim center and to find the most appropriate use for that piece of ground. Eric suggested that a direct statement might be worthwhile. Jack Webster said that opportunities for niche uses might be allotted to appropriate times of the year. Holly commented that places within the park should be set aside free from people for habitat enhancement. Valerie suggested that areas be made off-limits to people through design rather than signage.

Goal 3: Improve the lakefront experience for active water and shoreside use and enhance the riparian habitat.

- *In-water opportunities are improved & shoreside experiences are provided.*
- *Mixed-use lakeside activity zones are encouraged as seasonally appropriate & lakefront trail access is provided.*
- *Bank treatments at lake's edge are designed for habitat improvement.*
- *Areas off-limits to park users will be indicated through design of riparian area and signage consistent with the preferred facility concept.*
- *Former swim center is to be removed and the site re-used as most appropriate.*

Valerie noted the need to preserve any archaeological resources that may exist in the park. Heather Nelson Kent pointed out that representatives of the tribes concerned have asked that any resources be left undisturbed. Jean Ridings suggested a museum to preserve artifacts discovered by local farming families. Colin Stout indicated the park's position as a gateway to the Columbia River Gorge as well as to Metro's greenspaces program. A discussion followed as to the degree to which the Park could live up to a gateway designation. Committee members agreed that linkages between the park and Gorge-oriented entities could be improved.

Goal 4: Interpret the unique natural, cultural and historic resources of Blue Lake Regional Park.

- *Blue Lake's continuum of experience is reflected in the cultural landscape.*
- *Native American experience at Blue Lake is shared with park patrons while the cultural/archaeological resource is protected.*
- *Interpretive information is provided regarding habitat; wetland is restored and enhanced.*
- *Both school group and fee paid education/interpretive experiences are considered.*
- *Blue Lake Park serves as a gateway for Metro's regionwide greenspaces program.*
- *Year-round museum/interpretive activity funded by local donations is encouraged.*
- *Linkages with area entities help establish Blue Lake Park as a visitor resource at the gateway to the Columbia River Gorge.*

Eric explained the project's financial objectives. Valerie commented that Troutdale park conference facilities are filled. Groups of more than 100 persons are those most frequently turned away. Mike Smith said the goal for the park is to be as financially self-sustaining as possible.

Goal 5: Significantly reduce the cost of existing, new and expanded facilities and the need for on-going funding support from other Metro revenue sources.

- *Fees generate at least 75% of operations expense and operating efficiencies are encouraged.*
- *Capital improvement costs are recouped from sources other than Metro general fund.*
- *All costs of operating new facilities are funded from use fees.*

Eric explained that Goal 6 has to do with mechanisms to achieve financial self-sufficiency and outlines the framework for how self-sufficiency might be attained.

Goal 6: Metro will seek public and private partnerships for development, marketing, operation and funding of facilities consistent with park goals and objectives.

- *Create a facility master plan that identifies the future development needs.*
- *Income-generating lease and concession rights are considered.*
- *Partnerships may be considered pursuant to competitive proposal processes.*

The final goal is concerned with continuing to infuse park planning and development with Metro's environmental ethic. John Andersen pointed out the possibility of conflict within the set of goals established for park development.

Goal 7: Plan implementation and facility development will reflect Metro's ethic of environmental stewardship.

- *Facility development will meet or exceed existing regulations.*

The committee discussed the uses potentially considered for future Blue Lake Park development using an evaluation matrix as discussion background. (A copy of the matrix is attached to these minutes.)

Aquatic/Water Enhancements: John Kyle stated that a major aquatics facility is not recommended for further consideration. If a local parks district were to choose to partner in such a facility, Metro would consider providing the land. Others would need to fund capital and operating costs. The planning team is skeptical that Blue Lake Park would be an appropriate place for such a facility. Heather Nelson Kent said that Metro's mission currently does not include the provision of swimming facilities.

Jim Walsh discussed spray parks within Blue Lake Park, either 1) near the existing swimming beach and/or 2) in the park's eastern section as a feature for expanded and new use of that section. A spray park also could draw people whose children are too young to swim in the lake.

Jean Ridings asked about wastewater treatment. Jim said that a portion of the wastewater could possibly feed the park's wetlands. Mike Smith asked if similar parks exist in the area. Holly asked that water be recycled rather than discharged. Jim Walsh mentioned that recycling water would be very expensive.

Jack Webster thought a spray park would be a good use for the eastern portion of the park. Jean mentioned adding a carousel as an attraction for year-round use.

Lake House Event Center: John Kyle discussed the Lake House as a meeting and event center. The Lake House at present has “maxed out” its usefulness while it could be a future income generator. Choices include whether to enhance the existing building and site or to build a new facility, perhaps at another waterfront location. Lodging could be combined with a conference facility. Goals for changes at the Lake House would be to enhance its functionality and revenue possibilities.

Mike asked for caution when discussing lodging due to competitive issues within the community. Eric mentioned an urban resort complex as one possibility (in conjunction with the lodging/ conference concept). John Andersen said that developers have looked at sites close to Blue Lake Park and have come to negative conclusions about lodging potentials. However, their conclusions might be different if Metro were a partner.

Added Picnic Shelters: John Kyle said shelters could be a good return on investment, capturing the 80,000 people turned away each year – if the park can handle additional shelters and patrons. Jim Walsh said the park as it exists cannot handle much additional business on peak days. There is a small amount of additional capacity in the park’s west end. Blue Lake Park Road may have to be removed to allow for expansion. The answers to two questions will provide guidance for the park’s future development:

1. Where can a modest amount of expansion take place to allow for parking, getting wet, and other park activities?
2. Where can development take place to the east?

Colin asked if parking could be put in the park’s eastern section, with a jitney/golf cart shuttle to the picnic areas. Todd Jones suggested an enclosed shelter for bad weather that could be located near the wetlands for the benefit of school groups. Eric said that shelters generate both revenue and expense. More opportunities can be sought to shift a greater portion of clean-up responsibility to users.

Family Golf/Fitness: Golf provokes a high level of interest and may have potential funding sources. A combination of driving range, learning center and short-form golf course is being examined for Blue Lake Park.

The committee discussed course length and the potential market in the Portland area for a short course. Holly asked if a golf facility had been mentioned in the survey taken earlier. Valerie suggested speaking with the McMenemy team for information about their Scottish golf course. John Kyle said that this facility could be a public program as well as a revenue generator. Colin suggested using water from the spray park to irrigate the golf course. Jane noted that Audubon has an accreditation certificate for environmentally-friendly golf courses.

Equipment Rental Shop: Jim Walsh said that the park’s eastern portion could be used for family-oriented recreation with rentals for equipment such as bikes and in-line skates and a snack bar. John Kyle pointed out that equipment rentals would expand the park’s present boat rental function.

Jean Ridings asked how far Blue Lake Park Road would be closed. Jim Walsh responded that it was too early in the planning stages to know.

Convenience Store: Eric pointed out that the seasonality of such a store might be balanced by area demand. John Kyle said that wetlands could be an issue for such development.

John Andersen said that 223rd and Sandy is being marketed now as a site for a convenience store. Holly asked that store traffic and neighborhood impacts be recognized. Jane Hart responded that the infrastructure of these alternatives would be looked at later in the project, possibly in July/early August.

Environmental/Cultural Education: Although environmental/cultural education likely would not be a moneymaker, said John Kyle, it is “profoundly part of Metro’s mission.” Ideally, the program would be part of a multi-use facility housing a broad variety of purposes year-round. These could include events, meetings and conferences, and educational/cultural/ environmental uses. John said the facility would be a significant presence and could perhaps be located in the old bathhouse area. He asked committee members to provide additional input at any time during the project.

Amphitheater/Outdoor Event Venue: Eric noted that an amphitheater would not be a large facility such as the one proposed for the Portland Expo area. John Kyle commented that any park venue would enhance the park and reach for a market interested in attending events at an easygoing, intimate venue. Musical performances could be given from a floating stage. Eric and John will meet with a facility operator while Heather Nelson Kent will look at a facility in Lake Oswego.

Mike advised getting the neighborhood association involved early on and asked if park staff would book performers. Eric said this could occur with park staffing; more likely, a concessionaire or third party contractor would probably perform this responsibility.

Youth-Oriented Recreation: Possibilities include golf and other activities. John Andersen commented that a developer has completed the permitting process for a facility for indoor soccer and a shooting range, but that the permits have not been exercised.

WRAP-UP

Jane outlined project *next steps*:

- Finalize goals and objectives.
- Put “meat on the bones” of the facilities concepts.
- Suggest three alternative concepts to the Executive Review Panel for its meeting on June 13.

The next Project Advisory Committee meeting will be June 19. Jane asked that committee members note a change in location for the next meeting to Fairview City Hall. Directions and a reminder will be provided. Public meetings are scheduled for July 12 and the week of August 14.

The meeting adjourned at 2 p.m.

**Blue Lake Regional Park
Facility Concepts Evaluation Matrix (Working Draft)**

Use Considered	Blue Lake Facility Goals						Recommended Facility Concept	
	Family Orientation	Open Space	Lakefront Quality	Habitat & Culture	Economic Feasibility	Park Partners	Type of Facility	Comments
Aquatic/water enhancements	●	○	●	○	○	⊕	Spray park, swim beach improved.	Possible multiple spray/splash locations; swim area improvements.
Lake House event center	●	○	●	○	○	●	Remodeled or new facility for year-round use.	Indoor & outdoor improvements at existing center. Plan improvements or new facility with core to accommodate multiple events.
Added picnic shelters	●	○	⊕	○	○	○	West & (maybe) east properties.	Could include permanent &/or tent structures; possible larger pavilion with possible year-round capability.
Equipment rental shop	●	○	○	○	○	●	With golf or boat center.	Options to co-locate lakeside with boat rentals or golf pro shop for bicycles, rollerblades, other recreation equipment.
Family golf/fitness	●	●	⊕	●	●	●	Learning center focus.	Driving range key to economic feasibility; maybe two club, putt-putt; adjoining health/fitness options. Could also include rentals, walking centers, family instruction.
Environmental/cultural education	○	●	○	●	⊕	○	Low cost dispersed approach.	Possibly integrated with wayfinding, trails, shelters &/or event center/pavilion.
Amphitheater/outdoor event venue	○	●	○	○	○	●	Intimate, possible lakefront setting.	Consider stage on lake; option to gate separately for some fee events.
Youth oriented recreation	●	○	○	○	○	●	Skate park, batting cage, rock wall.	Options include dispersed versus centrally located youth facilities; design to minimize conflicts with other users.
Convenience store	●	⊕	⊕	⊕	○	●	Serves BLP & Chinook Landing.	For smaller east property. Feasibility depends on potential off-season use by nearby residential/industrial.
Lodging/conference facility	○	○	○	○	○	●	Possible retreat, hostel focus.	If potential is limited near term, consider reserving site for long term development.

Legend: ● = Strong fit ○ = Possible fit ⊕ = Weak fit

Note: Other criteria may be appropriate for consideration now or with subsequent screening related to items such as permitting, design suitability, infrastructure.

AGENDA
BLUE LAKE PARK EXPERT REVIEW PANEL

JUNE 13, 2000 (8:00 – 11:00 am)
Lake House/Blue Lake Regional Park

1. **Welcome & Introduction (Mike Burton)** **8:00 – 8:15 am**
 - Project Background
 - Purpose of Economic Feasibility Study & Facility Concept Design
2. **Project Overview (Eric Hovee)** **8:15-8:30**
 - Role of Business Forum Participants
 - Working Vision
 - Goals and Objectives
3. **Facility Concepts (John Kyle & Jim Walsh)** **8:30-9:00**
 - Existing Site Conditions
 - Proposed Facility Concepts
4. **Break** **9:00-9:10**
5. **Forum Discussion** **9:10-10:50**
 - Likes/Dislikes
 - Market & Financial Feasibility
 - Involving Private Partners
6. **Wrap-up** **10:50-11:00**
 - Participant Questionnaire

BLUE LAKE REGIONAL PARK EXPERT REVIEW PANEL BUSINESS FORUM SUMMARY NOTES (JUNE 13, 2000)

An expert review panel was convened to review facility concepts being considered for Blue Lake Regional Park from a business and financial feasibility perspective. A secondary purpose of the business forum session was to begin the identification of potential public/private partnership opportunities.

PARTICIPANTS

Business forum participants represented a broad cross-section of interests – to discuss preliminary facility concepts as reviewed with the Project Advisory Committee.

Name	Firm/Organization
Ronald Buel	Buel Group
Lina Garcia Seabold	Cinco de Mayo
Byron Wood	Heron Lakes Golf Course
Charlie Haugh	Holt & Haugh, Inc.
Stan Amy	New Villages Group
Greg Kamerer	OMSI
Jim McCue	Oregon Arena Corporation
Craig Tutor	Oregon Parks & Recreation Department
Jane Hartline	Oregon Zoo
Don Hanson	OTAK
John Zoller	Portland Parks
Mike Addis	Portland Parks & Recreation
Carol Lentz	POVA
Steve Reischman	Showman, Inc.
Kent Hunter	Tiffany Food Service

Metro staff and consultant team members presented work to date and facilitated the discussion. A synopsis of comments is provided.

TOP RECOMMENDATIONS

- Build on existing strengths (or *core business*) of Blue Lake Park, notably the park's family and group picnic orientation.
- Pursue a tightly focused vision, make sure all improvements fit the vision.

BEST OPPORTUNITIES

- Expansion/upgrading of Lake House event center (potentially in conjunction with lodging/conference center).
- Strong (though not unanimous) support for golf driving range and learning center as potential net revenue generators

QUESTIONABLE FITS

- 5,000+ seat amphitheatre due to competitive venues, PDX plane noise, neighborhood and traffic issues. A smaller venue/flex space might be a better fit, though not as great a direct revenue generator.
- Lodging / conference center – supported by some, questioned as to market demand and location by others.

PARTNERSHIP OPPORTUNITIES

- Indicated interest in partnering with golf, lodging/conference and amphitheatre facilities.
- Corresponding interest in expanded concession opportunities (e.g. *full service* picnics, event coordination, food service).

OTHER SUGGESTIONS

- Sports facility, recreation center and enhanced water sports.
- Water play facility could be a unique community and visitor attraction.
- Environmental learning center at west end of park (though not for direct revenue reasons).
- Potential for hosting special events in the park.
- Maintain heritage of open space.
- Bring water into the park.
- Need for Metro capital investment to bring park back up to competitive standard.
- Turnaways support fee increases (for peak weekends).
- “Possibilities are exciting.”

WRAP UP QUESTIONNAIRE FOR BUSINESS FORUM PARTICIPANTS (Written Responses – June 13, 2000)

Name _____ Phone _____

Firm/Organization _____

1. Of all the facility ideas discussed today, which offers the best opportunity for Metro to achieve financial sustainability? _____

Under what conditions? _____

2. Are there any ideas discussed today that are of concern? If so, why?

3. Based on what you have heard and discussed today, what is the most important recommendation you would make for operation or improvement of the Park?

How should this recommendation be implemented? _____

4. Would your firm/organization be interested in new or expanded partnerships with Metro at Blue Lake Park? If so, describe?

5. Any other suggestions/comments on today's panel discussion?

Thank you for your time and interest.

AGENDA

BLUE LAKE PARK PROJECT ADVISORY COMMITTEE (PAC) MEETING

Monday, June 19, 2000 (12:00 noon to 2:00 pm)

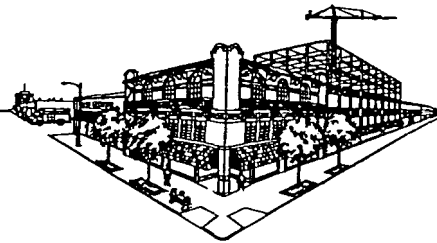
FAIRVIEW CITY HALL (1300 NE Village Street)

1. **Project Status (Jane Hart & Eric Hovee)** **15 min.**
 - *Minutes from May 22 Meeting*
 - *Work Progress Since Last Meeting*
 - *Results of June 13 Expert Review Panel/Business Forum*
2. **Alternative Plan Scenarios (Project Team & Committee)** **1 hour**
 - *Preliminary Draft Scenarios*
 - *Site Plan & Design Considerations*
 - *Committee Discussion*
3. **Public Workshops (Jane Hart & Committee)** **35 min.**
 - *July 12 Open House (Alternative Scenarios)*
 - *PAC Participation in Open House*
 - *Additional PAC Meeting (Proposed for August 7)
to review Preferred Scenario prior to 2nd open house*
 - *August 15 Open House (Preferred Scenario)*
4. **Other Topics (Committee)** **10min.**

Lunch Provided

E. D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Jane Hart, Project Manager
Project Advisory Committee Members
Consultant Team Members

From: Eric Hovee

Subject: Summary Notes from Blue Lake Park Project Advisory Committee Meeting
(June 19, 2000)

Date: June 21, 2000

Meeting participants and their affiliations included:

Members of the Project Advisory Committee:

Bob Akers (Regional Parks/Greenspaces Advisory Committee)
John Andersen (City of Fairview)
Chris Lafrenz (Reynolds Middle School)
Diane McKeel (Troutdale Chamber of Commerce)
Holly Michael (ODFW)
Greg Newland (alternate, Portland Area Visitors Association))
Jean Ridings (park neighbor)
Colin Stout (City of Gresham)
Sadafumi Uchiyama (Mt. Hood Community College)
Julia Warner (Interlachen Association)

Metro Staff Members:

Heather Nelson Kent, Manager, P&E Division
Jane Hart, Project Manager
Todd Jones, BLP Supervisor

Consultant Team Members:

Eric Hovee (E.D. Hovee & Company)
Madeleine Dulemba (E.D. Hovee & Company)
James Walsh (J.D. Walsh & Associates, Inc.)
John Kyle (John Kyle Architects)

INTRODUCTION & PURPOSE

Jane Hart welcomed Project Advisory Committee members and thanked John Andersen for arranging the committee's use of the beautiful facilities at Fairview Village's new City Hall. Chris Lafrenz was welcomed

as a committee member representing Reynolds Middle School. She was unable to attend previous meetings due to her teaching responsibilities.

Holly Michael requested that the minutes of the May 22 meeting be amended to read *"Holly asked that water be recycled rather than discharged because disinfecting agents used for the spray park's water could affect wetlands."* The minutes were so amended.

Eric Hovee outlined the meeting's objective: the distillation of facility concepts discussed at the committee's May 22 meeting. Eric reviewed top recommendations, best opportunities, questionable fits, partnership opportunities and other suggestions identified at the June 13 Business Forum. He also outlined Alternative Plan Scenarios A-D.¹

With reference to Scenario A, Jane observed that some revenue increases could perhaps be used to offset operating deficits. Eric commented that added funding likely would not be enough to also pay for capital improvements. Scenario B was described as beginning to include some new initiatives as well as park improvements, but avoiding substantial financial risk. This scenario would be most financially viable if accompanied by significant operating changes and some privatization. Eric outlined Scenario C, along with the issues it raises. This scenario provides low risk enhancement of financial sustainability without changing the park's mission. Scenario D brings some change in mission and some financial risk.

Jim Walsh took the Committee through a diagrammatic map outlining park activity areas affected by the scenarios. John Kyle discussed suggested park elements: water play feature, expanded picnic area, environmental education center, additional picnic shelters, golf learning center, Lake House options, amphitheater, destination recreation attraction for children, lodging/conference center, and other items.

COMMITTEE DISCUSSION

Jean Ridings commented about possible neighborhood impacts.

Todd Jones asked if the emphasis on golf might change from a learning center to a golf course with development of on-site lodging. John Kyle and Eric Hovee responded that much would depend on the operator of the course. The lodging plus the golf component could evolve into an urban resort.

Holly asked if parking needs for the golf learning center and amphitheater had been considered. John Kyle responded that lodging most likely would fill the Lake House site. With regard to the amphitheater, most of the needed parking already exists, but parking requirements might entail closing all or some portion of the remainder of the park during performances. Holly asked how many spaces would be required. John Kyle provided an estimate of 1,500 spaces. Todd said the park can now handle 1,800 cars.

Julia Warner commented that lodging and an amphitheater seem to get away from maintaining open space. John Kyle responded that the amphitheater probably does not, while lodging probably does. Jean asked about access to Blue Lake for lodging. John Kyle responded that any lodging probably would be located on the waterfront with full use of the park's other facilities. Holly asked about the impact of McMenemy's Edgefield property and proposed golf course on any lodging plan. John Kyle answered that potential lodging at Blue Lake Park would most likely appeal to a different market.

¹ A copy of "Alternative Plan Scenarios: Preliminary Draft" is attached to these minutes.

John Andersen mentioned that a possible change in zoning north of the park from Heavy Industrial to allow housing might affect park planning. Eric and John Kyle asked if potential lodging in the park would require a zoning change. John Andersen responded that the park is presently in a Community Services/Parks zone. A discussion of Metro's Title 3 responsibilities followed, with Heather Nelson Kent assuring the committee that Metro would comply with requirements.

Holly requested that environmental needs (specifically the Audubon certification program for golf courses) be looked at if Metro moves forward with the golf learning facility for Blue Lake Park. Holly also inquired about the size of the dual-purpose Environmental Learning Center/picnic shelter proposed for the park's west side as well as its parking, lighting, and infrastructure requirements. John Kyle responded that those requirements are not yet known. The size of the center is proposed to be a couple of class spaces and required plumbing. Small groups of students would cycle through the center and into the field. About 75 persons would be the maximum for environmental education. Additional capacity needed for picnics is as yet unknown.

Diane McKeel asked how many additional picnic shelters are proposed for the park. Jim Walsh responded that the reasonable carrying capacity of the park needs to be looked at, as well as possible reshuffling of open areas and current picnic shelters.

Bob Akers expressed concern that current low-income users might feel priced out of the park. He also asked if any studies of possible Native American remains in the park's east side had been done. Jim Walsh responded that archeological studies would be needed. To the best of present knowledge, Native American remains are located primarily in the park's west side.

Jean inquired about the area that needs to be maintained around water wells and aquifer. Jean also inquired about potential closing of Blue Lake Road and whether there had been any discussion of moving the park entrance to 223rd. These issues will be addressed when a preferred scenario is identified.

Heather asked if the committee thought these four scenarios complete enough for the July 12 public meeting. Eric commented that the scenarios are open questions, presented to give the public four distinct options.

Holly asked that potential changes in traffic circulation and other issues be included in materials prepared for the public.

Colin Stout commented in favor of the conference center and an enhanced Lake House because these improvements could help keep admission affordable. John Andersen observed that the four scenarios are good – issues need to be identified, but these are a good start.

Jane discussed the public workshop and ice cream social scheduled for July 12 from 5:30-7:30 p.m. and invited committee participation and assistance. (A form for scheduling participation had been provided.) Logistics and publicity were discussed. Committee members agreed to an additional meeting, scheduling it for August 7 at noon at Lake House. The purpose of the August 7 meeting will be to review a preferred scenario resulting from input at the July 12 public workshop.

BLUE LAKE REGIONAL PARK ALTERNATIVE PLAN SCENARIOS PRELIMINARY DRAFT (JUNE 19, 2000)

In recent weeks, the project team for the Blue Lake Park Economic Feasibility Study and Facility Concept has defined a series of 10 facility concepts for consideration. As a result of input received from the Blue Lake Project Advisory and Business Forum, it is now possible to identify at least four alternative scenarios for further refinement. Each scenario involves a mix of some or all of the facility concepts previously identified.

The current work plan calls for presentation of the alternative plan scenarios at a public workshop scheduled for July 12. Based on comments received, a *preferred scenario* will be prepared for public discussion at a second workshop on August 15.

What follows is a *preliminary outline* of four alternative plan scenarios identifying key features, advantages, disadvantages and overall comment.

SCENARIO A – GENERAL PARK UPGRADE WITH NO EXPANDED FACILITIES

This plan alternative essentially involves *little or no* expanded facility development at Blue Lake Park. Some existing facilities that are outdated could be refurbished or replaced as capital funding becomes available. Examples of facility upgrades that might be considered include:

- Upgraded restrooms.
- Automated irrigation.
- Lake House refurbishment
- Way finding and circulation improvements
- Removal of the former swim center.

Advantages:

- Maintains current recreation focus and activity level of Blue Lake Park.
- Maintains undeveloped areas for habitat and environmental values in *as is* configuration.
- Involves the least disruption to existing operations.

Disadvantages:

- Likely to be accompanied by continued slow erosion of park patronage.
- Provides little to no opportunity to reduce the current operating deficit.
- Makes no funding available for increasingly needed facility improvements – except for Metro general fund contributions or voter-approved bonding targeted for park upgrade.

Overview Comment: This scenario *is not* recommended for further consideration because it offers little prospect for reversing the slow decline in park appeal and long-term financial sustainability. Funding for improvements identified is not available from current park revenues.

SCENARIO B – STRENGTHEN & EXPAND EXISTING PARK ACTIVITIES

With this scenario, the focus would be to *do more* of what already draws patrons to Blue Lake Park. Examples include:

- Added picnic shelters (west and possibly east side).
- Expansion of the Lake House events center.
- Addition of a water play park.
- Improved opportunities for environmental and cultural education.

This alternative also assumes priority emphasis on general park upgrading identified with Scenario A.

Advantages:

- Maintains focus on existing park strengths, while building potential for added patronage and revenue.
- Manages disruption to existing operations, environmental and neighborhood values by maintaining activities with well-known park impacts.
- Improves opportunity for privatization of key activities with added *critical mass* – as with Lake House and catering/event coordination for group picnics.
- Avoids financial risk of investment in venues not previously tested for Blue Lake Park.

Disadvantages:

- Provides little opportunity for park deficit reduction as added facilities will do well to break even (unless accompanied by significant operations and management efficiencies).
- Requires significant capital outlay – with general park upgrade improvements most likely the responsibility of Metro.
- Vulnerable to changing demographics and park user preferences (away from current activities), with resulting financial risk in the event of changing market conditions.

Overview Comment: This alternative is most viable financially if accompanied by significant changes to park operations including potential privatization of some existing park functions.

SCENARIO C – PARK DIVERSIFICATION WITH CURRENT MISSION

This scenario builds on the *general consensus* achieved with the Business Forum (Expert Review Panel) session on June 13, 2000. New and expanded facilities include those identified with Scenario B plus:

- Development of a golf learning center and recreational trail system on the east property.
- A year-round youth-oriented recreation center near the former swim center facility.
- A small-scale, informal amphitheater space on the site of the former swim center.

- Leased spaces for privately-operated equipment rental and convenience store activities, if justified by private operator interest.

As with Scenario B, it is anticipated that substantial portions of park operations, particularly facilities with major capital investment requirements, could be privately operated.

Advantages:

- Offers advantages similar to those of Scenario B plus added revenues providing greater capability to reduce or eliminate the overall park operating deficit.
- Allows for diversification of recreation activities while maintaining family orientation.
- Provides opportunity for enhancement of environmental values and trails associated with east property.
- Leverages capital investment for revenue-generating facility components from public or private partners (consistent with experience of other Metro facilities)
- May also leverage added investment in supportive recreation activities – such as batting cages, putt-putt golf, and fitness center – if deemed to be appropriate now or in the future.
- Preliminary interest in golf course development/operation has been expressed by both public and private organizations.

Disadvantages:

- Generates issues to be addressed regarding traffic, neighborhood, and environmental impacts on the east property (before development can proceed).
- Likely requires significant capital outlay from Metro (for general park improvements) as well as from partners for key revenue generators.

Overview Comment: Offers a relatively low risk means to enhance financial sustainability of Blue Lake Park without compromising the park's mission or services to existing patrons.

SCENARIO D – PARK DIVERSIFICATION WITH EXPANDED MISSION

This scenario incorporates the new facility investments associated with Scenarios B and C plus short- or long-term consideration of added major revenue-generating activities – notably:

- A 100-200 room inn with conference center and restaurant.
- 5,000+ seat amphitheater.

Advantages:

- Offers maximum park revenue generation, with long-term potential to not only eliminate the operating deficit but to generate surplus for other Metro operations.
- Takes advantage of unique site assets and traditions for outdoor performances and destination event functions on the lake.

- Site might be designed to accommodate lodging/conference and/or amphitheater activity as either an early or future phase of development activity.
- Capitalizes on interest expressed by private business organizations.

Disadvantages:

- Represents greatest potential departure from Blue Lake mission and existing patron interests.
- Creates greatest issues to be addressed regarding potential impacts to nearby neighborhood and disruption of open space/environmental values.
- Involves greatest market uncertainty with potential saturation of existing metro area outdoor performance venues and overnight lodging facilities.
- Also involves potential financial risk to Metro in the event that these highly visible facilities do not prove to be successful.

Overview Comment: Recommended only if accompanied by due diligence for market/financial feasibility and appropriate public-private agreements to minimize financial risk to Metro.



METRO

Regional Services

600 NE Grand Ave.
Portland, OR
97232-2736

Tel (503) 797-1700
Fax (503) 797-1797

Recycled paper

For immediate release - June 29, 2000

Contact: Ron Klein (503) 797-1774

Ice cream social helps shape future of Blue Lake Regional Park

Metro is inviting residents of the region to an old fashion ice cream social at Blue Lake Regional Park in Fairview to help shape the park's future. The regional government that manages the park is exploring ways to meet the recreational needs of the region's growing population. Here are details about the ice cream social:

Blue Lake Regional Park, Celilo Picnic Shelter

5:30 to 7:30 p.m. Wednesday, July 12

Park admission is free when you mention you are attending the Metro Ice Cream Social

While enjoying a refreshing ice cream treat, visitors will view historic park photos and consider four park improvement scenarios. Members of the project advisory committee, Metro staff and the consultant team will be available to answer questions. The ideas from this event will help shape a future park design.

The 185-acre Blue Lake Regional Park now offers to more than 300,000 visitors each year archery, volleyball, softball, horseshoes, bike and boat rentals, swimming, picnicking and picnic shelters for large groups. The planning effort will focus on improvements that can be made to support year-round recreation activities and operations, while maintaining the open landscape and activities for all ages.

Getting to Blue Lake Regional Park is easy. The park is located between Marine Drive and Sandy Boulevard off NE 223rd Avenue. Take I-84 to 207th Avenue (Fairview Exit 14), and then go north to Sandy Boulevard. Turn right (east) onto Sandy, and follow the signs to 223rd and Blue Lake Regional Park. Sorry, pets are not permitted.

Metro, the regional government that serves 1.3 million people who live in Clackamas, Multnomah and Washington counties and the 24 cities in the Portland metropolitan region, provides planning and services that protect the nature of our region. For more information, visit the Metro web site at www.metro-region.org.

Help plan the future of Blue Lake Regional Park



Ice cream social and public open house

Wednesday, July 12, 2000

5:30 -7:30 p.m.

Celilo Picnic Shelter

Blue Lake Regional Park

Welcome table – sign-in and get on the project mailing list.

Old fashioned ice-cream social – choose from a selection of delicious and refreshing ice cream flavors! View historic park photos. Share your stories about the park.

Park vision and goals – get an idea of what future generations can look forward to at Blue Lake Regional Park.

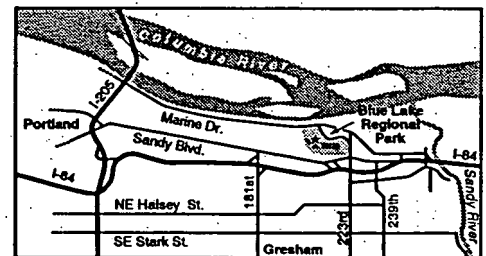
Four alternative park scenarios – review four different park scenarios developed by the project team and a citizen advisory group. Tell us what you think. Your ideas will help shape a preferred park design.

To learn more about the project and park scenarios in advance of the meeting, visit our web site at: www.metro-region.org

Send your comments to hartj@metro.dst.or.us

Members of the project advisory committee, Metro staff and the consultant team will be your hosts. For more information call Jane Hart, Metro project manager, at (503) 797-1585.

Directions to Blue Lake Regional Park
Take I-84 to the Gresham/207th Avenue exit (#14). Head north and follow the signs to the park.



Save these dates!

Join us this summer for two old fashioned ice cream socials and help us plan the future of Blue Lake Regional Park. Both events will be held at the Celilo Picnic Shelter at the park. We'll meet rain or shine!

Wednesday, July 12, 2000

5:30-7:30 p.m.

View four different park scenarios and tell us what you think about them. Help us narrow the options or add new ones.

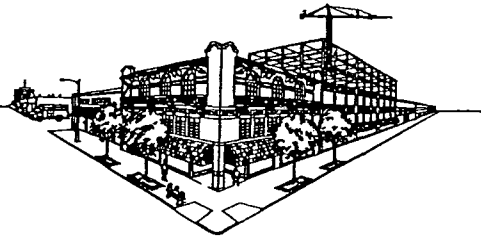
Tuesday, August 15, 2000

5:30 -7:30 p.m.

Review the draft preferred park design and give us your thoughts.



Metro Regional Services
Creating livable communities
600 NE Grand Ave., Portland, OR 97232



PROJECT MEMORANDUM

To: Jane Hart, Metro Regional Parks & Greenspaces
From: Eric Hovee
Subject: Summary Observations from Blue Lake Open House #1 (July 12, 2000)
Date: July 17, 2000

Overview Comments:

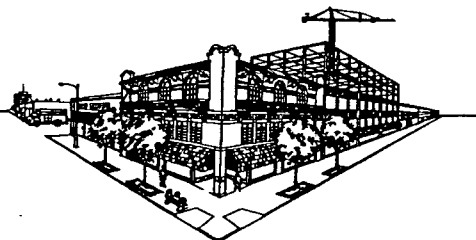
- Despite some expected diversity of opinion, there appears to be general consensus from those attending as to overall scenario likes and dislikes.
- Strongest support is expressed for Scenario B (Expansion of Existing Facilities) followed by Scenario C (Park Diversification).
- Participants appear to recognize that Scenario A (General Park Upgrade) is not viable as a stand alone option.
- There is strong opposition expressed to a 5,000 seat amphitheatre in Scenario D (Expanded Park Mission). It is less clear to what degree the public's opposition to Scenario D applies to other components including a lodge, restaurant and conference center.

Specific Observations:

- Very strong support is indicated for year-round, youth oriented recreation, tempered somewhat by comments to also include adult recreation and avoid a "McDonald's" image.
- Support runs nearly 2:1 for a golf learning center. Concerns relate to potential for added traffic and light glare at night; some interest also is expressed in a longer 9-hole rather than 18-hole short course.
- There is considerable interest in maintaining and enhancing trails both west and east side together with linkages to the 40-mile loop and Gresham-Fairview trail system.
- Based on comments received, the opposition to Scenario D appears to be most intense toward the large amphitheatre. However, several individuals would like to see a return of smaller concert venues.
- There is somewhat more ambivalence about a lodging facility. Concerns relate to perceptions about scale of development, traffic, and noise. Pursuing a lodging concept clearly would require a major public information/involvement effort. Developing a Lake House restaurant (with boat tie-up) together with events center was suggested as a potentially more acceptable alternative to the lodging concept.

E. D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Jane Hart, Metro Regional Parks & Greenspaces
From: Eric Hovee & Madeleine Dulemba
Subject: July 12, 2000 Blue Lake Open House Meeting Notes
Date: July 17, 2000

This memorandum provides unedited results of the July 12 Open House at Blue Lake Park. Notes are organized to cover: (A) flip chart comments; and (B) dot votes and post-it note comments on the display boards. *Note:* Green dots indicate likes, red dots are for dislikes.

(A) PUBLIC COMMENTS (FROM FLIP CHART)

- Remove cement close to trees.
- Nice restaurant would get support all year. (Ringside restaurant).
- Check utilities for ability to support new development
- Want restaurant, not hotel
- No lighting/driving range
(close @ dusk)
- Traffic & hours of operate for golf are a concern.
- Return of Thursday night concerts (desired)
- Concern with traffic on Blue Lake Road
- Get more parking & picnic shelters (so fewer turnaways)
- Mow south area (east side) for walking
- Don't want more paddleboats/jetskis, etc. (owner conflicts with paddleboats)
- Add walking path on Blue Lake Road
- Mashe [mashie?] course (9-hole, par 3, not 18-hole)
- Save cottonwoods/brush along bike path (with golf course)
- Motel market overbuilt/so new development burdens existing motels
- Concern about noise pollution with amphitheater

- Consider sports center (lap swim, racquetball, tennis, soccer) look @ Tualatin Valley
- Possibly do waterski tourneys (revenue generator)
- Would like cultural center (historic interpretation)
- Companion with Glendoveer for golf
- Get bicycle access from Fairview (via 223rd)
- Get chlorinated pool
- Do sports center/not recreation center (like Tualatin)
- Do miniature golf with own parking
- No motel, but a single story restaurant allowing homeowners boat tie-up
- Need for 250+ seat meeting space
- Connect Gresham-Fairview trail with Fairview via ponds) 223rd (to get loop) (get under RR)
- Get bike path from 223rd → Park
- Use as trailhead (40 mile loop)
- Lighting to be shielded (away from neighborhood and to reduce night sky light)
- Separate bike path (north side of Marine Dr)
- Stabilize lake level (pump water) to also flush lake in late summer
- Pond dredge/curlly pond weed – better lake vegetation control
- Leave park alone (but get to pay for itself in way that is compatible)
- Widen 223rd (Halsey → Marine Dr.)
- Traffic light @ Blue Lake Road/Marine
- Eliminate trucks on Marine Dr.
- Don't give bureaucrats more money
- Access to park should be from Marine Drive
- 3-way stop at Marine Dr & Interlachen Lane
- Walk dogs – NE part of Park
- Allow sailing club
- Bike trail access without being on Marine Drive – safe overpass for bikes
- Healthier food restaurant
- Focus: Don't try to be everything for everyone (keep resource limits in mind).
- Things like highly developed play grounds, stores, restaurant – incompatible with natural setting
- Increase funding for maintenance and reconstruction
- Keep concession the way it is – build a covered place for people to eat

(B) VOTES & COMMENTS ON DISPLAY BOARDS

Comments are provided along with a count of votes (red and green dots), for the boards on which dots or post-it comments were placed.

A Vision for the Park in 2020 (text board)

Natural, cultural & historic resource interpretation: Red 0, Green 1

Getting acquainted with Blue Lake Regional Park (text board)

Swimming: Red 1, Green 0

Scenario A – General Park Upgrade.. (text board)

Entire board: Red 13, Green 3

Scenario A – General Park Upgrade with No Expanded Facilities (plan view)

Entire concept: Red 11 Green 4

Note: Aquatic Ctr!!

Note: Swim Center Site – Develop an indoor (pavilion) for concerts special events, Likes idea of aquatic use off lakefront. Favors lodging on lakefront.

Scenario B – Strengthen & Expand..... (text board)

Entire concept: Red 2, Green 1

Added picnic shelters (west & possible east side): Red 0, Green 2

Full-scale Lake House Events Center remodeling/enhancement: Red 0, Green 5

New water play feature: Red 0, Green 8

Enhanced environmental & cultural education opportunities: Red 0, Green 3

Opportunities for added park attendance & revenue: Red 2, Green 0

Little opportunity for reducing existing park deficit: Red 2, Green 0

Scenario B – Strengthen and Expand Existing Park Facilities (plan view)

Entire board: Red 2, Green 72

Note: Resource is limited in terms of handling additional use –heavy use means maintenance, reconst. Costs go up – site degradation prevails

Note: Aquatic center

Note: Keep ‘Old Blue’ Dragon feature, kids like it .

Note: Spread uses throughout park to take the pressure off the crowded part of park. More ball fields in other open areas of park. Trail to connect from park to new acquisition on other side of Marine Drive. Develop recreational uses on new acquisition on other side of Marine Drive.

Scenario B – Environmental Education shelter and Lake House Remodel-Enhancement (graphic depiction)

Entire board: Red 1, Green 1

Scenario C – Park Diversification.... (text board)

Improvements similar to those planned with Scenarios A & B: Red 1, Green 1

Development of Golf Learning Center: Red 5, Green 7

New Lake House Events Center: Red 1, Green 3

Year-round youth-oriented recreation center: Red 0, Green 5

Small informal amphitheater at former swim center: Red 5, Green 3

Leased space for equipment rental & convenience store: Red 2, Green 0

East property trails & habitat values enhanced: Red 0, Green 2

Potential traffic & circulation changes: Red 1, Green 1

Partnership interest from golf course developers: Red 1, Green 0

Scenario C – Park Diversification with Current Mission (plan view)

Entire board: Red 4, Green 9

Golf Learning Center: Red 3, Green 9

Lake House – New: Red 0, Green 1

Note: Bring the music back

Note: Sports Center similar to Tualatin: year-round tennis, racquetball, lighted soccer field, baseball field. This post-it note surrounded by dots: Red 0, Green 12.

Note: No recreation center (no nonsense fun). Yes sports center (learn physical fitness). Post-it surrounded by the following dots: Red 0, Green 7.

Note: Tennis Ctr (like Portland Tennis Center) – Indoor sports center – YES! With the following dots attached: Red 0, Green 3.

Note: Native plants demonstration garden (with plants labeled) – could serve an important educational function.

Golf Learning Center (expanded plan view)

Entire board: Red 28, Green 149

Driving Range: Red 2, Green 5

Note: Separate traffic flow. Park access from Marine Dr. Residential access from – 223 Blue Lake Rd – Red 0, Green 1

Note: Private sector is meeting golf demands. Why compete? The setting here does not need its character altered.

Note: Mashe Golf 9 hole – mostly Par 3 – successful world-wide

Blue Heron Golf Course (photo board)

Entire board: Red 0, Green 0

Youth-Oriented Recreation (graphic depiction)

Entire board: Red 5, Green 86

Note: No! No, Not in this great natural setting

Note: Fitness – course? Have you seen the water slide parks and wade pools?

Note: No “McDonalds” playground in this natural setting

Note: Youth-oriented recreation focus of “natural” environment vs. play structures: logs, sand, etc.
Offer environmental education opportunities with “hands on” activities – Green 1

Note: What about skating, skateboard, bikes? rentals – lessons

Scenario C (graphic depiction of lakefront improvements)

Entire board: Red 11, Green 39

Pavilion and Natural Amphitheater at Former Swim Center Site: Red 5, Green 0

New Lake House Event Center: Red 0, Green 1

Note: What about OMSI Day Camp Opportunities?
What about scout/Girl Scout, Campfire function areas?

Note: Keep the old lake house and R/M & enlarge – Red 1

Scenario D – Expanded Park Mission (text board)

Entire board: Red 80, Green 3

Improvements similar to those planned with Scenarios A-C: Red 11, Green 1

100-200 room lodging with events center & restaurant: Red 16, Green 2

Possible 5,000+ seat amphitheater: Red 22, Green 3

Partnership interest for private events & lodging: Red 8, Green 0

Potential traffic & circulation changes: Red 6, Green 0

Financial risk to Metro and/or private partners: Red 0, Green 0

Greatest opportunity to generate fund surplus to park: Red 8, Green 2

Note: The amphitheater would be too close to the water – it is already very noisy from the park.
Red 2, Green 0

Note: ~~5,000~~ 1,000! Yes amphitheater 2000-2500 Red 2, Green 3

Scenario D – Parks Diversification with Expanded Mission (plan view)

Entire board: Red 135, Green 2

In the water: Red 3, Green 0

On Interlachen Lane: Red 1, Green 0

Note: The amphitheater will be so loud as sound carries across the water greatly! We are noise polluted already Red – 2

Scenario D – New Lodging Meeting Facility (graphic depiction)

Entire board: Red 67, Green 2

Covered Pavilion Area: Red 16, Green 0

Amphitheater: Red 1, Green 0

Shrubs in front of meeting facility: Red 3, Green 0

Bleacher seating: Red 0, Green 10

Note: The issue of private management of the park facilities was opposed in past planning exercises – the county & metro have been doing a fine job. Red 2, Green 0

AGENDA

BLUE LAKE PARK PROJECT ADVISORY COMMITTEE (PAC) MEETING

Monday, August 7, 2000 (12:00 noon to 2:00 pm)

LAKE HOUSE @ BLUE LAKE PARK

1. **Project Status (Jane Hart & Eric Hovee)** **30 min.**
 - *Minutes from June 19 Meeting*
 - *Work Progress Since Last Meeting*
 - *PAC Committee Feedback on July Open House*
 - *Review public comments from July Open House*

2. **Draft Preferred Scenario (Project Team & Committee)** **1 hour**
 - *Site Plan & Design Considerations*
 - *Metro Committee responses*
 - *PAC Committee Discussion*

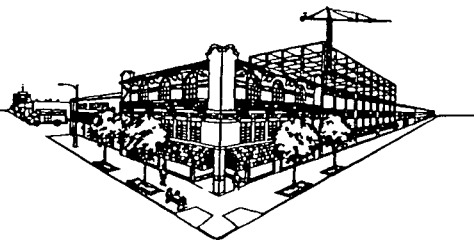
3. **Public Workshops (Jane Hart & Committee)** **20 min.**
 - *August 15 Open House (Preferred Scenario)*
 - *PAC Suggestions for Open House*
 - *PAC Committee Volunteers*

4. **Other Topics (Jane Hart & Committee)** **10 min.**
 - *Additional PAC Meeting*

Lunch Provided – Please RSVP to Jane Hart (503-797-1585) by August 4th at 10:00 am for meal planning purposes.

E. D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Jane Hart, Project Manager
Project Advisory Committee Members
Consultant Team Members

From: Eric Hovee

Subject: Summary Notes from Blue Lake Park Project Advisory Committee Meeting
(August 7, 2000)

Date: September 5, 2000

Meeting participants and their affiliations included:

Members of the Project Advisory Committee:

John Andersen (City of Fairview)
Art Israelson (Bass and Pan Fish Club)
Chris Lafrenz (Reynolds Middle School)
Diane McKeel (Troutdale Chamber of Commerce)
Valerie Lantz (City of Troutdale)
Rick Rowland (Oregon Dept. of Fish & Wildlife)
Colin Stout (City of Gresham)
Sadafumi Uchiyama (Mt. Hood Community College)
Julia Warner (Interlachen Association)

Metro Staff Members:

Heather Nelson Kent, Manager, P&E Division
Jane Hart, Project Manager
Todd Jones, BLP Supervisor

Consultant Team Members:

Eric Hovee (E.D. Hovee & Company)
Madeleine Dulemba (E.D. Hovee & Company)
James Walsh (J.D. Walsh & Associates, Inc.)
John Kyle (John Kyle Architects)

WELCOME & INTRODUCTIONS

Jane Hart introduced new PAC members Art Israelson and Rick Rowland and also outlined the meeting agenda. The minutes of the last meeting were approved. Metro will be presenting a project update to the Fairview City Council on Sept. 6.

MEETING DISCUSSION

Eric Hovee discussed the first project Open House, held at Blue Lake Regional Park on July 13. Eric outlined the scenarios and elements most commented on by Open House attendees. These included large amphitheater and lodging elements.

Colin Stout reported that Open House attendees asked whether there would be a market for lodging and provided their memories of the park. John Andersen was stationed between graphic boards for Scenarios C and D, and heard good discussion as well as concern about noise, glare and the park's ambiance. Attendees also recognized the desirability of some changes at the park, given good design.

Eric Hovee then summarized the Draft Preferred Scenario, its elements and their rationale. Jim Walsh discussed upgrades to existing structures and utilities, as well as circulation and other improvements. John Kyle outlined potential changes to the former Swim Center site and the proposed Environmental Learning Center. Chris Lafrenz strongly supports classroom use of the Environmental Ed. Shelter and recommends building it in Phase 1 of project implementation.

Discussion of Lake House expansion vis-a-vis lodging followed. Comments centered on scale and size relative to the rest of Blue Lake Park. Diane McKeel pointed out that most hotels in the area do not have space for meetings, weddings, and other functions. Julia Warner mentioned that her opinion of the lodge concept has improved during her involvement on the committee and that it could be the solution to financial stability of the park over the long term. John Andersen made the observation that the lodge may better serve future patrons if it had a view of the golf course and the lake.

Sadafumi Uchiyama recommended presenting the golf course in a way that it doesn't dominate the preferred concept graphic.

FUTURE PAC & PUBLIC MEETING DATES

The meeting closed with discussion of a tentative future PAC meeting to discuss outcome of the August 15 Open House/Ice Cream Social.

The meeting adjourned at 2:10 p.m.

Blue Lake Regional Park

Draft Preferred Facility Scenario (Revised – July 18, 2000)

Facility Recommendation	Capital Funding		
	Metro	Partner	Comments
General Park Upgrade	●		Capital cost to be supported in tandem with O&M deficit reduction package (including staff operating efficiencies).
Picnic Shelters:			
West Environmental Education Center	●		Partially supported by user fees.
Lake Center Pavilion	●		Support capital cost from user revenues and Metro investment for removal of swim center.
Other Shelters	●		Added number to be determined based on capacity analysis and ability to support capital cost from added user fees.
Water Play / Fountain	●		Provide base level feature supported by increased general admission revenue.
Youth Destination Center		●	Involves developer/operator solicitation, with selection based on proposed design, management and funding package. Might occur as later phase of facility development.
Golf Learning Center		●	Involves developer/operator solicitation, with selection based on proposed design, management and funding package. Encourage on-site or adjoining equipment rental facility. <i>Possible Option:</i> Refine design in cooperation with potential project partners.
Trail System	●		Provide complete west & east side trail system with off-site 40-mile loop and Gresham-Fairview trail connections. Integrate with park wayfinding and interpretive signage program.
Convenience Store		●	Offer development rights with long-term ground lease.
Lake House Area (Options):			
<i>Option 1:</i> Lake House Remodel	●		Least cost but also lowest return option. Metro investment decision to be predicated on concessionaire/operator commitments adequate to add revenue supporting required capital expense. Possibly hold pending Metro decision on Options 3 & 4.
<i>Option 2:</i> New & Expanded Lake House Events Center	●		Pursue if concessionaire/operator commitments are adequate to reasonably assure revenue supporting required capital expense. Possibly hold pending Metro decision on Options 3 & 4.
<i>Option 3:</i> Lodging with Restaurant & Events Center		●	Involves developer/operator solicitation, with selection based on proposed design, management and funding package. <i>Possible Option:</i> Lakefront or east property might be considered, subject to developer interest and overall facility plan and financial implications for Blue Lake Park.

Help plan the future of Metro's Blue Lake Regional Park

Metro is making plans to improve and upgrade Blue Lake Regional Park.

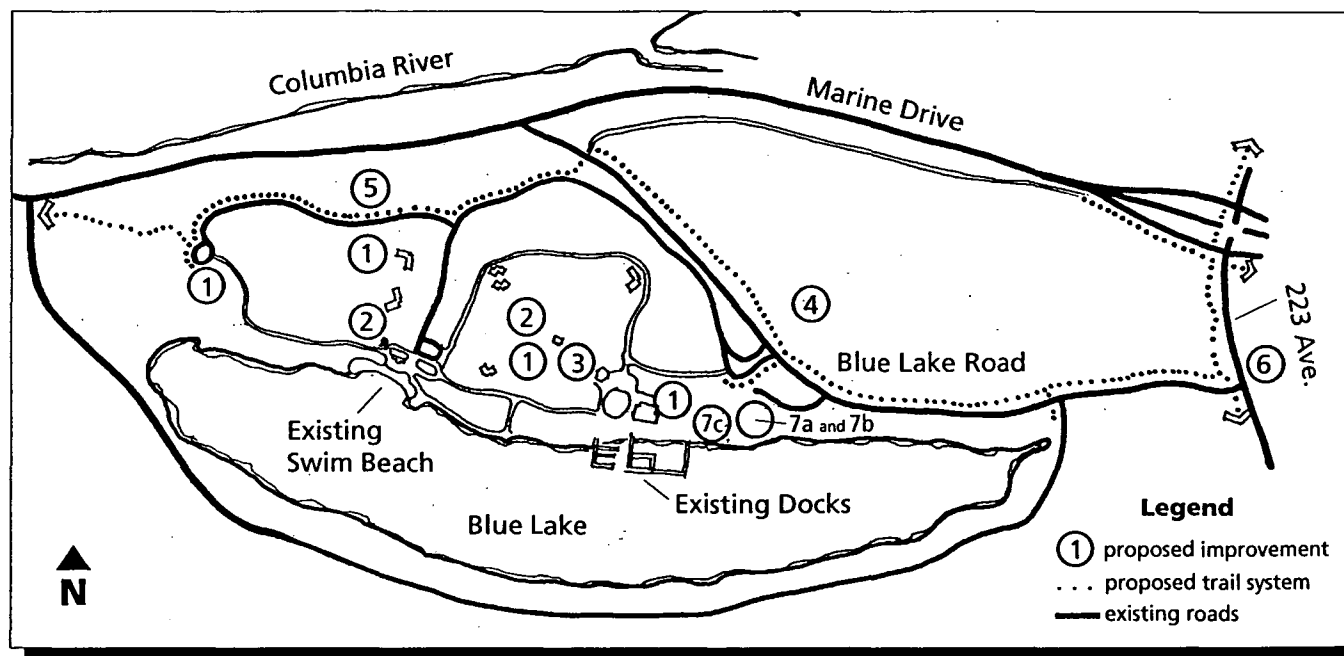
Public comments and suggestions from a July open house have been reviewed and incorporated into a draft recommendation. Join Metro on Aug. 15 to help further refine those recommendations.

Proposed improvements are listed by number and their locations are shown on the map below.

Members of the project advisory committee, Metro staff and the consultant team will host the meeting.

For more information about this project, call Jane Hart, project manager, at (503) 797-1585. Send comments to hartj@metro.dst.or.us. Visit our web site at www.metro-region.org

Directions: Take I-84 to the Gresham/207th Avenue exit (exit 14). Head north and follow signs to the park.



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Proposed improvements

- ① Multi-purpose picnic shelter
- ② Water play feature/fountain
- ③ Youth-oriented recreation
- ④ Golf learning center
- ⑤ Trail system
- ⑥ Convenience store

Lake House options

- ⑦a Remodeled Lake House
- ⑦b New and enhanced Lake House
- ⑦c Lodge/restaurant/events center

Free park admission if you attend the open house. Sorry, no pets.



METRO
Regional Services
Creating livable communities



MEMORANDUM

To: Jane Hart
From: Eric Hovee and Madeleine Dulemba
Subject: Blue Lake Regional Park Open House #2 – Questionnaire Results
Date: September 5, 2000

Following the first open house in mid-July, a *Draft Preferred Concept* was prepared for Blue Lake Regional Park. Over 60 people attended a second open house on August 15, at which attendees were asked to respond to a questionnaire about the concept. Just over 50 responses have been received so far.

Overview of Questionnaire Responses

What follows summarizes general observations drawn from questionnaire responses.

1. Generally, respondents seem to favor the entire package (which includes some sort of lakefront events center).
2. Approximately half of the respondents favor golf at Blue Lake Park. Just four negative responses (8%) about golf were received. In other responses, one person dislikes the idea of the driving range, while four ask that golf – or the entrance to the golf facility – be moved. Two others ask that the form of the golf course be altered (long nine vs. short nine, etc.).
3. The exception to the generally expressed approval is the lodging option – with opposition running approximately 2:1. Clearly, if lodging remains a possibility, it will require added planning and interaction with the neighborhood.
4. Traffic issues are a concern. Though not specifically asked about, nearly 29% mentioned one aspect or another of changes to traffic in response to one or more questions.

SUMMARY OF RESPONSES

A detailed summary of questionnaire responses follows.

1. What do you like about the draft preferred park concept as presented today?

- In generally equal proportions, a majority of respondents favors general upgrades to the park, golf learning center, youth destination center, water play feature, wetlands preservation, and an expanded/new Lake House.
- A majority of respondents also favors the trails expansion, infrastructure renewal (“taking care of our park”), opportunity for a return of small concerts, greater attractions at Blue Lake Park for all citizens, and the plan’s balance of natural/ environmental enhancements and facilities expansion.
- Lodging is mentioned favorably by approximately 13% of respondents.
- Respondents mention the open house style of presentation favorably.

2. What don't you like about the concept as illustrated?

- More than 40% of respondents dislike lodging/conference/events center.
- 23% of respondents specifically mention the convenience store concept unfavorably.
- Many respondents (19 or 37%) specifically mention concerns about possible traffic impacts including perceived increased neighborhood foot traffic, noise and lighting.
- A small number (3 or 4) are concerned that neighborhood security could decrease as the number of Blue Lake Park attendees increases.

What changes would you suggest to address these concerns?

- Some respondents suggest a smaller-scale lodge, while others continue or elaborate the comments provided in the earlier section of Question 3 (e.g., no convenience store, no restaurant, no lodging, no boat ramp)
- Many respondents recommend traffic changes, including traffic signalization, altered traffic patterns, and separating park access from residential access on Blue Lake Road.
- A range of other changes is suggested by respondents. These include additional/altered physical elements and facilities (move the driving range; eliminate the in-park shuttle; open a seasonal store inside the park; add more park maintenance; provide better swimming facilities; add noise baffles, off-road bicycles, jogging/exercise course, soccer, airplanes, kites, archery, regional environmental studies education center), to suggestions concerning park development (get high school students involved in construction, research possible interested partners, ensure continued access for low-income persons, find private sponsorships).

3. The concept reserves areas for water play features and a youth destination center. Please provide any suggestions you have as to what should or should not be included with these activity features.

- A skate park is most often mentioned (by 8 respondents – 15%) as a desired addition to proposed youth-oriented facilities.
- Respondents recommended the following items: water features; fountains; tie-in with environmental education; area for wall climbing; wakeboard/water ski instruction; a place to play in the dirt with shovels, rakes and hoses; lifeguards.
- Concerns relate to the economics of the youth destination center, liability, supervision, parking, and a lack of public transportation for young people

Also, let us know any suggestions about the design of these features (for example, colorful or subdued, oriented to year-round or seasonal activity).

- Of the 20 responses, subdued (vs. colorful) design is favored by 12 (60%). Of the 16 expressing an opinion, 12 (75%) favor year-round vs. seasonal operations.

4. The area of the present Lake House is proposed either for development of a new and expanded events center or possibly as a larger lodging facility with restaurant and events center. Which type of facility option do you prefer and why?

- Almost all (92%) of attendees answered this question, indicating high interest in potential Lake House changes.
- One-third of those answering do not like either the expanded Lake House or the larger lodging facility. Some believe these would be an inappropriate use of taxpayer funds. Others voice concerns about traffic, noise, and intrusion into the park's serenity.

- Of those who answered this question and who also expressed a preference, the greatest share (44%) favors an expanded events center.
- Nearly 23% favor development of lodging and a restaurant – many because they believe it could make a profit and help support other park operations and improvements.
- People who oppose lodging generally do not suggest moving it elsewhere in the park – e.g., from the lakefront to the proposed site of the Golf Learning Facility.

If a lodging facility is developed, what suggestions do you have about the size and design of this project.

- Many respondents ask that effective attention be paid to neighborhood noise, traffic, and crowding concerns.
- Opinions follow of those who generally oppose lodging but who nevertheless suggest lodging characteristics.
 - Nine respondents said that any lodging facility should be small.
 - Not lakefront – we all need to enjoy the lake.
 - Keep in main park area away from housing.
 - Should be tied in with golf course.
 - Location planned is good; 30-40 units; harmonize with environment.
 - Only what the Lake House can handle; maybe increase the size depending on usage.
 - If it is developed, off to the east or across Interlachen to the west.
 - If lodge is developed, build it tall so rooms on top floors can view over the dike to Columbia River. Parking would be on ground floor, street level.
 - Enter from Marine Drive, not from 223rd into Blue Lake Road.
 - Should be half the proposed size (2 stories max). Include café/courtyard usable for general public. Use Northwest regional or rustic style of architecture.
 - What is shown looks large enough to be feasible in phases.
 - Retreat center/spa/quiet, contemplative.
 - English country-type setting to look like a Bed & Breakfast if it must be.
 - The Blue Lake Park hours have always been and continue to be 8 a.m. to legal sunset. No business interest should be allowed to function outside of these parameters.
 - Probably away from the recreation parts.

5. Please provide any other comments or suggestions that would be helpful to Metro for preparation and subsequent implementation of a park improvement plan.

Many comments focus on traffic concerns. A listing of others follows.

- Keep Blue Lake Park family-friendly and low-cost.
- Move driving range north to eliminate light glare and traffic.
- Three-par golf would work well.
- Do executive nine-hole course vs. mini-18 hole.
- Include bike course as part of skate park.

- Open lake to public or neighborhood use of non-motorized boats (permits).
- Upgrade softball fields to attract league softball and tournaments.
- Close Blue Lake Road.
- Small amphitheater needed, but not at the swim center.
- Free summer concerts would help increase park attendance.
- Use rubber matting rather than bark dust in play areas.
- Basketball courts with lower hoops.
- Please allow leashed animals.
- Include a native plants demonstration garden.
- Consider bike lane improvements on Blue Lake Road.
- Whatever you do on the park, do it well with quality.
- If this is done well, property values go up. We'd want a freeze.

Optional block for name/address/phone: Of the 38 questionnaires providing an address, 86% live in the Blue Lake/Fairview/adjacent Gresham area, with 24% living on either Interlachen or Blue Lake Roads.

FLIP CHART COMMENTS:

Additional comments recorded on flip charts and not represented in questionnaires:

- If we don't treat the curly pond weed, we won't be able to use the water. Paddle boats having a hard time.
- Paddle boats are dark blue and hard to see by other boaters in the lake. They trespass on people's docks. Used to have brighter, more visible colors on paddle boats.
- Not having anything on 24 hour basis for those who live across the lake. New Lake House works.
- What about additional parking for Chinook Landing – cars are parking on 223rd.
- Electric carts a good idea for group picnic setup.
- How will new habitat & facilities be maintained?
- Where will the \$ come from for maintenance?
- Existing habitat and facilities are lacking in maintenance – new ones add to that load.
- Activities need to sustain the natural and cultural values. Restoration and maintenance of habitat and facilities to take precedence over new expansion and new development.
- How important is it for Blue Lake to be a money making site?
- Likes reader board idea near entry so family members can more easily find their picnic site/shelter.
- Doesn't like "commercial look" of play area. Do use natural color/motif for play area, i.e. rock climbing.

Next Steps: Public notice will be sent when draft plan is available for review.

Questions: Call Jane Hart, Metro Project Manager, at (503) 797-1585.

AGENDA

BLUE LAKE PARK PROJECT ADVISORY COMMITTEE (PAC) MEETING

Monday, September 11, 2000 (9:00 – 11:00 am)

LAKE HOUSE

1. **Project Status (Heather Nelson Kent & Eric Hovee)** **20 min.**
 - *Minutes from August 7 PAC*
 - *Comments from August 15 Open House*
 - *September 6 Fairview City Council Meeting*
 - *Work Progress Since Last Meeting*

2. **Recommended Refinements to Preferred Scenario (Project Team & Committee)** **40-60 min.**
 - *Environmental Education Center & Lake Center Pavilion*
 - *Water Play*
 - *Golf Learning Center*
 - *Lake House Area Options: a) Expanded Events Center, b) Lodging*
 - *Overall Site Plan (infrastructure, circulation, trails, wayfinding)*
 - *Other Refinements?*

3. **Approach to Financial Feasibility Analysis (Eric Hovee)** **10 min.**
 - *Construction Cost Estimation*
 - *Operating Revenue & Expense Projections*
 - *Metro Funding Options*
 - *Structuring Partner Participation*

4. **Draft & Final Report Documentation (Eric Hovee)** **10 min.**
 - *Summary Report*
 - *Technical Notebook*

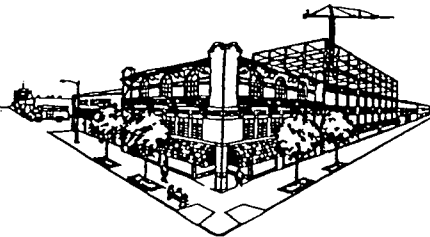
5. **Plan Review & Approval Process (Heather Nelson Kent)** **10 min.**
 - *PAC Review of Draft Plan*
 - *RPAGAC Review*
 - *Metro Council*

6. **Other Items (Committee)** **10 min.**

* Coffee and breakfast goodies served

E. D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Heather Nelson Kent, Manager, P&E Division Metro Parks
Jane Hart, Project Manager
Project Advisory Committee Members
Consultant Team Members

From: Eric Hovee

Subject: Summary Notes from Blue Lake Park Project Advisory Committee Meeting
(September 11, 2000)

Date: September 28, 2000

Meeting participants and their affiliations included:

Members of the Project Advisory Committee:

Bob Akers (Metro Regional Parks & Greenspaces Advisory Committee)
John Andersen (City of Fairview)
Diane McKeel (Troutdale Chamber of Commerce)
Jean Ridings (Park Neighbor)
Rick Rowland (Oregon Department of Fish & Wildlife)
Colin Stout (City of Gresham)
Sadafumi Uchiyama (Hillsboro Parks Dept.)
Julia Warner (Park Neighbor)

Guests:

Mary Lou Anderson, Area Resident
Mr. Anderson, Area Resident
Mark Crawford, President, Interlachen Association
Jean McLemore, Committee Chair, Interlachen Association

Metro Staff Members:

Heather Nelson Kent, Manager, P&E Division
Todd Jones, BLP Supervisor

Consultant Team Members:

Eric Hovee (E.D. Hovee & Company)
Madeleine Dulemba (E.D. Hovee & Company)

James Walsh (J.D. Walsh & Associates, Inc.)
John Kyle (John Kyle Architects)

WELCOME & INTRODUCTIONS

Heather Nelson Kent opened the meeting, outlined the agenda, and introduced guests from the Interlachen Association, who expressed the Association's concern about lodging and its potential effect on neighborhood livability. The Association's representatives voiced support for a concept including an expanded Lake House and golf course. Association members are particularly concerned about potential traffic impacts. Jean Ridings expressed a general opposition to lodging in the park.

The minutes of the August 7 meeting were approved with the following change: John Andersen made the observation that the lodge would better serve future patrons if views were oriented to the golf course as well as the lake. No changes were proposed to Open House #2 meeting notes.

Heather noted that Metro staff had presented an update to the Fairview City Council on Sept. 6 to answer any questions from the Council about the project.

MEETING DISCUSSION

Eric Hovee outlined next steps towards a Draft Preferred Plan. Refinements to elements in the Draft Preferred Blue Lake Park Scenario were then discussed.

Environmental Education Center: John Kyle said the Center was conceived to accommodate 2-3 classes of students oriented as a group and then split up for activities. On weekends during the school year and throughout the summer the Center would be available for other rental use. It would be equipped with a fireplace for heating, storage, and restrooms and could be enclosed.

Bob Akers observed that the Center would get students out of the classroom and educate them about open space available throughout Metro's holdings. He also said that the Center could be a real attraction for multiple uses and activities.

Heather commented that Metro's educational focus is on hands-on environmental education. Colin Stout remarked that the proposed plan for the Environmental Learning Center could serve to carry out some of the goals expressed by the PAC early on – e.g., providing opportunities to learn about the area's Native American heritage. Diane McKeel asked about the Center's capacity; John Kyle responded that 100-150 people would be accommodated under cover, depending on the nature of the use. Jean Ridings asked if the idea of a center along the lines of Vancouver's Water Resources Center had been explored. This could involve OMSI as well as information about the aquifer.

Lake Center Pavilion: John Kyle described the pavilion. Mary Lou Johnson outlined some of the early history of Blue Lake Park dating from the days when her family owned it. Her father added fresh water to keep lake levels up. Colin supported the idea of a Lake Pavilion, which Eric described as a "premium venue" for events such as parties and corporate picnics. Julia Warner asked about less-than-optimal weather; Eric responded that the Pavilion could be open in the early years to test demand, and enclosed as patronage builds. John Kyle said the Pavilion would include a catering kitchen, a portable stage and storage, but no rest rooms.

Water Play: Jim Walsh described this feature, an addition to the existing Swim Beach designed for small children and as an alternative to lake swimming. Water would be chlorinated, recirculated, and discharged into the sewers. Colin commented about the concern some community members have expressed that the color scheme be subdued rather than brightly-colored. He also commented on the need for effective marketing. John Andersen asked if the water play feature would replace the basketball court; Todd Jones replied that the park has another basketball court, although it is not as large.

Golf Learning Center: No questions were asked about this feature.

Lake House Options: John Kyle said that simply remodeling Lake House does not allow for enough change to improve functioning or marketability. Option 1 (Expansion) is preferred, while Option 2 (Lodging) is not preferred at this time pending the financial feasibility analysis. A discussion of expansion/lodging options followed. John Andersen recommended that if planning for Option 1 (Lake House/No lodging) proceeds, it might be prudent to include a discussion of the concept and design characteristics for Option 2 (Lodging /Events Center) in the case it is needed for revenue purposes in the future. John Andersen also pointed out zoning issues for the potential convenience store.

Financial Feasibility: Eric commented that this work will center on overall project concepts and on how much can be supported for new facilities as well as overall park improvements.

The Draft Final Report will be sent to PAC members for review and comment. A final meeting of the PAC will be held (date to be determined) to discuss the draft final report and to craft a committee recommendation to forward to Metro Council. Mary Lou Anderson asked that bike paths and trails be mentioned.

The meeting adjourned at 11:15 a.m.

AGENDA

BLUE LAKE PARK PROJECT COMMITTEE MEETING

Monday, June 18, 2001 (noon – 2:00 pm)

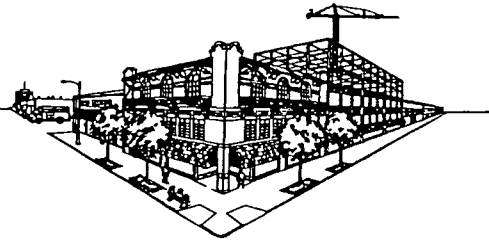
The Lake House at Blue Lake Park

- | | | | |
|----|---|-------------|---------|
| 1. | Welcome / Meeting Objectives | Jane Hart | 5 min. |
| 2. | Work Completed Since last PAC Meeting <ul style="list-style-type: none">• <i>Facility Concept Designs</i>• <i>Construction Cost Estimates</i>• <i>Financial Feasibility Analysis</i> | Eric Hovee | 15 min. |
| 3. | Overview of the Draft Report | Consultants | 30 min. |
| 4. | PAC Discussion of the Draft Report <ul style="list-style-type: none">• Questions / Comments• PAC Recommendation to Regional• Parks & Greenspaces Advisory Committee (RPAGAC) | All | 60 min. |
| 5. | Public Review & Approval Process <ul style="list-style-type: none">• Public Review Period• RPAGAC Review• Metro Council Review | Jane Hart | 10 min. |

*Sandwiches and beverages will be served

E. D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Heather Nelson Kent, Manager, P&E Division Metro Parks
Jane Hart, Project Manager
Project Advisory Committee Members
Consultant Team Members

From: Eric Hovee/Madeleine Dulemba

Subject: Summary Notes from 6/18/01 Blue Lake Park Project Advisory Committee Meeting

Date: July 20, 2001

Meeting participants and their affiliations included:

Members of the Project Advisory Committee:

John Andersen (City of Fairview)
Diane McKeel (Troutdale Chamber of Commerce)
Jean McLemore (Interlachen Association)
Holly Michael (Oregon Department of Fish & Wildlife)
Chris Noble (Metro Regional Parks & Greenspaces Advisory Committee)
Jean Ridings (Park Neighbor)
Colin Stout (City of Gresham)
Sadafumi Uchiyama (Hillsboro Parks & Rec. Dept.)
Julia Warner (Park Neighbor)

Guests:

Mary Lou Johnson, Area Resident

Metro Staff Members:

Heather Nelson Kent, Manager, P&E Division
Jeff Tucker, Parks Dept. Finance Manager
Jane Hart, Project Manager
Todd Jones, Blue Lake Park Supervisor

Consultant Team Members:

Eric Hovee (E.D. Hovee & Company)
Madeleine Dulemba (E.D. Hovee & Company)
James Walsh (J.D. Walsh & Associates, Inc.)
John Kyle (John Kyle Architects)

WELCOME & INTRODUCTIONS

Jane Hart introduced the agenda, those attending, and the meeting's purpose—to recommend the Blue Lake Regional Park Economic Feasibility Study and Concept Design report to Metro's Regional Parks and Greenspaces Advisory Committee.

MEETING DISCUSSION

Eric Hovee reviewed sections of the report and their purposes. Jim Walsh and John Kyle discussed the site plan and suggested improvements. Eric took the Committee through the Financial Feasibility Analysis.

Jane outlined questions/comments received in writing before this meeting. These include:

- ***Golf Learning Center***—writer concerned about potential impacts on the environment and pollution. Jane suggested that text be added to the report reiterating Metro's intent (as the park's steward) to build a state-of-the-art, environmentally sensitive course that will not pollute groundwater.
- ***Lakefront Plaza & Pavilion***—writer has concerns about potential attendance (“If we build it, will they come?”). Eric pointed out that each year more people are turned away than are accommodated for picnic reservations and that the biggest need is for room to accommodate larger groups.
- ***Environmental Education Shelter***—writer has concerns about whether schools have funding for field trips. Jane responded that the shelter can be rented to non-school groups as well, and that the structure would accommodate the existing park environmental education program.
- ***Conference Center/Lodge***—writer would have preferred a commitment to this concept. Jane responded that the lodge is not part of the preferred concept. She added that feedback from the PAC, public, market survey, stakeholder interviews and project team led to the lodge scenario being dropped from consideration during the alternatives analysis. Jane said the draft report does mention that the lodge scenario could be considered in the future but that the impetus to go forward would need to come from outside Metro.
- ***Blue Lake Store***—the location in the report is not consistent with City of Fairview zoning. Language in the report will be revised to be less location-specific, including potential for locating the store in the park proper and having it operated by a concessionaire.

Jean Ridings asked if concerns about the Golf Learning Center have been addressed—specifically, the compatibility of golf with existing habitat. Jane responded that language regarding environmental sensitivity during design and construction is included in the report but can be expanded on. Jane referred to the Heron Lakes Golf Course as an example of good stewardship.

Specific protective measures for wetlands/habitat vis-à-vis the Golf Learning Center will be addressed in the project's next phase. John Andersen commented that following guidelines developed by the National Association of Golf Courses could mean an improvement in water quality due to careful design.

Mary Lou Johnson mentioned the Interlachen PUD and its concerns about groundwater.

Holly Michael commented that the lights at the golf course could have impacts on the wildlife and should be studied in the design process. She also asked if the Environmental Education Shelter would be lit at night. Jane responded that the shelter would be in use only during park hours and otherwise would not be lit. Holly asked that report illustrations delineate habitat as opposed to trees. Jane responded that this delineation would come in the course of a more specific landscape design for the Park. With reference to the water play area, Holly asked if the water would be recirculated and how pre/post season "clean up" water would be handled. Jim Walsh said that play area water would recirculate and "clean up" water would go into the sanitary sewer system. Colin Stout said that there had been a substantial increase in drainage capacity in the area.

John Andersen expressed that the document was well done. He commented that the Environmental Education shelter provides a great opportunity to expand on the cultural heritage of the park. John requested that shelter design be as true in character to the plank houses used by the Chinook Indians in this area and provided some sketches of plank house-like structures that were prepared during a previous archeological survey in the park.

Colin Stout also stated that the document was well done and that it accurately reflected the PAC discussions and public involvement.

John Andersen would like to see language added to page 20 expanding on the type of aesthetics the lodge should possess if it were to be considered.

Jean Ridings said the golf course was not consistent with Metro's open space bond measure and that she would like it removed from the plan due to worries about potential loss of open space and impact on the aquifer.

Chris Noble asked that the report 1) have language added recommending appropriate buffers between golf and wetlands, 2) recommend examination of hydrologic information in the project's next phase, and 3) recommend independent review of wetland enhancements for the golf course in the project's design stage. Chris also requested a new column in the report's revenue table to illustrate the proportion of revenues derived from each source and asked that the Golf Learning Center be described as an early-on improvement.

Julia Warner asked if a potential increase in traffic is mentioned in the report; Jane responded that the report recommends that a traffic analysis be prepared in the next phase of the project.

Holly Michael asked if there were Title 3 wetlands present and Jane confirmed there were. Holly asked that language be added to adequately address water quality and Jane pointed out the language was in the report but would be emphasized more.

Jean McLemore asked what other possible improvements had been considered for Blue Lake Park's eastern property and Jane provided a brief list. Jean said the report did a good job of meeting the project goals and that most improvements fit and will improve the park overall.

John Andersen moved that the Committee recommend the report to Metro as written with the changes suggested and agreed to at today's meeting. Colin Stout seconded the motion. Heather Nelson Kent read a list of desired changes to be made to the draft report prior to the report being released to the public. The changes relate to water quality, habitat protection, wetland buffers, 1996 hydrology maps, independent review of wetland enhancements, impacts to wildlife from lighting and trail alignment, plank house design for the EE shelter, breakdown of revenues by % and clarification of the order improvements will be implemented.

After discussion, the motion was amended to read: the Committee recommends the report to Metro as written with the changes suggested and agreed to at today's meeting. The Committee voted in favor of the motion with Jean Ridings abstaining.

Jane provided Committee members with a list of meeting/public hearing dates for Metro's Regional Parks and Greenspaces Advisory Committee, the Metro Council Natural Resources Committee, and Metro Council. She will advise Committee members as those dates change.

**METRO REGIONAL PARKS AND GREENSPACES
ADVISORY COMMITTEE (RPAGAC)
MEETING NOTICE**

Date: Tuesday, July 10, 2001
Time: 6:00 - 8:00 PM
Place: Blue Lake Regional Park, Lake House in Fairview

AGENDA

- I. Introductory comments and announcements (10 minutes)
- II. Blue Lake Regional Park tour of current and proposed park facilities (45 minutes)
(Jane Hart, Todd Jones, Heather Nelson Kent)
Information update; committee discussion
- III. Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept
(60 minutes) (Jane Hart, Heather Nelson Kent)
Presentation of study recommendations; committee discussion
- IV. Adjourn

This special meeting of the advisory committee will take place at Blue Lake Regional Park to give members a first-hand look of current park facilities and a better context for park improvements recommended in the feasibility study. The committee will take action on the recommendations in the next meeting scheduled for August 7 at Metro Regional Center.

For committee members, a shuttle to Blue Lake Regional Park will leave from Metro Regional Center at 5:30 p.m. from the Metro Kids parking lot on Lloyd Blvd.

Next RPAGAC meeting will be August 7, 2001, Metro Regional Center, 6:30PM

Metro Parks and Greenspaces Advisory Committee
July 10, 2001
6:00 p.m. to 8:00 p.m., The Lake House, Blue Lake Park

Chair Rick Charriere called the meeting to order at 6:15 p.m. Other Committee members present were Julie Garver, Jay Hamlin, Sylvia Milne, Chris Noble and Richard Reynolds. Also in attendance were Metro Councilor Rod Park, Todd Jones, Regional Park Supervisor for Blue Lake Park, Charles Ciecko, Therese Fischer, Jane Hart, Heather Kent, Ron Klein, Patricia Sullivan and Jeff Tucker. Blue Lake neighbors and interested citizens included Aleta Woodruff, Misty Schlegel, Stan Saunders, Guy Vetere and Ernie and Janet Brawley.

The meeting began with an informal tour of Blue Lake Regional Park starting at the park entrance from Blue Lake Road, proceeding along the lakefront to the swim beach, back through the central core of the park and ending at the area of the proposed plaza. During the tour the proposed improvements were discussed at the relevant locations: Jane Hart, Project Manager for the Blue Lake Park Feasibility Study, noted that a lot of ground was covered (figuratively and literally) during the tour.

Charles Ciecko provided a briefing on the preferred concept for the Blue Lake Park facility design; Metro Regional Parks & Greenspaces Dept. (RPAG) will be releasing the plan for public comment in approximately one week. RPAG will be back before the Advisory Committee August 7th for its consideration of the plan and recommendation. In an informal meeting, a similar briefing was given to the Metro Council and Executive Officer. Key recommendations from that meeting will be incorporated into the draft that is released for public review.

This project, to review and update the 1985 Blue Lake Park Master Plan, was begun 1-1/2 years ago. A number of the original plan's large-scale projects were not undertaken or were not completed, primarily due to a lack of capital resources. The services of Eric D. Hovee & Co. were retained to assess the existing facilities, infrastructure and operations & maintenance and then to develop a concept design for park facilities and assess the economic feasibility of those potential park upgrades.

A great deal of effort was put forth to involve the public and contact stakeholders and visitors to the park to ascertain what they would most like to see happen there. A 15-person project advisory committee was created, a 400-person random sample phone survey was done and interviews with park users and stakeholders were conducted. Alternative development concepts were presented to an expert business panel, open houses were held at the park last summer and the Fairview City Council was briefed twice on the work being done. Finally, informal briefings were given to this committee and Council committees and staffs. With all this input, a final draft concept was created, establishing seven goals for the future of Blue Lake Park.

- 1 - **To continue to serve a wide range of family and large group activities serving the entire Metro region.**
- 2 - **To offer a mix of natural and improved areas for active and passive recreation.**
- 3 - **To improve the lakefront experience and restore riparian habitat, which would benefit resident wildlife in the area.**
- 4 - **To interpret the unique natural, cultural and historic resources of the park.**
- 5 - **To reduce the need for supplemental funding support to 25% from its current level of 40% - 50%.**
- 6 - **To seek and cultivate public and private partnerships for development, marketing and operation and maintenance.**
- 7 - **To insure that the plan implementation and facility development reflect Metro's stewardship ethic for natural resources of the region.**

Jane Hart provided a look at the project process. After this advisory committee makes its recommendation, the draft facility study and design concept will go to the Natural Resources Committee, a sub-committee of the Metro Council and then to the full Metro Council for consideration and approval. There will be a three week public review period. Public testimony will be encouraged at each of the committee meetings.

According to Hart, much of the information she planned to go over was discussed during the course of the tour. A trail system will be going in around the perimeter of the park and a fitness-type trail will go around the golf course. A golf youth learning center will be part of the plan, the focus of which will be to teach youth and an underserved market the game of golf as well as provide career opportunities for youth involved in the center's operation. The Lake House, in its present state, will be torn down, (more economically feasible than remodeling) and a new and expanded facility will be built in its place.

The independent project advisory committee met on June 18th and approved the plan with some issues to be addressed more fully in the final text. Some additions included: 1) the study of potential affects of lighting from the golf course or any other part of the new facility on wildlife, 2) adequate buffers between the golf course and the wetlands, 3) examination of hydrologic data that is available when the area floods, 4) the recommendation for an independent review of the habitat and wetland enhancements and 5) the necessity for a traffic analysis to be done where the proposed facility will be sited. At the earlier briefing to Metro Council, one concern that was raised was the need for particular attention to be given to non-motorized access to the park as well as to the possibility for mass transit to the park.

Jeff Tucker, Parks Finance Manager, placed the overall cost of the project at \$11.9 million. That does not include the development of the golf learning center. The environmental education shelter (costing about \$1 million is to be paid for through grants and donations. The lakefront pavilion will have three phases, 1) the ground work, 2) the structure and 3) enclosure of the structure. The financing of only the first phase is proposed at this time.

There will be three main revenue sources

- 1) increasing attendance and activity through improvements and additional facilities.
- 2) development of new enterprises - specifically the golf learning center, the lakefront pavilion and the development of corporate sponsorships.
- 3) decrease operating costs - automate watering methods, meet long-term maintenance needs and shift maintenance responsibilities to a master concessionaire.

It is estimated that \$945,000 can be generated with these implementations. At present over 75% of the park revenue comes from entry fees and group picnic fees primarily during the peak summer months, and predominately on the weekends. The proposal also puts forth the selling of 20-yr. bonds. Net new revenues will exceed expected debt service cost by approximately \$210,000 on an annual basis. Goal #5, mentioned above, to lower the operating deficit from its current 44% to 25%, would be met with that \$210,000. It was emphasized that the improvements and general upgrade will be done without any property tax measures or relying on Metro's general fund to pay for the new facilities.

Audience and advisory committee comments:

- It is exciting to see a plan that does not rely on property taxes.
- There is strong support from a contingent of senior golfers.
- The plan for the golf center could easily bring in at least 100 senior golfers per week.
- There is a great need for a pro "executive golf course" certified by the Oregon Golf Assoc.
- A good driving range would bring in significant revenue.
- The issues of water quality and water levels of the lake need to be considered carefully.
- A number of attendees commented on the "great job" done by Metro staff on this project.

Metro responded with these facts:

- The golf center is only conceptual at this point; more study will have to be done to identify the final design.
- Bonds will not be sold until a partner is identified for the golf center.
- The lake is an extraordinary and important asset to the park as well as residents of the area. Metro is committed to doing what is necessary to keep the lake healthy and at an adequate water level.
- The final draft of the plan will be sent out to committee members next week.

The meeting was adjourned at 8:15 p.m.



METRO

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For immediate release – July 24, 2001
Contact: Ron Klein, (503) 797-1774

Blue Lake Regional Park's future proposed in feasibility study

A draft Blue Lake Regional Park Feasibility Study released this week proposes nearly \$12 million in park improvements and new park facilities, mostly funded by revenue bonds. In addition to upgrading existing restrooms and picnic shelters, the study recommends a golf course, a new Lake House event center, a lakefront plaza and pavilion, environmental education shelter, water play area, trails and wildlife habitat improvements.

Recommendations come from the work of a Blue Lake Park study team and a project advisory committee, and more than a year of review and public involvement that included two “ice cream social” public meetings at the park last summer.

Managed by Metro's Regional Parks and Greenspaces Department, the 185-acre Blue Lake Regional Park offers archery, volleyball, softball, horseshoes, bike and boat rentals, swimming, picnicking and picnic shelters for large groups. It also provides valuable habitat for migrating waterfowl and other wildlife, and has rich links to Native American and Lewis and Clark history. The park is located in Fairview between Marine Drive and Sandy Boulevard off Northeast 223rd Avenue.

Although the park remains popular with about 300,000 visitors each year, it is primarily used during the summer. Improving existing facilities and providing more amenities and services that can be enjoyed all year will elevate the value of the park to the region.

“Blue Lake has provided visitors outstanding recreational opportunities for generations,” notes Charles Ciecko, director of Metro's Regional Parks and Greenspaces Department. “The study sets a clear direction for continuing to make it a great place to go for generations to come.”

The study also addresses the financial needs in managing the park. Current revenues are not adequate to sustain park operations and maintenance.

The park has not kept up with the needs of a changing and growing population and the park has critical deferred maintenance needs. Positioning Blue Lake Regional Park as a more year-round destination and including new income-producing facilities such as a golf course and new Lake House will help close the operating deficit.

Copies of the draft report are available to view at Fairview City Hall and the Blue Lake Regional Park office. Copies also are available by calling Metro's Regional Parks and Greenspaces Department at (503) 797-1870.

Written comments about the plan can be sent to Jane Hart, Metro Regional Parks and Greenspaces, 600 NE Grand Ave., Portland, OR 97232. Comments will be accepted until 5 p.m. Aug. 20.

Citizens also will have opportunities to testify on the draft report at the following public meetings:

Metro Regional Parks and Greenspaces Advisory Committee
6:30 p.m. Tuesday, Aug. 7, Metro Regional Center, 600 NE Grand Ave., Portland

Metro Council Natural Resources Committee
1:30 p.m. Wednesday, Sept. 5, Metro Regional Center, council chamber

Metro Council
2 p.m. Thursday, Sept. 20, Metro Regional Center, council chamber

Metro, the regional government that serves 1.3 million people who live in Clackamas, Multnomah and Washington counties and the 24 cities in the Portland metropolitan region, provides planning and services that protect the nature of the region.

Visit the Metro web site at www.metro-region.org.

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METRO

**WE'D LIKE TO HEAR FROM YOU
ABOUT PROPOSED IMPROVEMENTS
AT BLUE LAKE REGIONAL PARK
July 25, 2001**

Metro Regional Parks and Greenspaces Department's Blue Lake Regional Park draft Feasibility Study is available for review and comment. **Written comments on the draft Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept will be accepted until 5:00 pm on August 20, 2001.** All written comments will be responded to and summarized in the final Feasibility Study. Please mail written comments to Jane Hart, Regional Parks and Greenspaces Department, Metro, 600 NE Grand Ave., Portland, OR 97232-2736.

A limited number of draft Feasibility Study reports are available on a first come-first served basis at the Regional Parks and Greenspaces Office. Please arrange for pick up or mailing by calling Patricia Sullivan at 797-1870 at Metro. Copies of the draft Feasibility Study area also available for review at Fairview City Hall (503-665-7929) and at Blue Lake Regional Park's main office (503-665-4995).

Future Opportunities for Public Involvement: The public is encouraged to testify on the draft Feasibility Study at the following public meetings:

Regional Parks and Greenspaces Advisory Committee

6:30 p.m. Tuesday, August 7, Metro Regional Center, Room 270

Metro Council Natural Resources Committee

1:30 p.m. Wednesday, September 5, Metro Regional Center, Council Chambers

Metro Council

2:00 p.m. Thursday, September 20, Metro Regional Center, Council Chambers

(Note: Written comments received by August 20, will be summarized and presented to Committee Members at the public meetings listed above).

Metro is at 600 NE Grand Avenue. Parking is available in the attached parking structure on NE Irving.

For Further Information: If you have any questions about the draft Feasibility Study please call Jane Hart, project manager at (503) 797-1585.

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METRO

TO: Interested Parties
FROM: Jane Hart, Metro Project Manager, *JH*
SUBJECT: Metro Council Public Hearing on the Blue Lake Regional
Park Economic Feasibility Study
DATE: November 28, 2001

As I promised, I am writing to let you know that Metro Council will consider the draft Blue Lake Regional Park Economic Feasibility Study on Thursday, December 6th at their weekly meeting. The meeting time is 2:00-4:00pm. The resolution is approximately 10th on the agenda. Although it isn't likely, there is always the potential that the Council could make a last minute schedule change and hear the item sooner, so I suggest that you arrive at 2:00pm just to be safe. If you wish to testify for this agenda item, you will need to fill out a public testimony card and hand it to the council assistant who sits at the front right-hand side of the Council platform. It is best to hand the card in before the meeting starts. Testimony is heard on a first-come, first-served basis.

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Metro looks at Blue Lake turnaround

Sure, the park is popular — on weekends; the agency needs to boost visitors and revenue year-round

By CATHERINE TREVISON
THE OREGONIAN

FAIRVIEW — Blue Lake Park is a great place for a swim and a picnic on a summer weekend, but it's dead on weekdays and during the winter, and it takes in about \$300,000 less than it costs to run each year.

Next week, Metro will start seeking public comment on a \$11.9 million proposal to boost visitors and revenue by outfitting the park with year-round attractions, sizable concessions and corporate sponsors.

At a work session Tuesday, the Metro Council discussed the proposed improvements, including:

- ◆ A small golf course that will

teach both people who want to learn to play and those who want to learn to manage golf courses. Metro would take on a partner to run the golf concession, to be located in the undeveloped 100 acres on the east side of the park.

"It's very conceptual. We don't know if we could fit nine or 18 holes there," said Jane Hart, Metro's project manager for the new Blue Lake plan.

- ◆ A lakefront plaza and pavilion to replace an aging swim center, which is used only for its restrooms. The swim center is "taking up prime real estate territory" on the lake shore, and the new plaza and pavilion could host concerts and other group events, Metro spokesman Ron Klein said.

- ◆ A new lake house, to replace the 1950s-era home used mainly by people who wish to marry in its lakefront gardens. The new design would let the park hold two functions at once and make it "much

more competitive as a meeting location year-round than we are now," Hart said.

- ◆ A "youth destination center," which could include something like a skate park or a climbing wall.

- ◆ A new water play area for young children. Currently, children 5 and younger are not allowed to swim in the lake, to avoid outbreaks of disease that are passed through feces such as one that happened a decade ago.

But it's hard to bring young children to a lake and then tell them they can't get in the water. Under the proposal, Hart said, a water-spraying play area would give young children a fun place to cool off not far from Blue Lake's beach.

- ◆ An environmental education center, which could recall the architectural style of the Native American tribe that used the area before white settlement.

- ◆ A store, currently proposed outside the park boundaries. The store would be a concession built by a private developer, Hart said.

- ◆ A new 250-person picnic shelter, increasing the park's ability to handle large groups.

The move makes financial sense, Metro staff members told the council. There would be more people visiting and renting facilities, increasing net revenues by a projected \$945,000 each year. And concession operators would take over many of Metro's operating costs, such as trash removal.

Metro also could invite corporations to sponsor some of the development. Staff members predict corporate sponsorship could contribute 2 percent of the park's annual budget.

A bond is a possibility

Metro could consider an \$8.9 million bond for the project — excluding \$1 million for the environmental education center, which

could be paid for with grants, and \$2 million for later phases of the lakefront pavilion.

If it decides to go for the bond, annual payments on the debt would be about \$735,000, staff members said. But the new revenue would not only cover the debt payment but also leave an extra \$210,000 each year to help pay for park operations, staff members said.

Metro would not have to ask voters to approve the bond because it would not affect property taxes, they said.

The plan was formed through more than a year of public meetings and surveys. Metro will start distributing a draft of the proposal next week and plans to take public comment at several meetings in the next two months, including a parks advisory committee meeting on Aug. 7.

The Metro Council is tentatively scheduled to vote on the issue Sept. 6, Klein said.

Skateboarders hoping for a bit of concrete

GRESHAM

**Metro sifts input on plans
for improving Blue Lake Park**

Metro is taking public comment on several scenarios for the future of Blue Lake Park, its park that receives the most visitors but also tallies the largest annual deficit.

Earlier this year, Metro enlisted a team of consultants to craft visions for the park's future, ranging from making simple adjustments to finding commercial partners for an inn, a conference center and a restaurant.

If the first public review bears weight, a final proposal would fall between the two extremes.

More than 100 people reviewed the concepts Wednesday during an ice cream social at the park. Almost everyone rejected the idea of an inn and conference center. Some said they would consider a restaurant, but most urged Metro to compromise between a light makeover and a complete overhaul.

The most popular ideas: a year-round, indoor youth recreation center; a small, informal amphitheater; a new lakehouse events center; a small water play park; and a golf learning center that would highlight wildlife and the park's history.

About 300,000 people each year visit Blue Lake Park to swim, boat, picnic and play sports.

The park brings in about \$400,000 annually, mostly through picnic shelter reservations and entrance fees. But expenses run about \$700,000. The difference is made up by Metro's excise tax.

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Metro seeks ways to make parks self-sufficient

The council studies Blue Lake, which is the most used and has the biggest deficit, for changes big and small

By TREVOR MAXWELL
THE OREGONIAN

For Jean Ridings of Fairview, Blue Lake Park means long walks in summer, herons on the north bank and rich links to Native American history.

For her grandson, the park might come to mean waterslides, a short nine-hole golf course or even a full-scale inn and restaurant.

Change, creativity and self-sufficiency are the new rules for Blue Lake and other parks fighting to stay afloat as public money dwindles. The big question for cash-strapped parks that have history to uphold is, how can they increase revenue without canceling tradition?

Metro hopes to find the balance at Blue Lake.

The regional government is tak-

ing public input on several scenarios for the future of its most-visited park, which also tallies the largest annual deficit. By December, Metro hopes to adopt a plan that will boost park revenue.

Ridings and others want to make sure that raising more money doesn't mean selling out the past.

"We've already seen a lot of transition out here," said Ridings, who has lived by the lake for nearly 40 years. She serves on the 14-member project advisory committee for Metro.

"What we really enjoy is that it's a family park, and there is so much history in it," she said. "We want that feeling to be saved and the history to be interpreted for visitors."

Four scenarios survive

Earlier this year, Metro enlisted a team of consultants to craft visions for the park's future. Along with the advisory committee, the team narrowed the field to four scenarios, ranging from making simple adjustments to finding commercial

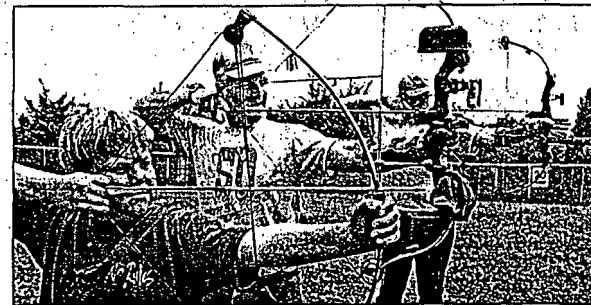
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"I'd like to see the park stay youth-oriented," said Michele Moultrie, a mother of two who lives near the park. "I like the idea of a recreation center where they can learn physical fitness and a variety of sports. Having a new lakehouse is an awesome idea."



ROBERT BACH/THE OREGONIAN

Brandon Craig, 11; Ron Blackledge and Mike Briston, all of Milwaukie, aim at targets at the archery range at Blue Lake Park in Fairview. Metro, which owns and manages the park, is looking for ways to erase a deficit in the park's operation.

300,000 visits each year

About 300,000 people each year visit Blue Lake Park to swim, boat, picnic and play sports. The 185-acre site was used as a public and private park for most of the 20th century. Excavations in the 1970s uncovered artifacts from a Nechoke Indian settlement.

The park brings in about

\$400,000 annually, mostly through picnic shelter reservations and entrance fees. But expenses run about \$700,000. The difference is made up by Metro's excise tax, and Metro officials want Blue Lake to close the shortfall.

"We like the family flavor of the park; we want to preserve that," said Heather Nelson Kent, of Metro Parks and Greenspaces. "But we

are looking at ideas to generate money because it's an expensive park to maintain. We think Blue Lake has the potential to do more."

Nelson Kent said none of the 14 regional parks turns a profit, and many don't generate any revenue at all. While the public calls for Metro to adopt more parkland, the government struggles to pay for the parks already in the system.

Valerie Lantz, a member of the advisory committee, said she saw the same problems as parks superintendent for Troutdale. She said Oregon's tax structure, coupled with rising labor costs, has made it difficult for public parks to maintain service levels.

"In Troutdale, we had play equipment in our parks that were no longer considered safe," Lantz said. "There were no replacement funds available, so for a period we didn't have play equipment."

Lantz said she and other advisory committee members will consider the public input and devise a single working proposal. That plan will be presented to the public Aug. 15 at the park.

Metro wants parks to be self-sufficient

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METRO WANTS REVENUE FROM PARKS

KXL RADIO PORTLAND

JULY 24, 2000

7:21 AM

NEWSCASTER: The Metro regional government's busiest park is also the park that has the biggest deficit. About 300,000 people visit 185-acre Blue Lake Park each year to swim, boat and play sports. The park brings in about \$400,000 a year through picnic, shelter, reservation, and entrance fees, but expenses are about \$700,000. So now Metro is trying to find a way to close that gap. Some ideas being suggested are water slides, a short nine-hole golf course, and even a full scale Inn and Restaurant.

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BLUE LAKE PARK REVENUE GAP

KOTK RADIO PORTLAND

JULY 24, 2000

7:29 AM

NEWSCASTER: The Metro regional government's busiest park is also the park that has the biggest deficit. About 300,000 people visit Blue Lake Park each year to swim, boat and play sports. The park brings in about \$400,000 a year, but expenses are about \$700,000 a year, and therein lies the problem. Metro is trying to find a way to close the gap, and ideas range from water slides, a short nine-hole golf course, maybe even a full scale Inn and Restaurant.

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METRO TAKING PUBLIC INPUT ON REVENUE

KINK RADIO PORTLAND

JULY 24, 2000

8:28 AM

NEWSCASTER: Metro would like to see local parks bring in a little more green. The regional council is taking public input on ways to make green spaces more self-supporting. By December, the council hopes to have a plan in place that will boost revenue.

Speaker interjections not contributing to context may have been excluded from this transcription.

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METRO'S BLUE LAKE PARK FUTURE

KATU-TV CHANNEL 2 PORTLAND

JULY 24, 2000

5:08 PM

NEWSCASTER STEVE DUNN: Well, one of the area's most popular Metro parks is looking for ways to become self-sufficient. Blue Lake Park is operating at a deficit right now, and as Channel 2's Trey Thomas reports, Metro is considering bringing in private business to help boost park attendance and raise the revenue.

REPORTER TREY THOMAS: Water skiing is one of the many aquatic pleasures enjoyed here at Blue Lake Park, but at 185 acres, it's not a cheap park to operate.

RON KLEIN, METRO PARKS AND GREEN SPACES: Well, right now we're looking at an annual deficit of about \$300,000 a year.

REPORTER: Ron Klein is with Metro Parks and Green Spaces, which operates Blue Lake Park. Metro is considering adding some year-round facilities on its unused property to increase revenue at the park.

KLEIN: Like a youth recreation center, for example, or a small conference center. Another idea that has been kicked around is a golf learning center that can be enjoyed all year round.

REPORTER: But those who enjoy the family and friendly water sports Blue Lake has to offer are concerned about the park becoming too commercial.

PARK PATRON: I think it's important, but I think other funds can be probably located rather than bringing other businesses and other activities in.

REPORTER: While others see a bigger and better Blue Lake Park partnered with industry as the price of progress.

JUDY KENNEDY, PARK PATRON: I definitely think they need a restaurant and a recreational center for use would be a good idea, make the community more strong.

BRENDA THORSON, PARK PATRON: If they need to bring a hotel in to bring up the revenue, I guess that would be okay, too. You know, whatever it takes because it is a nice park.

REPORTER: The Blue Lake Park planning commission will hold an ice cream social on August 15th to lay out its plan for the future of the park to the public. And from what I'm told, it will be somewhere in the middle, a combination of both new amenities plus private investment. Back to you, Steve.

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Radio and Television Monitoring Services

BLUE LAKE HAS DEFICIT

KPTV CHANNEL 12 PORTLAND

JULY 24, 2000

10:17 PM

NEWSCASTER KURT LUDLOW: The Metro council's busiest park is also the park that has the biggest deficit. About 300,000 people visit Blue Lake Park each year to swim and boat and play sports. The Park brings in about \$400,000 each year through picnic shelter reservations and entrance fees, but expenses are about \$700,000. And now Metro is trying to find a way to close that gap. Some ideas being suggested are water slides, a short nine-hole golf course, or even a full scale inn and restaurant.

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mdw 159f

PG. 2 METRO'S BLUE LAKE PARK FUTURE, KATU-TV CHANNEL 2
PORTLAND, 7/24/2000

NEWSCASTER: Now, Trey, Blue Lake Park—it charges an admission fee, I understand. Won't that help cover some of the cost here?

REPORTER: Actually, it only makes up about \$300,000. They charge three bucks a carload, as you know, just to enter the park. That only accounts, though, for about \$300,000. They get another \$100,000 from the reservation of picnic table areas, and that amounts to just \$400,000 for a park that costs about \$700,000 to operate.

NEWSCASTER: Trey Thomas, take your jacket off. Enjoy the weather, will you?

REPORTER: All right.

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BLUE LAKE PROFIT OPPORTUNITIES

KXL RADIO PORTLAND

JULY 25, 2000

6:53 AM

NEWSCASTER: Metro is hoping to turn a popular play area into something a bit more profitable. It costs \$700,000 a year to run Blue Lake, but the popular park only brings in \$300,000. Metro's Heather Nelson-Kent thinks that they can change things with just a few additions.

HEATHER NELSON-KENT: And there are lots of opportunities for Blue Lake along the waterfront in particular.

NEWSCASTER: Some water slides, fountains, more picnic areas perhaps.

NELSON-KENT: And expansion of our lake house, which is where we host private parties, weddings, and things like that and making that a bigger money maker for the park.

NEWSCASTER: No estimate as to how much these improvements will cost, but Metro is going forward with the idea that they can squeeze a few more dollars out of the area.

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BLUE LAKE PARK LOSING MONEY

KXL RADIO PORTLAND

JULY 25, 2000

7:53 AM

NEWSCASTER: Blue Lake is a popular spot on a summer's day, but Metro needs it to be more popular. Blue Lake isn't making money.

HEATHER NELSON-KENT: There are very few parks that actually pull their own weight financially, but what's unique about Blue Lake is we think it has the possibility to be self-sufficient or close to self-sufficient.

NEWSCASTER: Metro's Heather Nelson-Kent says a master plan has been developed, and it includes a few things they hope will increase the cash flow.

NELSON-KENT: Some water play features, you've seen maybe some of those big sprinkler type fountain things for kids to play in.

NEWSCASTER: Also on the drawing board, more picnic shelters. Most likely to be nixed, a proposal to build a hotel and restaurant in the park. That's not getting a very warm reception. A second public hearing on the master plan will be August 15th at Blue Lake.

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Portland Extra

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Metro will air proposals for Blue Lake Park

The future of the park's Lake House might draw discussion among ideas for broader appeal

By **TREVOR MAXWELL**
THE OREGONIAN

A golf learning center, upgraded trails and a youth recreation feature are three key components in Metro's plan for the future of Blue Lake Park.

But it's the uncertain fate of the park's Lake House that promises to spark the most debate.

Metro's planning team, consisting of consultants and a project advisory committee, will present draft recommendations to the public during an ice cream social Tuesday at the park.

The meeting is the second in the

planning process for Blue Lake Park, which attracts about 300,000 visitors each year. Metro officials have called for changes that could help the park boost revenue. Attendance levels have dipped in recent years, and the park operates at a \$300,000 annual deficit.

Planners say the proposed additions would give the park broader appeal.

"People seem very excited about adding amenities to the park that offer year-round recreation opportunities," said Ron Klein of Metro.

Details have not been settled, but the golf learning center could mean a driving range, an educational component and a short golf course. The youth-oriented recreation feature has not been defined, either. Ideas include a skateboard park, a rock-climbing wall or other, lower-impact activities.

The draft plan calls for upgrad-

ing the park's trails. Other proposed changes are a water play facility/fountain, an additional multipurpose picnic shelter and a convenience store on Northeast 223rd Avenue, near the park entrance.

Still in question is the outdated Lake House. Planners will offer two options: Construct a new Lake House, which would have the capacity for small business and social events, or develop a more substantial, commercial project involving a restaurant, events center or lodge.

At the first public meeting, participants denounced a scenario promoting large commercial ventures. Participants were given stickers to place on four scenarios; green meant "go," and red meant "stop." The scenario with the lodging, events center and restaurant options received more than 300 red dots and fewer than 30 green

BLUE LAKE PARK PLANNING

When: 5:30 to 7:30 p.m. Tuesday
Where: Cello picnic shelter in the park
Cost: Park admission is free when you mention the event. Ice cream is provided.
Information: Call Ron Klein at Metro 503-797-1774

"If the answer is no, that's fine," Klein said of the elements of scenario. "It didn't seem clear to Metro folks and consultants that it was really a 'no.'"

Jean Ridings, a longtime resident of the nearby Interlachen neighborhood, hopes Metro keeps its promise to heed the public voice. More than 100 people participated in the first public meeting July 12.

"I'm concerned that people will want to push some things through without listening to common sense," Ridings said.

Klein said Tuesday's meeting is one step to make sure that park lovers and area residents have a say in the planning process. A final plan is expected to go to the Metro Council by December.

"It's a nice opportunity to be at the park and see where these facilities might go," he said.

dots.

But planners with the Metro team think that only certain pieces of the scenario drew most of the negative response. They said the barrage of red stickers could have had more to do with opposition to an amphitheater, another component of the scenario, than opposition to a restaurant or conference center.

Metro will enhance Blue Lake's appeal

8/15/00

Current revenue-generating ideas run to a year-round conference center and restaurant

By **DOUG IRVING**
THE OREGONIAN

FAIRVIEW — Aleta Woodruff remembers the evening dances, the sandy picnics, the cooling summer swims. Blue Lake Park was an attraction then.

It loses money now and is looking for ways to remake itself: Add a golf course, maybe a hotel, a youth center. To Woodruff, 78, this is an opportunity to reclaim some of the park's excitement.

"It was the place to go," she said. "It was a destination, and I would like to see it become a destination again."

Neighbors and park supporters

had few concerns at a meeting Tuesday about the proposed park improvements. They blessed ideas for a skatepark or a fountain play area. They questioned a three-story lodge on the lake but said a restaurant might be a good addition.

Change is coming to the sprawling park just north of Fairview, near the Columbia River. Metro, the regional government, owns the park but can no longer afford its bills as tax-cutting initiatives bite into its bottom line. Last year, Blue Lake Park was more than \$300,000 short of meeting its costs.

For Metro, the obvious solution was to recreate the park as a money-maker, said Heather Nelson Kent of Metro Parks and Greenspaces. That likely means a small golf course, a better trail network, an educational pavilion. It

could mean a skatepark or a rock-climbing wall.

The antiquated Lake House will play a central role in the park's future. Its outdated walls could house a restaurant and a conference center, not just wedding receptions. Its income could help offset the park's shortfalls.

With its paddleboats and shade trees, the park has no trouble attracting summer visitors. But ticket sales freeze in the winter. The park attracted 88,000 people last July, but only about 1,000 in December.

A larger, rebuilt Lake House could bridge that seasonal break, said Jane Hart, manager of the park improvement project. It would be one of the few attractions that visitors could enjoy in the cold drizzle as much as in the sun. Metro had talked about building a new Lake House with

hotel rooms, a restaurant and a 5,000-seat auditorium, but backed down after an earlier public hearing.

For Giselle Brannon, the park is a place for children. She encouraged Metro to hold onto that spirit and focus on activities for kids. After all, she said, the park makes money when children beg their parents to go to it.

"I think they're going in the right direction," said Brannon, 34, of Portland. "Anything that gives kids something to do, it's a good idea."

Metro planners will meld comments from Tuesday's meeting and a similar meeting last month into their proposals. The Metro Council should vote on the shape of Blue Lake Park's future by December, said Ron Klein, spokesman for Metro Parks. It set aside \$205,000 to launch the project next year.

Metro ponders Blue Lake upgrades

BY KIM WETZEL
of The Outlook staff

FAIRVIEW — Plans for a new hotel or restaurant to be constructed inside Blue Lake Park have been axed, but proposals for a golf course and driving range could bring it up to par.

At least that's what Metro Regional Government is hoping.

Metro, owner of Blue Lake, is proposing various improvements and additions to the 185-acre park in an effort to create more revenue.

Additions include a golf learning center, which would include a covered driving range and golf course geared toward those learning to play.

Other proposed additions include a water fountain play area similar to one at Waterfront Park in Portland, a youth destination center that could include a rock climbing wall and skate park, more picnic shelters and expansion of the lake house.

Park improvements could include an automatic irrigation system and restroom upgrade.

Other ideas for improvements include the development of a convenience store on a Metro-owned piece of land near the park off 223rd Avenue.

"What can we do to make the park experience more enjoyable for park-goers?" Metro Councilor Rod Park said. "Overall, the ideas are to make good use of it."

For years, Blue Lake, which costs about \$700,000 a year to maintain, has been operating at a \$300,000 deficit. Metro is hoping proposed improvements and additions will bring more people in during the winter. The park hosts about 300,000 people a year, the bulk of those visiting in the warmer months.

"We think we can meet our goals with the things we're proposing," said Heather Nelson Kent, Metro planning and education manager. "We have a goal for Blue Lake to raise 75 percent of operating costs."

Different ideas were discussed

Park

CONTINUED FROM Page 1A

during two ice cream socials Metro held at the park in July and August, where the public was invited to brainstorm. According to Nelson Kent, the golf course and youth destination center received the most positive feedback.

There was also interest in expanding the one-room lake house to provide more retreat-like space for businesses, weddings and receptions.

Initially, an idea was raised to update the lake house into a restaurant or hotel. The plan was met with opposition and has been taken off the list of proposed changes.

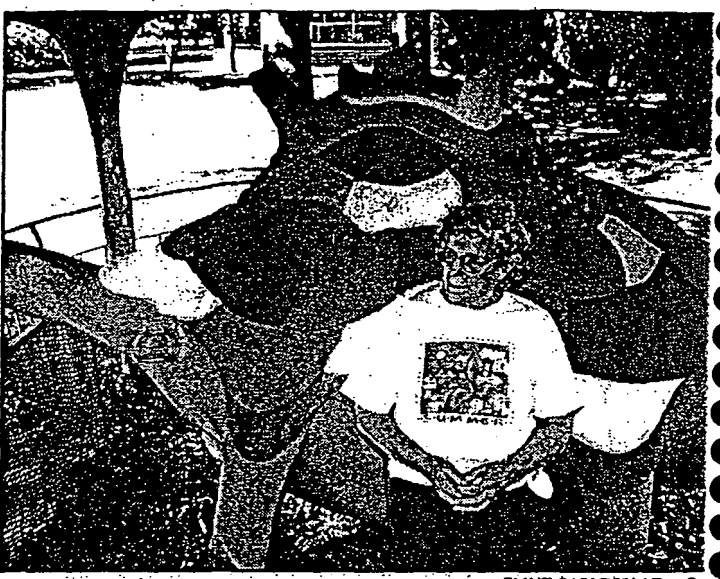
Jean Ridings, a Blue Lake Park neighbor and member of the Project Advisory Committee, was one person who strongly opposed a hotel.

She argued at task force meetings that the commercial development of a hotel in the park defeats the purpose of protecting greenspace. Although Metro has submitted a preferred scenario to the Fairview City Council without plans for a hotel, she is still concerned the government could change its mind for financial reasons. She is also worried about the construction of a convenience store.

"We don't need a hotel in that park," Ridings said. "That's using park space for a commercial venture. I think the whole thing comes down to how much of the park should be sacrificed to make money."

Nelson Kent said plans for a hotel and/or restaurant in the park, although not completely incompatible with Metro's goals, have been put on the chopping block for now.

Metro is taking the initial steps to get the project off the ground. Staff presented the "preferred scenario" for the park to the Fairview City Council on Wednesday, Sept. 6. Nelson Kent said the city responded favorably to the proposed changes. A consultant team will analyze the



FLINT CARLTON / THE O
Jean Ridings stands near the "talking garbage can pig" at Blue Lake Park on Thursday, Sept. 14. Slurpy the Pig was installed in the 1960s and is a park landmark.

project to determine feasibility and cost.

Nelson Kent said the consultant team, which consists of accountants and architects, should have a more detailed plan in about a month. The plan will then go before the Metro Council in December.

At this point, said Nelson Kent, it isn't known what ideas might be pared in the process, how long it will be before improvements and additions will be made, how much it will cost or who will pay for it. Also, she said, some of ideas for improvement,

namely the youth destination center are still up in the air.

Nelson Kent said Metro has money to pay for the project and is hoping to add a partner that can help pay for and maintain any new facilities and improvements, especially the golf learning center.

According to Nelson Kent, it is common for park revenue to cover operation costs.

"By most park standards, Blue Lake does a good job of generating money," Nelson Kent said. "But I think it could do better."

Editorial

The Oregonian

Founded Dec. 4, 1850. Established as a daily Feb. 4, 1861.
The Sunday Oregonian established Dec. 4, 1881.

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A gem in need of polishing

Blue Lake Park no longer attracts the crowds it once did, and Metro is right to look for ideas to reverse that trend

Blue Lake Regional Park, with its stunning views of Mount Hood, is the backdrop that stars in many Portlanders' memories.

Don't tell them the park is a "green space" owned by the Metro regional government.

For many Portlanders, Blue Lake is more dream space. It's romance land. It's where, in different eras, they stole their first kisses, danced their first dances, hung out at the floating dock, sunbathed at the lake beach and dove high dives — excitements all gone.

"People love this park. . . . It was a fabulous place, and people have such good memories," says Heather Nelson Kent, planning and education manager for Metro Regional Parks.

Although Blue Lake still draws crowds in the summer, its appeal hasn't kept pace with the population growth around it. Last year, the park ran at a deficit of \$300,000.

Metro would like to restore the park's magnetism, and make it 75 percent self-sustaining in the bargain. Ideas under discussion include a small golf course, a better trail network, a skate park or a rock-climbing wall. In fact, planners are still casting about for even better ideas.

Traffic and noise are both legitimate concerns. But even neighbors have shown remarkable support for reviving the park, Nelson says.

Inconveniently, because Metro runs it, Blue Lake lacks the property-tax base that would logically finance much-needed maintenance and improvements. It also lacks the camping that, under a state formula, awards some recreational-vehicle registration fees to Metro's Oxbow Regional Park.

Now, admittedly, we think the entrepreneurial imperative that parks pay their own way should be resisted. This is not romanticism on our part. It's reality: Asking a park to make money is like asking it to mutate into a different animal, say, of the mall species.

Parks justify their existence by being. Green. Beautiful. And enjoyable. But in that last word, there's an opening for a more dynamic vision of what a park should be. The truth is, Blue Lake isn't as enjoyable as it once was.

"We have believed that if we mowed the lawns and repaired the picnic tables, we could keep a great park great," writes Martin J. Rosen, former president of the Trust for Public Land in a new book. "But greatness cannot be 'maintained' like infrastructure. Greatness emerges through use and must be re-envisioned by each generation."

Metro is doing its duty by Blue Lake, and all the people who remember it so fondly, by reinterpreting it — making it play, rather than fully pay, its own way in a new era.

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PLAN DEVELOPED FOR YEAR-ROUND PARK

KEX RADIO PORTLAND

JULY 25, 2001

7:32 AM

NEWSCASTER: Three hundred thousand people visit Fairview's Blue Lake Park every year, but most go only in the summer. Metro has now come up with a plan to spur year-round use of that park.

REPORTER: Keeping Blue Lake Park open requires money. Metro wants to issue \$12 million in revenue bonds to upgrade and add facilities to generate some cash.

RON KLEIN, METRO: A new lake house event center, a lakefront plaza and pavilion, educational center, water play area, trails and habitat improvements.

REPORTER: Metro's Ron Klein says the prime money maker would be a golf course and driving range just inside the park entrance.

KLEIN: A golf course is a project that has to be in place because we would rely heavily on the revenue.

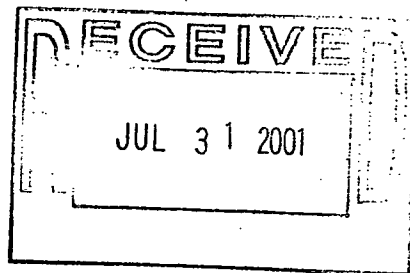
REPORTER: Klein says the plan will work if a private group runs the course jointly with Metro.

KLEIN: We'd do a revenue share from the operation of the golf course, similar to what we do at Glendavere Golf Course [spelling not verified].

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Metro's plan at Blue Lake aims at making the building fit the picture-perfect setting and earn more

By PETER FARRELL
THE OREGONIAN

FAIRVIEW -

The Lake House at Blue Lake Regional Park has the ambience and grounds that make for a picture-perfect wedding spot overlooking an outstanding water feature: the 64-acre spring-fed lake.

Inside it's just a house. It's converted and retrofitted for weddings and meetings, but a conventional 40-year-old house all the same.

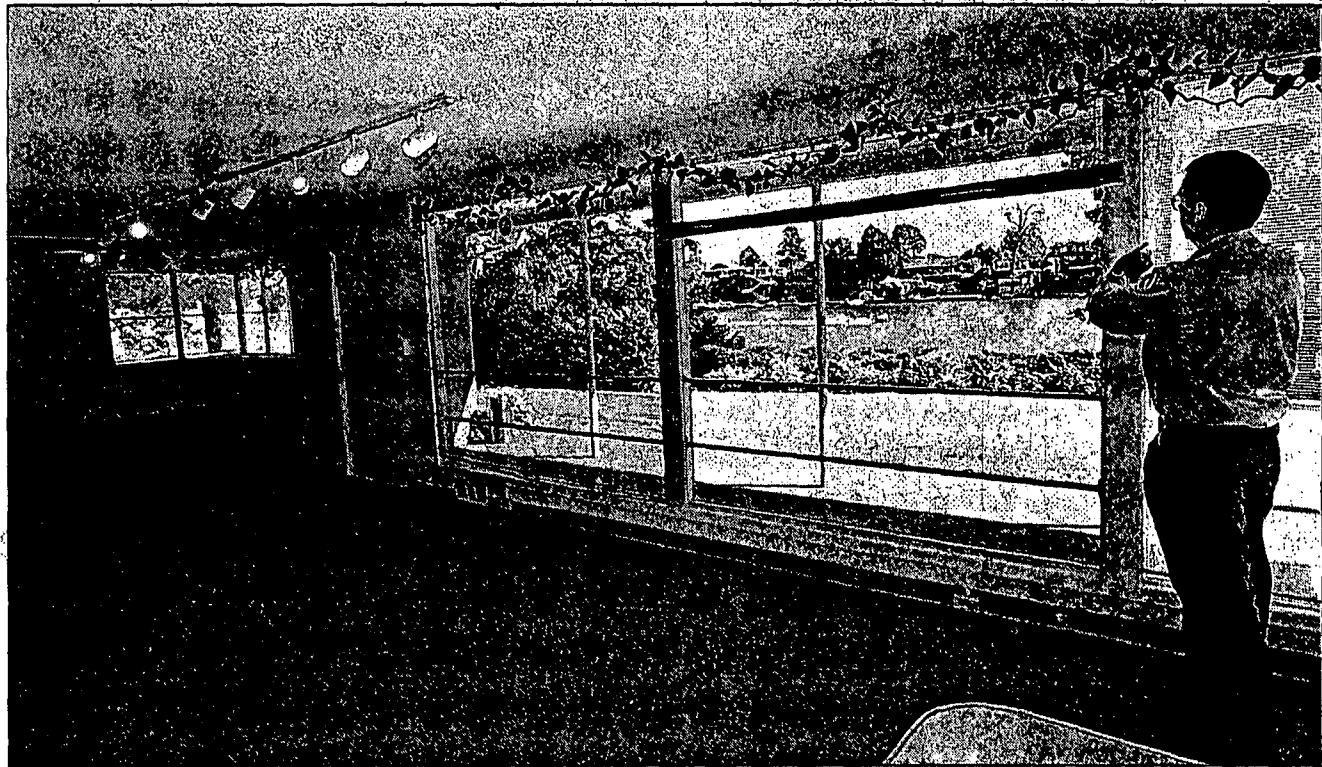
"The Lake House has a reputation as an affordable but unglamorous wedding/event facility," says an outside feasibility study done for Metro Regional Parks. The wedding house is a seasonal business, turning away customers in the summer months, sitting idle most of the year.

Metro is well along on planning to replace the house with a center designed for weddings and meetings, which could double the fair-weather wedding business and bring in meetings year-round.

The new Lake House is one of several proposals in a \$12 million plan to upgrade the park. The plan includes a par 3 golf course operated as a concession, upgraded rest-rooms and picnic shelters, a lake-front plaza and pavilion, an environmental education shelter, a water play area for small children and improvements to trails and wildlife.

"The new building would expand the footprint a little bit, but not so much it overtakes its setting," said Jane Hart, project manager for the economic feasibility study of the park. "Then we could tap into the professional meetings and workshops and that sort of thing."

It's all part of a larger plan to bring in more visitors in the off-



Todd Jones, supervisor of Blue Lake Park, opens blinds in a main room inside the Lake House. The house could be torn down and replaced with a larger facility for both weddings and meetings, under Metro's plans to improve the park.

ROGER JENSEN
THE OREGONIAN

One plan for the Lake House shows a one-level building with wings off a central lobby and core area. One wing is a meeting or event room to accommodate about 150 people. The other wing has a slightly smaller room for about 125 people. Both wings and two adjoining meeting rooms for about 30 people each open to lake views.

When the demand for weddings is brisk in June, July and August — August is Oregon's top marriage month, state Health Department records indicate — the design allows for two weddings at a time, meaning the park could pick up business it now must turn away. Or there could be two meetings at a time.

"I don't imagine there would ever be a business meeting and a

PUBLIC HEARING

What: Metro Council's Natural Resources Committee has scheduled a public meeting to review the entire Blue Lake Park report and plans to finance improvements from concession income.

When: 1:30 p.m. Wednesday, Sept. 5

Where: Metro's headquarters, 600 N.E. Grand Ave., Portland

Why: Metro officials say this meeting is a good time for the public to comment on the plans in time to have an effect on the full Council's review on Sept. 20.

The plan: Copies available at Fairview City Hall or at Metro Regional Parks and Greenspaces

Internet: More details and a comment section at www.metro-region.org

wedding at the same time," Hart said. sionaire operate the building and catering.

A catering kitchen just off the lobby would serve all the rooms, and the plan is to have a concessionaire operate the building and catering. It costs Metro about \$300,000 a year more to operate Blue Lake Park than it takes in from the \$3-

day use and other fees. At one time the search for new income led park planners to consider putting a restaurant in the park.

"That didn't filter through all the alternatives for the park," Hart said. The restaurant would have been part of a lodge that "didn't really fit with the mission of the park."

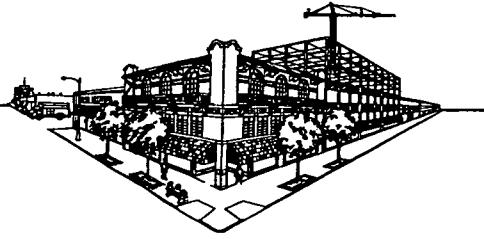
Blue Lake Park is popular, with 300,000 visitors a year to its 185 acres. Usage peaks on summer weekends, and winter use is light.

"In recent years attendance has plateaued, and revenues are not adequate to sustain park operations and maintenance," according to a consultant's feasibility study.

It also says the park has critical deferred maintenance needs and needs a fresh look.



- MARKET ASSESSMENTS



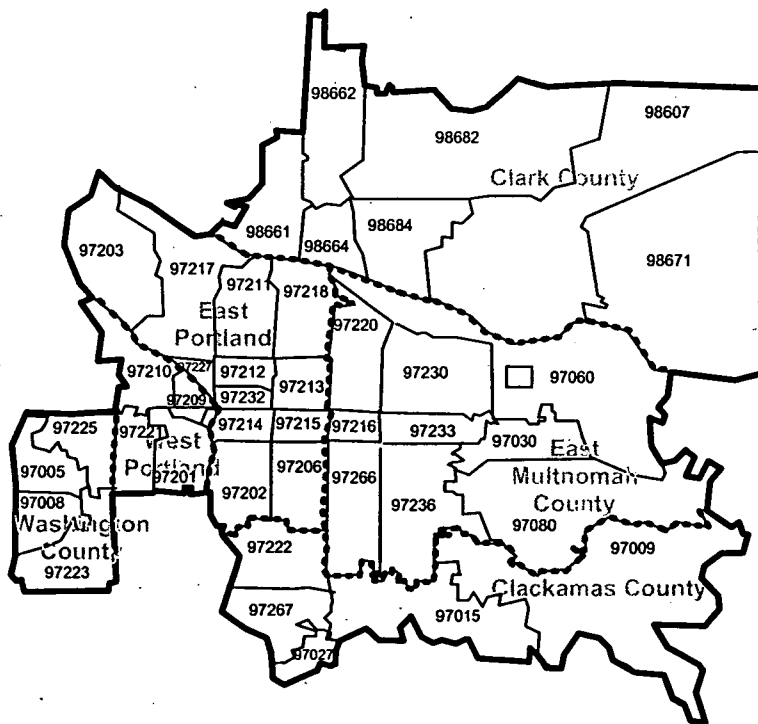
PROJECT MEMORANDUM

To: Jane Hart, Metro Regional Parks and Greenspaces
From: Eric Hovee & Denise Whitney
Subject: Blue Lake Regional Park Market Assessment –Market Profile
Date: April 4, 2000

INTRODUCTION

This market profile is one of three components comprising a Blue Lake Regional Park Market Assessment. Other components include market survey and stakeholder interview technical memoranda. The purpose of this work element – the market profile – is to provide a demographic and economic conditions overview for the Blue Lake Regional Park Market Area.

Figure 1. Blue Lake Regional Park Market Area



The market area has been determined in cooperation with Metro staff, based on understanding Blue Lake as regional destination. The map to the left illustrates the market area boundaries.

Within the boundaries are 43 zip codes in four counties (Clark, Clackamas, Multnomah and Washington) and two states. This area coincides with the zip codes for which a random sample telephone survey was conducted by Market Decisions Corporation.

QUALIFICATIONS

This profile has been prepared for Metro Regional Parks and Greenspaces by the economic and development consulting firm of E.D. Hovee &

Company. Observations and findings are those of E.D. Hovee & Company and should not be construed as representing the opinion of any other party without that party's express endorsement, whether in whole or part.

ORGANIZATION

The remainder of this memorandum is organized to cover the following topics:

- Population & Households
- Age of Population
- Race & Ethnicity
- Employment
- Income
- Housing Development

POPULATION & HOUSEHOLDS

As of 1999, nearly 1.03 million residents lived in approximately 416,000 households in the Blue Lake Park market area, a population increase of 17% (over 148,000 residents) since 1990.

Blue Lake Park market area population accounts for 60% of the four-county Portland metro area. Population trends for the Blue Lake Park market area differ from broader regional trends in two key respects. Growth within this area is occurring at a slower rate than region-wide. While Portland metro area households decline in size (as indicated by faster household growth than population growth) Blue Lake Park market area households are increasing in size (with faster population than household growth).

Figure 2. Population and Households (1990-1999)

Area	1990	1999	Absolute Change 1990-1999	Percentage Change 1990-1999
<i>Population</i>				
Blue Lake Park Market Area	879,604	1,027,728	148,124	17%
Portland Metro Area	1,412,344	1,715,450	303,106	21%
<i>Households</i>				
Blue Lake Park Market Area	357,248	415,918	58,670	16%
Portland Metro Area	553,107	674,025	120,918	22%

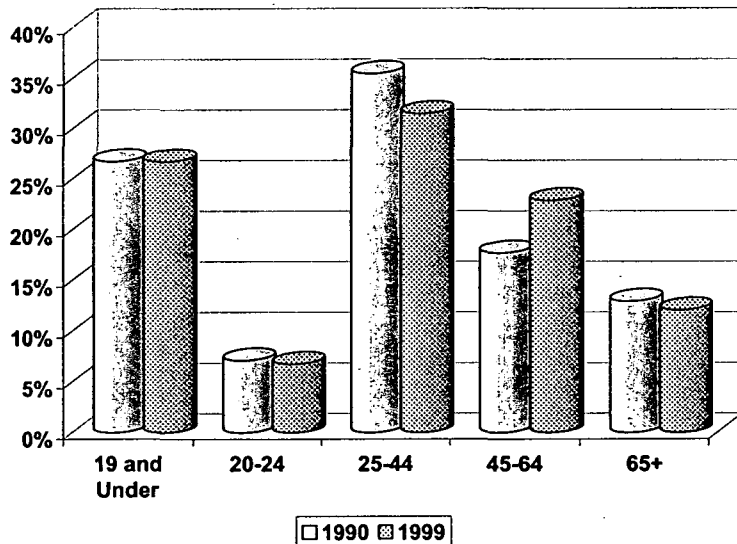
Source: Metro Data Resource Center.

Growing household size within the park's market area may be of importance for the park – to the degree that Blue Lake Park draws mainly families.

AGE OF POPULATION

The 19 and under and 25-44 age groups make up over half of the residents in the Blue Lake Park market area, as they did in 1990. From 1990 to 1999, the market area saw a *decrease* in the number of residents age 25-44 and an *increase* in residents age 45-64, as baby-boomers moved into the next demographic age cohort.

Figure 3. Blue Lake Park Market Area Population Age Distribution (1990-1999)

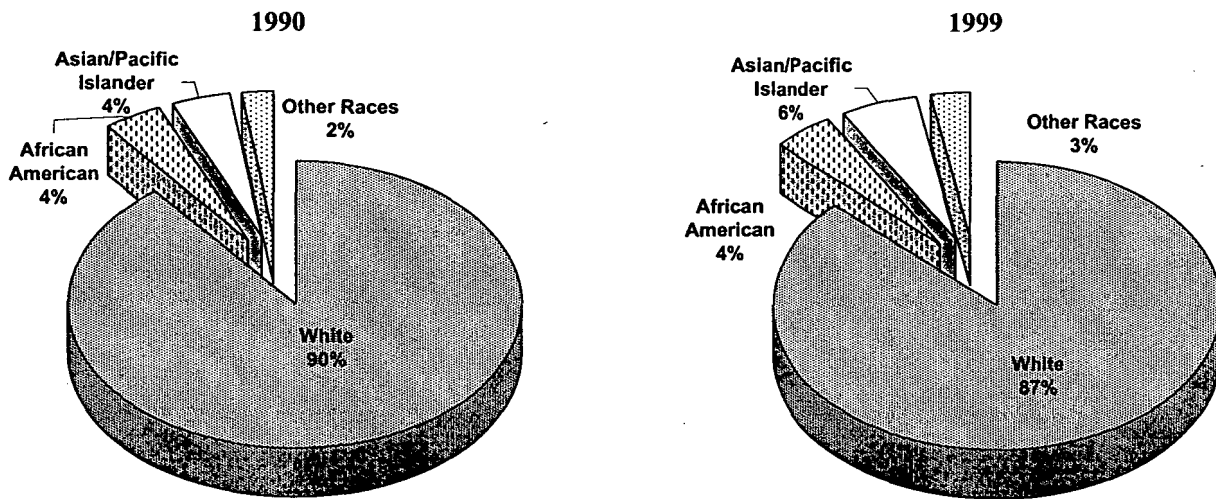


Source: CACI Inc.

RACE AND ETHNICITY

The largest proportion of residents in the Blue Lake Park market area identify themselves as white, accounting for 90% in 1990 and 87% in 1999. While the proportion of African-American residents remained the same for 1990 and 1999, the proportion of Asian and Pacific Islanders increased by 2% and residents of other races increased by 1% over the same period.

Figure 4. Blue Lake Market Area Racial Characteristics (1990-1999)



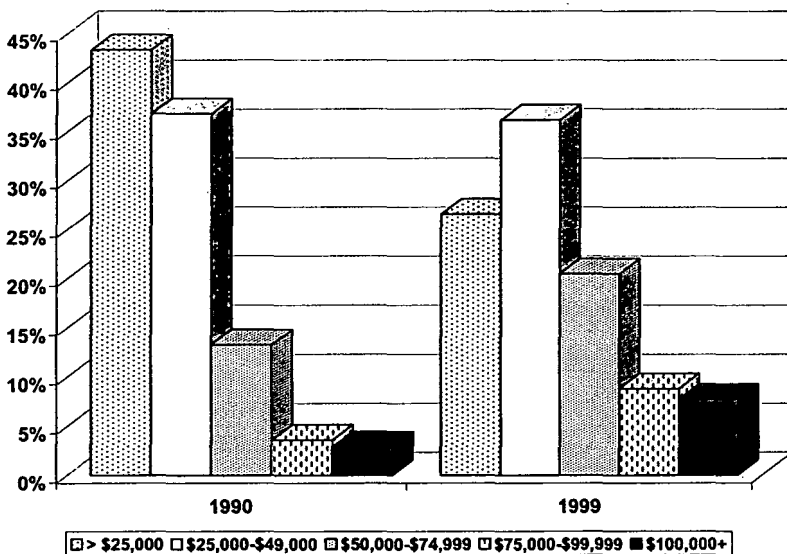
Source: CACI Inc.

Residents claiming Hispanic ethnicity can be of any race. Hispanic residents in the Blue Lake Park market area increased by 2% over the nine-year period, from 3% in 1990 to 5% of population in 1999.

INCOME

Household incomes represent the source of consumer buying potential. In 1990, over three-quarters of the households in the Blue Lake Park market area had incomes below \$50,000. The proportion in these two combined income brackets drops to just over half of the households in the market area as of 1999. Both inflation and real household income growth are likely responsible for this change.

Figure 5. Household Income Distribution (1990-1999)



Source: CACI Inc.

The proportion of households with incomes \$50,000 and above nearly doubled from 1990 (at 20%) to 1999 (37%).

HOUSING DEVELOPMENT

As of 1999, the Blue Lake Park market area has an estimated 434,600 housing units, an increase of over 58,670 new units since 1990. Of the new housing units in the market area, almost half (at 47%) are multifamily. In comparison, a little over one-third (at 36%) of new housing units constructed over the same period in the Portland metro area consisted of multifamily units. Overall, housing development increased at a slower rate in the market area (at 16%) than for the Portland metro area (21%) as a whole.

Figure 6. Housing Development (1990-1999)

Area	1990	1999	1990-1999	
			# Change	% Change
<i>Blue Lake Park Market Area</i>				
Single Family	257,124	288,433	31,309	12%
Multifamily	118,803	146,168	27,365	23%
Total	375,927	434,601	58,674	16%
<i>Portland Metro Area</i>				
Single Family	421,665	498,726	77,061	18%
Multifamily	160,654	204,703	44,049	27%
Total	582,319	703,429	121,110	21%

Source: Metro Data Resource Center.

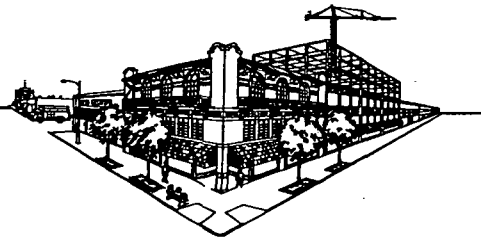
SUMMARY OBSERVATIONS

In summary, this review of demographic trends yields two implications for facilities and services at Blue Lake Park:

- The countertrend toward increasing household size and more multi-family units suggests greater needs for park and recreation activities for the market area served by Blue Lake Regional Park – despite slower overall growth of this market than is being experienced elsewhere in the Metro area.
- Greater diversity of incomes and housing types means that different households will likely have different needs and interests – with greater segmentation of market opportunities for providers of park and recreation services.

E. D. Hovee & Company

Economic and Development Services



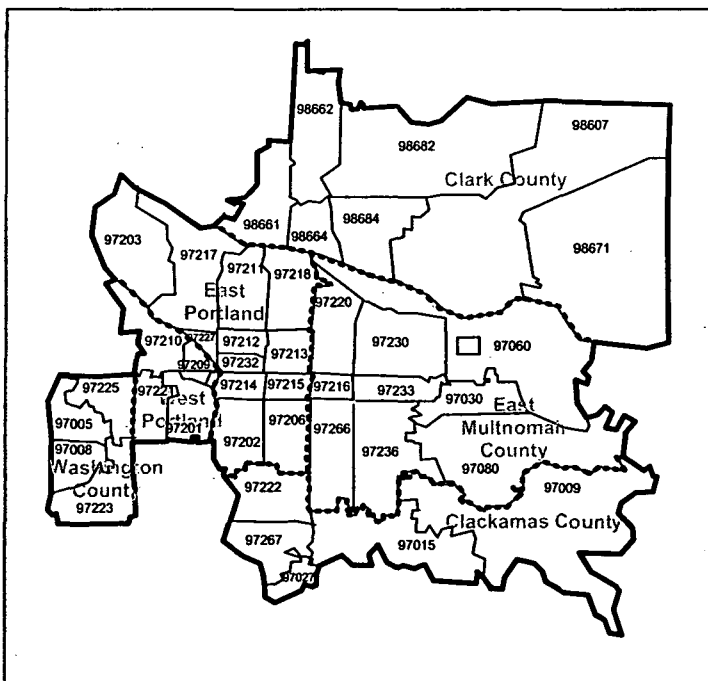
PROJECT MEMORANDUM

To: Jane Hart, Metro Regional Parks and Greenspaces
From: Eric Hovee & Denise Whitney
Subject: Blue Lake Regional Park Market Assessment –Market Survey
Date: April 5, 2000

INTRODUCTION

This market survey technical memorandum comprises one of three components of a Blue Lake Regional Park Market Assessment. Other components include market profile and stakeholder interview technical memoranda. The purpose of this element is to identify who uses/does not use Blue Lake Regional Park and why, suggested improvements, and potential patronage of fee-related park/facility services.

Blue Lake Regional Park Market Area



A random sample survey of 402 households was completed by Market Decisions Corporation. Respondents were limited to randomly-contacted persons who live within Blue Lake Regional Park's market area. This sample should have a margin of error of not more than +1-5% at a 95% level of confidence.

The market area was determined in cooperation with Metro staff and is based on the understanding of Blue Lake as a regional destination.

As illustrated by the accompanying map, this market area covers the portion of the Portland metro area from which Blue Lake Park patrons are most frequently drawn – including East Portland, the urbanized portion of East Multnomah County, northern Clackamas County, West Portland, a small portion of Washington County and eastern Clark County.

QUALIFICATIONS

This survey results memorandum has been prepared for Metro Regional Parks and Greenspaces by the economic and development consulting firm of E.D. Hovee & Company. Observations and findings are those of E.D. Hovee & Company and should not be construed as representing the opinion of any other party without that party's express endorsement, whether in whole or part.

ORGANIZATION

The remainder of this memorandum is organized to provide a discussion of the questions asked and responses given by the following groups of people:

- All respondents
- Respondents who have been to Blue Lake Regional Park in the last three to five years
- Respondents who have not been to Blue Lake Regional Park in the last three to five years.

Throughout this technical memorandum, survey questions and answers are provided to the left. In addition, cross tabulations have been completed to indicate any observed relationships between responses and location of residence, gender, age, family status, income, or race of the respondent. Information on relevant cross tabulations is addressed in the text only.

Market Survey Questions and Responses

Questions for All Respondents

What is your zip code/region?

Response	Respondents	Percent
East Portland	163	41%
East Multnomah County	100	25%
Washington County	52	13%
Clark County	44	11%
Clackamas County	33	8%
West Portland	10	2%
Total	402	100%

What is your gender?

Response	Respondents	Percentage
Female	227	56%
Male	175	44%
Total	402	100%

Have you been to Blue Lake Regional Park in the last 3-5 years?

Response	Respondents	Percent
No	226	56%
Yes	176	44%
Total	402	100%

What is your age, please?

Response	Respondents	Percent
45-64	140	35%
20-34	94	23%
35-44	90	22%
65 & over	53	13%
Under 20	19	5%
No response	6	2%
Total	402	100%

How many people live in your household?

Households average 2.1 adults (persons over the age of 18) and 1.1 children (18 or under).

Response	Respondents	Percentage
Two or more adults no children	162	40%
Adult(s) with 2 or more children	143	36%
One adult no kids	69	17%
Adult(s) with one child	25	6%
Other	3	1%
Total	402	100%

Questions for All Respondents

The first question asked was the zip code of the respondent. The 43 zip codes within the market area have been allocated to six regions.

The largest number of respondents (41%) reside in East Portland, followed by east Multnomah County (at 25%), Washington County (13%), Clark County (11%), Clackamas County (8%) and west Portland (2%).

The majority of survey respondents are female (56%).

The majority of respondents (56%) *had not* been to Blue Lake Park in the last three to five years. The remaining 44% *had* been to the park in the last three to five years.

The largest proportion of respondents (35%) falls into the 45-64 age group. This is not surprising – this age group represents the baby-boomer demographic bulge.

However, a younger demographic (those ages 35-44) is more likely than average (49% vs. 44% for all ages) to have been to the park in recent years.

Respondent households average 2.1 adults and 1.1 children per household. However, the majority of respondents (40%) represent households with two adults and no children. Nearly as many respondents (36%) represent households with two or more children. This second group is most likely to have been to the park in the last three to five years (53% vs. 44% across all household types).

East Multnomah County residents are more likely than average (57% vs. 44% for all locations combined) to have been to the park in recent years.

Household incomes of respondents are fairly evenly distributed between the four income groups ranging from under \$25,000 up to \$75,000 per year. Combined, these groups account for 75% of respondent households. Fifty-seven (or 14%) declined to provide an indication of household income while the remaining 11% have household incomes of \$75,000 or greater.

Income does not appear to be a good indicator of

park usage. No clear correlation emerges between a given household income and park visitation in the last three to five years.

The majority of respondents (79%) identify themselves as Caucasian or white, somewhat lower than the 87% representation in the market area in 1999 (identified in the market profile). In other words, minority representation in the market survey is somewhat higher than in the market area. This is true for all racial groups. However, Hispanic ethnicity is represented in the survey relative to its market representation.

In addition to general demographic questions, all respondents were asked a series of questions regarding funding operations and fees. For all four questions of this type, those with *no opinion* account for 8% to 13%.

Most respondents (66%) indicate user fees at Blue Lake Park should be comparable to similar facilities in the Portland metro area. West Portland, Washington County and Clark County residents show stronger than average support (indicating yes at a rate of 77%-90%).

Approximately half (51%) suggest Metro should set fees at a level covering park operations and maintenance costs. However, an even higher majority (81%) indicates fees should be subsidized with other public sources of revenue in order to be kept low for all users.

A majority (66%) also indicates fees should be discounted for low-income individuals and families. Households with annual incomes under \$35,000 show higher than average support for all of the last three questions.

Questions for respondents who have been to Blue Lake Regional Park in the last three to five years.

When was the last time you visited Blue Lake Park?

Response	Respondents	Percent
Last year (1999)	82	47%
3 or more years ago	51	29%
Two years ago (1998)	39	22%
Unsure/don't know	4	2%
Total	176	100%

How many years have you been coming to the park?

Response	Respondents	Percent
More than 10 years	87	49%
2-5 years	43	24%
6-10 years	24	14%
Just one year	15	9%
Unsure/don't know	7	4%
Total	176	100%

If you came to the park last year, how many times did you use the park?

Response	Respondents	Percent
Didn't come to park last year	77	44%
2-5 times	51	29%
Just once	36	20%
More than 10 times	7	4%
6-10 times	4	2%
Unsure/don't know	1	1%
Total	176	100%

Why did you come to Blue Lake Park last time?

Response	Respondents	Percent
Attend an event	102	58%
Recreation/relaxation	66	38%
Other	7	4%
Can't remember/don't know	1	0%
Total	176	100%

In your last visit, how many people were in your party?

Response	Respondents	Percentage
1-5	95	56%
6-20	41	24%
21 or more	35	20%
Subtotal	171	100%
Unsure/Don't know	5	3%
Total	176	100%

Questions for respondents who have been to Blue Lake Regional Park in the last 3 to 5 years

A total of 176 respondents (44% of the total) indicate they have been to Blue Lake Regional Park in the last three to five years.

Of those, the largest proportion (47%) has been to the park in the last year (1999). The majority of those visiting in the last year are from Clark or East Multnomah counties or East Portland.

Twenty-nine percent have been to the park three or more years ago, and 22% indicate their last visit was two years ago (1998). Only 2% say they are unsure or do not know when their most recent visit was within the last three to five years.

The majority of recent users (last 3 to 5 years) report coming to the park for two or more years. Only 9% say they are relative newcomers to Blue Lake Park (only coming to the park in the last year). Newcomers are most often respondents under the age of 35 with two or more children.

More respondents indicate the frequency of their visits in the last year than report having been to the park in the last year. This suggests the question may have been misunderstood by some.

Respondents most commonly come to Blue Lake Park to attend an event (58%) or for recreation/relaxation (38%). Respondents who live nearby (East Portland, East Multnomah or Clark Counties) are more likely to come to the park for recreation/relaxation. Attending events attracts users from further away.

The average-size visitor group consists of approximately 14 people. However, over half of respondents (56%) indicate a group size of 5 people or fewer, 24% of respondents attend in groups of 6 to 20, and 20% in groups of 21 or more people.

How many adults?

Parties average 7.8 adults each.

How many children 12-18?

Parties average 2.3 children ages 12 to 18.

How many children under age 12?

Parties average 2.8 children under age 12.

Were you part of a larger group (like a company picnic or a family reunion)?

Response	Respondents	Percent
No	93	53%
Yes	83	47%
Total	176	100%

If yes, how many people were with this group?

Response	Respondents	Percentage
51-150	29	36%
26-50	20	25%
151+	19	23%
11-25	10	12%
2-10	3	4%
Subtotal	81	100%
Don't know	2	2%
Total	83	100%

How did you get to the park?

Response	Respondents	Percent
Drive	140	80%
Carpool	28	16%
Bike	6	3%
Walk	1	0.5%
Other	1	0.5%
Total	176	100%

If public bus service to the park were available would you use it?

Response	Respondents	Percent
No	119	68%
Yes	51	29%
Unsure/Don't Know	6	3%
Total	176	100%

or lower, or who belong to racial or ethnic minorities, are more likely than respondents on average to be willing to take the bus to the park.

On average, adult visitors outnumber children 8 to 5. Similar to the total number of people in a party, the number of adults in a visiting party is most frequently (60%) between one and five people.

Children under age 12 are reported as part of the visiting party 45% of the time, somewhat more frequently than those age 12 to 18 (at 35%).

Recent users are slightly *less likely* (at 47%) to have been a part of a larger group -- like a company picnic or family reunion -- than not (53%). Respondents belonging to racial or ethnic minorities are somewhat more likely (indicating yes at a rate of 50%-67%) than all respondents on average to report being part of a larger group.

Of those in larger groups who recall the group size (81 respondents), the largest proportion (36%) recall visiting in groups of between 51 and 150 people, closely followed by groups of 26 to 50 (25%), and 151 or larger (23%). The average group size is 218 people.

The most common mode of transportation to Blue Lake Regional Park is comprised of parties driving alone (80%). Sixteen percent of recent users indicate carpooling with others. Biking, walking or other modes are reported by only 4% of respondents.

Virtually everyone who says they got to Blue Lake Park by carpool, bike, or walking lives in East Portland or East Multnomah County.

Twenty-nine percent of respondents indicate they would use public bus service to the park if it were available. This is a higher proportion than those currently carpooling or using other modes, suggesting as much as 9% of respondents would be willing to bus instead of drive.

Over 80% of those willing to use the bus live in East Portland or East Multnomah County. Respondents with children or incomes of \$35,000

Does having to pay the entry fee limit your use of the Park?

Response	Respondents	Percent
No	108	61%
Yes	60	34%
Unsure/Don't Know	8	5%
Total	176	100%

What activities have you participated in at Blue Lake Park?

Response	Responses	Percent
Family Picnics	60	34%
Swimming	60	34%
Playing Sports	45	26%
Boating	43	24%
Group/ Company picnics	38	22%
Kids' Playground	25	14%
Walking	24	14%
Music Concerts	15	9%
Biking	14	8%
Fishing	13	7%
Sports Tournaments	12	7%
None	11	6%
Special Events	10	6%
Socializing	9	5%
Archery	6	3%
Wedding	6	3%
Other	6	3%
Running	5	3%
Especially for Kids Program	1	1%
Nature Classes	1	1%
Total	404	230%

Note: There were 176 respondents. Multiple responses were allowed for this question. Percentages were derived by comparing responses to respondents. So the percentages total more than 100%.

On a scale of 1 to 4, where 1 is poor, 2 is fair, 3 is good and 4 is excellent, please rate your satisfaction with the quality of each of the following facilities and services.

Response	Respondents in Average	Average
Grounds maintenance	171	3.1
Shelter & picnic areas	164	3.1
Landscaping & flower gardens	163	3.1
Public safety	157	3.1
Park staff	121	3.1
Roads and parking lots	173	3.0
Sports facilities such as play fields, archery	138	3.0
Boat rentals	85	2.9
Nature trails	112	2.8
Lake House	76	2.8
Play equipment	125	2.7
Other	9	2.6
Fees for park entry and/or rentals	154	2.5
Restrooms	152	2.5
Swim areas	142	2.3

Most responding visitors (61%) say their use of Blue Lake Park is not limited by the entry fee. Thirty-four percent indicate the entry fee limits their park use. Respondents age 35 to 44, or those with two or more children, and/or annual household incomes of \$25,000 to \$35,000 are more likely than all respondents on average to say the entry fee is a concern.

All 176 recent Blue Lake Regional Park users were asked in what park activities they participate. Respondents were allowed to choose as many answers as appropriate.

Family picnics and swimming are most frequently mentioned (by 34% of respondents), followed by playing sports (26%), boating (24%), group or company picnics (22%), and use of the children's playground and walking (each at 14%). Less than 10% of respondents select the remaining activities.

Respondents also rated their satisfaction with the quality of a number of park facilities and services. The following list of facilities score an average rating of 3.0 to 3.1 (on a scale of 1-4) indicating above-average quality:

- Grounds maintenance
- Shelter & picnic areas
- Landscaping & flower gardens
- Public safety
- Park staff
- Roads and parking lots
- Sports facilities such as play fields, archery

All other facilities and services rank as being of fair quality. Lowest rankings (averaging 2.5 or less) are given to fees for park entry and/or rentals, restrooms, and swim areas.

What one feature do you like most about Blue Lake Park?

Response	Respondents	Percent
Size of park	18	10%
Other	17	10%
Picnic area	16	9%
Landscaping/scenery	16	9%
"It's close" to home/Portland	15	9%
The lake	14	8%
Location (in general)	12	7%
Don't know/nothing	12	7%
The boats (paddle boats)	10	6%
Swimming	9	5%
The playing fields	7	4%
Trails/walkways	6	3%
Summer concerts	6	3%
The trees	5	3%
Wide open area	5	3%
Playground	4	2%
Good for family/kids	4	2%
Total	176	100%

What do you like least?

Response	Respondents	Percent
Don't know/nothing	38	22%
Water (dirty/unsafe)	33	19%
Other	26	15%
Entrance fees	24	14%
Too crowded	15	9%
Bathrooms (dirty/not enough)	8	5%
Parking arrangements	8	5%
Too far away	8	5%
Lack of cleanliness/upkeep	6	3%
Swimming area (general)	5	3%
Location (general)	5	3%
Total	176	100%

What additional facilities or amenities would you use if they were available at Blue Lake Park?

Response	Respondents	Percent
Don't Know	99	56%
Other (unlisted feature)	23	13%
All listed features	1-8	0%-5%
Total	209	>100%

When asked what feature they like most about Blue Lake Park, 10 % of the time respondents say they like the size of the park or an unlisted feature (or other). *Other* features most frequently identified include the variety of activities available, privacy for large groups, peacefulness and quiet. All remaining listed features are selected by less than 10% of respondents.

Respondents are somewhat more unified about what they like least about Blue Lake Park. The largest proportion either does not know or has no opinion (22%). Dirty or unsafe lake water is identified most often (19%) as least liked, followed by entrance fees (14%). Respondents identify unlisted or *other* features 15% of the time. Other least-liked features most frequently mentioned include park not dog friendly, not enough places to sit/tables, and not enough trees.

Recommendations for improving the features that are least-liked include maintaining clean and safe lake water, eliminating or reducing entrance fees, allowing pets in the park, keeping bathrooms clean, adding parking, increasing upkeep, etc.

When asked what additional facilities or amenities they might use if available, most respondents (56%) do not know. Thirteen percent identify *other* facilities or amenities not listed. Other facilities/amenities most often mentioned include:

- 1) Access to play equipment such as bike rentals, basketballs and rollerblades.
- 2) Increasing activities such as plays and other public events for children, bird watching, concerts, sailing, fishing, horseback riding.
- 3) Adding more physical features such as showers, tables and comfortable seating, drinking fountains, places to lock up bikes, beaches, and facilities for seniors.

All listed features received support from 5% or less of respondents, despite the option to select as many as desired.

Questions for respondents who have not been to Blue Lake Regional Park in the last three to five years.

Do you know where Blue Lake Park is located?

Response	Respondents	Percent
Yes	132	58%
No	92	41%
Unsure/Don't know	2	1%
Total	226	100%

Are you aware that the park offers:

Feature	Responding "Yes"	
	Respondents	Percent
Picnicking	127	56%
Swimming	124	55%
Group/covered reservable picnic areas	94	42%
Boating	88	39%
Wildlife viewing	59	26%
Lake House for event rentals	38	17%

Blue Lake Park is a 185-acre regional park located in Multnomah County and the City of Fairview, offering picnicking, swimming, boating and nature activities.

Are there any specific reasons you have not used the park?

Response	Respondents	Percent
Too far away	50	22%
Don't know enough about the park	47	21%
None	28	12%
Not a parks user	25	11%
Too busy	22	10%
Didn't know it existed	21	9%
Prefer other parks	19	8%
Other	13	6%
Polluted water	7	3%
Crowded	6	3%
Entry fee for park	6	3%
Don't go anymore (children grown)	6	3%
Facilities – don't like them	4	2%
Facilities and activities – below standard	4	2%
Facilities – not the right ones available	3	1%
Can't go to the park without my husband	3	1%
Safety/ security not adequate	3	1%
Total	267	118%

Respondents were asked for any specific reasons for not using Blue Lake Park in the last three to five years. More than one answer was allowed. The most common responses are distance from the park (22%) and lack of knowledge about it (21%). Nine percent are unaware of its existence.

Again, those who indicate they know too little or are unaware of Blue Lake Park's existence are most likely to reside in West Portland, Washington and Clark Counties, and/or to be under the age of 35. The half-dozen recent users who list reasons for not using the park that match least-liked park features are East Portland and East Multnomah County residents.

Questions for respondents who have not been to Blue Lake Regional Park in the last 3 to 5 years

A total of 226 respondents (56%) indicate they have not been to Blue Lake Regional Park in the last three to five years.

Of those, the largest proportion (58%) knows where the park is located. Respondents who live in West Portland, Washington and Clark Counties, and those age 44 and under are less likely than all respondents on average to know where the park is located. These clearly are groups to whom marketing of park facilities might be targeted in the future.

Respondents were asked if they are aware of various listed park features. Respondents could answer yes to as many as appropriate. Yes responses alone are indicated to the left.

All features are recognized by at least some respondents. Those most frequently acknowledged include picnicking (56%), swimming (55%), reservable picnic areas (42%), and boating (39%). Once again, respondents who live in West Portland, Washington and Clark Counties, and those age 44 and under are less likely than all respondents on average to know what Blue Lake Park offers. This is most consistently the case for Washington County residents and those under the age of 35.

Are there facilities or services that you think Blue Lake Park should provide?

Response	Respondents	Percent
None	159	70%
Other (unlisted feature)	26	12%
All listed features	1-7	0%-3%
Total	253	>100%

What is the single most interesting feature that would attract you to visit Blue Lake Park?

Response	Respondents	Percent
Don't know/no response	42	19%
Other	31	14%
Picnicking/picnic facilities	30	13%
Wildlife (viewing)	21	9%
Scenery (general)	19	8%
Swimming	16	7%
Fishing	12	5%
Hiking trails	10	4%
The lake (general)	9	4%
Sports and outdoor activities	9	4%
Privacy/peace and quiet	8	4%
Watersports	6	3%
Entertainment events	5	2%
Group events/facilities	5	2%
To escape Portland	3	1%
Total	226	100%

When asked if there were facilities or services they thought Blue Lake Park should provide, the majority of respondents (70%) indicate there are none. Twelve percent identify *other* facilities or services not listed. Other facilities/services most often mentioned include:

- 1) Activities such as horseback riding, canoeing, jet skiing, and fishing.
- 2) Adding more physical features such as more picnic tables, drinking fountains, parking, bathrooms, and trees.

All listed features are supported by 3% or less of respondents, despite the option to select as many as desired.

A series of questions follows, attempting to narrow the focus and determine potential frequency of use and willingness to pay for facilities/services. No listed facility or

service generates support from more than 3% of respondents.

Those who have not used the park in the last three to five years were asked a last question: "What is the single most interesting feature that would attract you to visit Blue Lake Park?" The question yielded fairly non-directive results. This indicates the lack of a clear image or identity that non-patrons have of Blue Lake Park.

The majority of respondents do not know or have no response (19%), followed by those who specify items not listed or *others* (14%) and those who indicate picnic facilities (13%). All features listed are supported by less than 10% of respondents.

SUMMARY OBSERVATIONS

Based on survey results, the following observations are offered regarding market niches of interest for changes to operations and future facility improvements at Blue Lake Regional Park.

Better Service to Existing Users:

- Existing users tend to live in East Multnomah County and East Portland, have younger families with children, are repeat customers and come to Blue Lake most often for an event, then recreation/relaxation. Close to one-half come in larger groups reflecting the importance of group picnic activities; this is particularly true for racial and ethnic minorities. Activities of primary importance are family picnics and swimming. While most arrive by car, there is interest in use of transit if service were available.

- Patrons of Blue Lake most like the size of the park, its grounds and landscaping. Least liked are the existing swim area followed by restrooms and fees for facility use. Concerns about water quality persist among a distinct minority of park users.
- Blue Lake Park could choose to play to its existing customer base – encouraging added use and higher quality experiences for residents of East Multnomah County and East Portland with improved beachfront, picnic and sports (including fee paid) facilities – and possibly with increased focus on a calendar of recreation related events.

Capturing Non-Users:

- Those who do not use Blue Lake Park tend to be both younger (under 35) and older adults (age 45+) and are more likely to live outside the East Portland/Multnomah County area. Major reasons for not patronizing Blue Lake are distance from place of residence, lack of familiarity, no interest in park use and being too busy for this type of recreation.
- Blue Lake is known, even among the majority of non-users, as a venue for picnicking and swimming. These perceptions match those of park users.
- There is no single feature or service that could be assured to draw non-users. The only feature mentioned by more than one out of ten non-users (13%) relates to picnic facilities. Wildlife viewing, scenery and swimming draw interest in the range of 7-9% each.
- As an alternative or in addition to serving existing patrons, Blue Lake could pursue a strategy of encouraging use from those who have not patronized the park. The most important element of this strategy would be to build general awareness of the park and what it offers – aimed at residents of West Portland, Washington County and east Clark County residents together with the twenty to early thirty-something or 45 and over age markets. The features of most interest to non-users would likely be oriented to passive recreation including picnicking, scenic and wildlife values.

Policy & Marketing Questions Affecting Current Users & Non-Users:

- Despite the recent history of improvements, there still appears to be a lingering public perception that Blue Lake may be affected by water quality problems. Additional emphasis could be placed on water quality initiatives in future marketing and education materials for the Park. Guided tours also could be provided for media representatives to demonstrate measures the Park takes to assure clean water for swimming, boating and environmental values.
- When it comes to fees, it appears that the public *wants it all*. The majority of respondents are supportive of rates comparable to other facilities, recovering costs through fees, subsidizing operations to keep rates low for all users, and subsidies for low-income individuals; strongest support is to keep rates low for all users.

Q6d Were you part of a larger group (like a company picnic or a family reunion)?
 1 Yes 2 No (GO TO Q7)

Q6e How many people were with this group? ____

Q7 How did you get to the park? Did you . . . (READ LIST)
 1 Drive 4 Bike
 2 Carpool 9 Other (SPECIFY)
 3 Walk

Q8 Does having to pay the entry fee limit your use of the Park?
 1 Yes 2 No 7 Unsure/DK

Q9 If public bus service to the park were available would you use it?
 1 Yes 2 No 7 Unsure/DK

Q10 What activities have you participated in at Blue Lake Park? (RECORD ALL MENTIONS)

11	Archery	21	Playing Sports
12	Biking	22	Running
13	Boating	23	Socializing
14	Especially for Kids Program	24	Special Events
15	Family Picnics	25	Sports Tournaments
16	Fishing	26	Swimming
17	Group/ Company picnics	27	Walking
18	Kids' Playground	28	Wedding
19	Music Concerts	99	Other (SPECIFY)
20	Nature Classes	00	None

Q11 On a scale of 1 to 4, where 1 is poor, 2 is fair, 3 is good and 4 is excellent, please rate your satisfaction with the quality of each of the following facilities and services. (READ LIST, ROTATE)

	Poor	Fair	Good	Excellent	DK
11a Shelter & picnic areas	1	2	3	4	7
11b Play equipment	1	2	3	4	7
11c Grounds maintenance	1	2	3	4	7
11d Nature trails	1	2	3	4	7
11e Roads and parking lots	1	2	3	4	7
11f Public safety	1	2	3	4	7
11g Swim areas	1	2	3	4	7
11h Restrooms	1	2	3	4	7
11i Park staff	1	2	3	4	7
11j Lake House	1	2	3	4	7
11k Boat rentals	1	2	3	4	7
11l Fees for park entry and/or rentals	1	2	3	4	7
11m Landscaping & flower gardens	1	2	3	4	7
11n Sports facilities such as play fields, archery	1	2	3	4	7
11o Other (SPECIFY)	1	2	3	4	7

Q12 What one feature do you like most about Blue Lake Park?

Q12a What do you like least?

Q12b How could we improve the feature you like least?

Q13 What additional facilities or amenities would you use if they were available at Blue Lake Park?
(RECORD ALL MENTIONS)

11	Amusement Rides	34	Restaurant
12	Aquatic Center	35	Restrooms/ new
13	BBQ's, more	36	Tournament level sports fields
14	Birthday/ party room	37	Video/ game arcade
15	Boating	38	Wedding/ party facility
16	Child's play area/ larger	39	Wildlife viewing
17	Child's play water feature/ improved	40	Windsurfing
18	Community center		
19	Conference/ retreat center	99	Other (SPECIFY)
20	Display gardens		
21	Environmental education programs		
22	Fast food service		
23	Fitness/ walking trails		
24	Golf		
25	Golf driving range		
26	Hotel or inn		
27	Indoor sports center		
28	Interpretive center		
29	Lakeside picnic areas/ more		
30	Lakeside café		
31	Large covered shelter/ more		
32	Miniature golf		
33	Outdoor concert area		

Now, go to Q19.

Q14 Do you know where Blue Lake Park is located?

1	Yes	2	No	7	Unsure/DK
---	-----	---	----	---	-----------

Q14a Are you aware that the park offers: (READ LIST)

	Yes	No	DK
A Picnicking	1	2	7
B Group/covered reservable picnic areas	1	2	7
C Swimming	1	2	7
D Boating	1	2	7
E Lake House for event rentals	1	2	7
F Wildlife viewing	1	2	7

Q14b Blue Lake Park is a 185 acre regional park located in Multnomah County and the City of Fairview, offering picnicking, swimming, boating and nature activities.

Q15 Are there any specific reasons you have not used the park? (RECORD ALL RESPONSES)

11	Crowded	17	Not a parks user
12	Entry fee for park	18	Prefer other parks

- 13 Don't know enough about the park
- 14 Facilities and activities – below standard
- 15 Facilities – don't like them
- 16 Facilities – not the right ones available
- 19 Safety/ security not adequate
- 20 Too far away
- 99 Other (SPECIFY)
- 00 None

Q16 Are there facilities or services that you think Blue Lake Park should provide? (RECORD ALL MENTIONS)

- 11 Amusement Rides
- 12 Aquatic Center
- 13 BBQ's, more
- 14 Birthday/ party room
- 15 Boating
- 16 Child's play area/ larger
- 17 Child's play water feature/ improved
- 18 Community center
- 19 Conference/ retreat center
- 20 Display gardens
- 21 Environmental education programs
- 22 Fast food service
- 23 Fitness/ walking trails
- 24 Golf
- 25 Golf driving range
- 26 Hotel or inn
- 27 Indoor sports center
- 28 Interpretive center
- 29 Lakeside picnic areas/ more
- 30 Lakeside café
- 31 Large covered shelter/ more
- 32 Miniature golf
- 33 Outdoor concert area
- 34 Restaurant
- 35 Restrooms/ new
- 36 Tournament level sports fields
- 37 Video/ game arcade
- 38 Wedding/ party facility
- 39 Wildlife viewing
- 40 Windsurfing
- 99 Other (SPECIFY)
- 00 None (SKIP TO Q18)

- 17a Of the facilities you just mentioned, which is most important? _____
- 17b How many times per year would you be likely to use it? _____
- 17c In addition to the park admission fee, what fee would you be willing to pay for this activity? _____
- 17d Which facility is next most important? _____
- 17e How many times per year would you be likely to use it? _____
- 17f In addition to the park admission fee, what fee would you be willing to pay for this activity? _____
- 17g And which facility is third most important? _____
- 17h How many times per year would you be likely to use it? _____
- 17i In addition to the park admission fee, what fee would you be willing to pay for this activity? _____

Q18 What is the single most interesting feature that would attract you to visit Blue Lake Park? (ONE RESPONSE)

All respondents

- Q19 In order to fund the operation cost of providing services and facilities you have suggested:
- | | Yes | No |
|---|-----|----|
| DK | | |
| A. Should Metro charge fees that are comparable to rates of other similar park facilities in the Portland metro area? | 1 | 2 |
| 7 | | |
| B. Should Metro charge fees set at a level so that all park operations and maintenance | | |

- Costs are covered by the fees? 1 2
7
- C. Should fees be subsidized with other public sources of revenue in order to be kept
Low for all users? 1 2
7
- D. Should fees be discounted for low income individuals and families? 1 2
7

Q20 And now just a few questions for statistical purposes. What is your age, please?

- | | | | |
|---|----------|---|-----------|
| 1 | Under 20 | 4 | 45-64 |
| 2 | 20-34 | 5 | 65 & over |
| 3 | 35-44 | 7 | NR |

Q21 How many people live in your household?

- A adults (over 18) _____ B children (18 or younger) _____

Q22 What is the average yearly income of your household? Is it . . .

- | | | | |
|---|-------------------------|---|--------------------------|
| 1 | Less than \$25,000 | 5 | \$75,000 up to \$100,000 |
| 2 | \$25,000 up to \$35,000 | 6 | \$100,000 and over |
| 3 | \$35,000 up to \$50,000 | 7 | NR |
| 4 | \$50,000 up to \$75,000 | | |

Q23 What is your race or ethnicity? (READ LIST IF NEEDED)

- | | | | |
|---|------------------|---|-----------------------|
| 1 | Caucasian | 5 | Hispanic (any race) |
| 2 | African American | 6 | Other (specify) _____ |
| 3 | Asian | 9 | No response |
| 4 | Native American | | |

Wrap-up (for all respondents):

Q24 Please provide any other comments or suggestions about improvements or changes you would suggest for Blue Lake Regional Park: _____

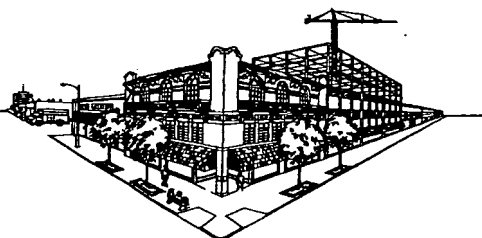
**Thank you for taking time to participate in this survey
so Metro can better serve visitors to Blue Lake Park**

RECORD NAME _____

RECORD PHONE NUMBER _____

E.D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Jane Hart, Metro Regional Parks and Greenspaces
From: Eric Hovee & Madeleine Dulemba
Subject: Blue Lake Regional Park Market Assessment – Stakeholder Interviews
Date: July 31, 2001

Metro Regional Parks & Greenspaces contracted with a consultant team led by E.D. Hovee & Company to conduct an economic feasibility study and to provide design concepts for future Blue Lake Regional Park development. As an initial work step in the evaluation and planning process, individual interviews were conducted with a cross-section of park stakeholders including park users, neighbors, staff, and officials – both elected and non-elected.

PURPOSE OF ASSESSMENT

The primary purpose of this initial assessment phase has been to evaluate how park stakeholders presently see the park and to ascertain their desires for Blue Lake Regional Park's future in the interests of achieving broader-based visitation while preserving a public resource.

APPROACH

The interview process should not be construed as representing a statistically valid survey sample. Rather, the intent has been to seek a range of input and viewpoints from individuals who have an interest and/or stake in future visitor development and park maintenance and preservation.

A combination of telephone and in-person interviews was conducted using a questionnaire format.* The questionnaire was used as a general guide for an informal conversation process. Comments and opinions are not attributed to specific individuals.

The interest and time contributed by all those who participated in this interview process are gratefully acknowledged. The perspectives offered can be instructive in shaping a viable agenda for Blue Lake Regional Park beyond the completion of the economic feasibility study and design concepts.

* Questions asked are provided in a following graphic.

BACKGROUND/INTEREST IN BLUE LAKE PARK

As indicated by the following listing, 18 interviews have been conducted to date with 19 stakeholder representatives. Persons to interview were identified in consultation with Metro staff. The following table indicates interviewees, their affiliations, and their specific interests in Blue Lake Regional Park.

Figure 1. Stakeholder Interview Participants

Name	Affiliation	Stakeholder Interest
Chris Arnold	YMCA Child Care Division	Day Camp Program Director
John Atherton	AA Sports Limited	Triathlon Event Sponsor
Nancy Chase	Metro Parks and Greenspaces	Acquisition Manager & Project Manager for 1985 Master Plan
Lee Cha	Asian Family Center	Executive Director
Charlie Ciecko	Metro Parks and Greenspaces	Department Director
Julee Conway	Gresham Area Visitors Association & City of Gresham	GAVA Chair & Gresham Parks Division Manager
Rufus Fuller	Amalgamated Transit Union	Vice-President & Group Picnic Organizer
Pandora Gulan	YMCA Child Care Division	Associate Executive Director
Marilyn Holstrom	City of Fairview	City Administrator
Kent Hunter	Tiffany's Food Services	Blue Lake Concessionaire
Alfred Japely	El Programa Hispano	Youth Retention Coordinator
Jeff Lee	Catellus Development Corporation	Northwest Industrial Development Director
Anne Nickel	Columbia Corridor Association	Executive Director
Rod Park	Metro Councilor	District Councilor
Deb Scrivens	Metro Parks and Greenspaces	Blue Lake Environmental Education Coordinator
Students*	H.B. Lee Middle School	Earth Day Observance Organizers & Participants
Julia Warner	Blue Lake Resident	Interlachen Association Member & Past Advisory Committee Member
John Zoller	City of Portland Parks	Golf Course Development

* Notes from this session follow as an appendix.

Source: E.D. Hovee & Company, April 2000.

Participants range from the Metro Councilor whose district includes the park to persons who conduct business or host events at the park to students with a particular interest in the park's future. Additional selected interviews are anticipated in the near future as participants' schedules allow.

PERCEPTIONS OF BLUE LAKE PARK CURRENTLY

Interviewees without exception praise park staff, their diligence and attitude to the public they serve. Their flexibility in dealing with people of many cultures is particularly noted. One person who deals with staff at many public facilities describes the Blue Lake Park staff as "by far the best."

Comments about the park itself are more divided. Some individuals describe the park as having a "wonderful atmosphere" hospitable to the park's multi-cultural public. The park's size and its lake,

E.D. Hovee & Company for Metro Regional Parks and Greenspaces:

Blue Lake Regional Park Stakeholder Interviews Memo

Blue Lake Stakeholder Interview Questions

Background/Interest In Blue Lake Park

Current Perceptions of Blue Lake Park

Changes Over Time

Current Strengths

Current Weaknesses

Future Opportunities

Future Threats

Achieving Financial Self-Sufficiency

Revenue Enhancements

Expense Management

Want to See

Don't Want to See

Other Comments/Suggestions

wildlife, trees, and peaceful environment are seen as real resources for the growing metropolitan Portland area.

Several interviewees agree with Metro's own conclusion that the park is somewhat underutilized – perhaps due to its undeveloped east side and lagging off-season and summer weekday attendance. A minority points to perceptions of continuing or increased gang-related activity and a resultant degradation of the park's physical assets.

CHANGES OVER TIME

Interviewees see changes for the better in added and cleaner restrooms, more parking, drainage and water supply improvements, better maintenance of the playground, and swim area water aeration. They also note increased attendance and cooperation between larger

numbers of people and park staff so that varied interests are able to recreate together peacefully.

On the other hand, interviewees note increased difficulty in reserving picnic space due to greater numbers of park users. They also comment on the cessation of Blue Lake concerts and attribute it to a decline in attendance and installation of a fence. They comment on thinner tree cover due to effects of past ice storms.

Some are concerned about what they see as “more gang-connected youth in the park.” While one interviewee thinks some area residents are reluctant to visit the park because of perceived gang presence, another – who has visited the park many times over the last ten years – believes “you can take your family and you don't have to be scared.” One person, a long-time park user with professional experience in gang outreach, notices increased gang presence although the signs are subtle and may not be recognized by the general public.

CURRENT STRENGTHS

Location comes up most often when people enumerate Blue Lake Regional Park's strengths. They appreciate its proximity to the city and its paradoxical feeling of remoteness from the city's hubbub. The size of the park, its accessibility and its beauty, the waterfront, wetlands, park maintenance and staff – all are frequently cited as park strengths. One visitor describes it as a “Mecca inside an urban area.”

For some interviewees, the park's importance as a site for family and group picnics and festivities is a significant strength – as increasing reservation demand indicates. Others point to the park's

importance for the environment, both for educational purposes and for nearby locales affected by the park's preservation of clean water and wildlife habitat.

A definite strength, says another person, is that Blue Lake Park is a "blank palette" – lots of options are open for future development.

CURRENT WEAKNESSES

Despite longtime efforts by Metro and staff, the quality of the lake's water is often commented on as a weakness. Interviewees frequently mention past e-coli problems. Concerns related to the swim area and lake are expressed in various ways:

- The swim area is "packed" when the weather is hot.
- Because of sanitation concerns, younger children are not allowed in the water, while the water play area provided for them is too small.
- Lack of lifeguards.
- The swim load for this body of water may be "maxed out" – i.e., on a hot day, the lake may not be able to handle more swimmers safely.
- The water's dark color is sometimes perceived as an indication of its quality.
- Park patrons may not be aware of successful efforts to assure and improve water quality.

Efforts to alleviate these concerns could be included in a publicity campaign calling attention to the park's attractions.

Additional park weaknesses cited (unrelated to the swim area) include:

- Concessions quality/availability.
- Insufficient/deteriorated picnic shelters.
- Lake House size, aesthetic quality and catering capacity.
- Amount and monolingual interpretation of plant and animal life.
- Inadequacy of monolingual signage (especially safety signage).
- Inadequate night lighting.
- Lack of events (especially those aimed at multi-cultural audiences).
- Old swim center occupies valuable waterfront space.
- Cement walkway along shore is not aesthetically or environmentally friendly.
- Restrooms need additional attention on high attendance days and on the following Mondays.
- Bicyclists and walkers find the park hard to access.
- Parking on the grass is not eye appealing.
- Different types of music impinge on adjoining user groups.
- Park is not well publicized.
- The site's importance in the growing metropolis is not generally recognized.

FUTURE OPPORTUNITIES

Interviewees all say, “don’t go commercial!” Beyond that caveat, opinions vary. While some think a center for health/fitness and after-school activities would be a good fit, others focus on outdoor soccer/softball/cricket fields for adults and young people as the best use for the park’s undeveloped east side. These fields would fill gaps for leagues in East Multnomah County as well as other metro areas. Some interviewees suggest that these fields could be developed in a public/private partnership. (Such a partnership is also suggested to deal with Lake House redevelopment/refurbishment.) Few interviewees seem interested in golf course development, unless it can be closely tied to youth involvement.

Environmental interpretation and education are also mentioned by interviewees as good choices for future park development. Those who work with youngsters ask for a place where children can actively investigate animal and insect life, pointing out that many children come from multi-family housing and have no opportunity to “build bridges and get dirty.”

Interviewees versed in recreation suggest an area-wide recreational consortium to develop weekday opportunities – which would help boost attendance – and deal collectively with maintenance issues such as mowing.

Teenagers ask for an area for concerts and dances. Other interviewees would like festivals showcasing the many cultures of those who use the park, or arts and crafts fairs to draw off-season patrons.

One thoughtful observer asks that park improvements “recognize the demographic” by hosting events and activities that reflect diverse cultures and attract diverse populations.

Other interviewees ask for reoriented roads to better serve park activities or for additional parking, although this does not seem to be a high priority for most.

FUTURE THREATS

For most interviewees, the primary threat to the park is intensified population from area development as more people move to East County. A knowledgeable person comments that the “status quo won’t work in the long run because of the urban pressure.” Another says, “I don’t want Blue Lake Park to become another town.”

Several persons see water quality as a future threat. Some think a larger swimming area is needed; another points to leaking sewer/septic systems as possible concerns.

Some individuals point out a sensitive issue: if park patrons are perceived as increasingly comprised of racial and ethnic minorities, the park’s appeal to others may be diminished.

A couple of interviewees comment that what is perceived by some as a “growing presence of people who use the park for questionable or illegal activities” poses a significant threat, and ask for a welcoming atmosphere with a “degree of vigilance” by the police.

A long-time park user asks for lifeguards in the swimming area because people do not watch their children well enough (despite warning signs). Another person hopes Blue Lake Park moves forward with improvements quickly because the McMenamings' Pig Farm development may preempt the market for options such as concerts. Another interviewee is concerned that a proposed garbage transfer station on Fairview Creek may affect the park and lake as well as the Portland wellheads in the park. One person points out that the unused docks could be hazardous.

Another potential threat related to the role that Blue Lake Park plays within the Regional Parks and Greenspaces program. As one person noted, Blue Lake does not "fit neatly" into Metro – because the greenspace program is generally more oriented to open space preservation than to an active recreation area with 300,000 visitors annually.

One person suggests that the Metro Council needs to determine whether Blue Lake truly fits Metro's Parks and Greenspaces program. If so, how? Another interviewee notes that the Council made this decision in the mid-1990s and with the transfer of park responsibilities from Multnomah County.

Creation of a Parks District that would remove Blue Lake from Metro is perceived as a possible threat in two ways. First, the transfer would remove an opportunity Metro now has to have contact with a portion of the public that otherwise has little familiarity with this regional government. Second, transferring a program that has a significant operating cost (not funded by user revenues) could represent a major financial burden for a Parks district in its early years.

SUGGESTIONS FOR ACHIEVING FINANCIAL SELF-SUFFICIENCY

Many more suggestions were offered for revenue enhancement than for expense management. Interviewees generally are unfamiliar with park management and therefore are uncomfortable with offering ideas for change.

Suggestions for Revenue Enhancements

Interviewees most often suggest changes in admissions and concessions as ways to achieve financial self-sufficiency.

Various changes to admissions are suggested: up to \$5 per car, \$3 for two persons with a surcharge of \$0.50 for others, or a flat \$2 per person admission fee. One person suggests keeping the flat per car rate. Most (although not all) interviewees do not see a future entry fee increase as a problem for park patrons.

For concessions, the theme is "put better food closer to the customers." People think improved and expanded concession capacity would spur sales and that a portion should go to the park. A central concession stand could stock convenience items as well as food and drink. Roving concession carts with ice cream, soda, and picnic items stocked from the central location are also suggested. Many think catering should be offered for group picnics and Lake House events.

Interviewees provided the following additional suggestions for increasing park revenues:

- "The services provided should pay for themselves," according to some.

- Partner with surrounding cities and other entities as appropriate.
- Charge for the use of present or proposed soccer and softball fields.
- Impose a garbage disposal deposit/fee with picnic shelter reservations.
- Charge for environmental education (now a service).
- Put a donations box at the exit.
- Rent equipment (skates, etc.), sell picnic needs (ice, buns, etc.), and open a gift/souvenir shop.
- Improve Lake House so the facility can adequately house larger groups for weddings, reunions, corporate events and the like.
- Others suggest drawing increased (although unspecified) revenue from the lakefront and the east properties.
- Get rid of the parking fee entirely and incorporate it into the event charge (e.g., the company picnic).
- Charge sports-related fees (items such as skating) and charge those who use sports facilities.
- Repackage concerts with corporate sponsors drawn from the community east of 122nd.
- Build a rental facility for community events.

SUGGESTIONS FOR MANAGING EXPENSES

This is the topic for which interviewees have the fewest suggestions to offer. Comments include:

- “They’re probably doing as much as they can – I trust Charlie’s group.”
- Form a cooperative with parks departments in adjoining municipalities for items like mowing and cleaning restrooms.
- Charge a damage deposit, a garbage deposit, and/or a trash fee for group picnics.
- “Go to a better quality of material when you replace things.”
- Maintenance should be kept at a high level: “The care given to the park reflects respect for the visitors.”
- Some suggest sharing/shifting employees with other area parks.
- Seniority and labor issues may militate against rapid change in the area of staffing.
- Satellite maintenance facilities might produce savings over currently centralized operations.

DESIRED IN FUTURE BLUE LAKE PARK

Everyone interviewed has a vision of what a future Blue Lake Park might be. Suggestions are grouped below:

- “The resource of the lake and environmental area need to be protected without compromise.”
- Keeping the park’s family orientation is a goal shared by many.
- Make the most of opportunities to reach Portland-area citizenry not usually contacted.

- Forming a Parks District with neighboring entities is an idea worth exploring.
- Facilities should be open seamlessly to greater Gresham residents.
- Help get 223rd widened and obtain better transit service.
- Connect habitat and wayfinding by improved signage.
- Provide additional wildlife education to connect people with wildlife.
- Clarify vegetation management planning (native and exotic plants, lawn and habitat, natural gardening and naturoscaping).
- Picnic shelters should be added if the cost is bearable and if adequate space and privacy can be provided.
- Park rules should be enforced earlier and more proactively with progressive penalties. Roaming parks personnel could provide a more visible presence.
- Specific items suggested include: a restaurant by the lake, skate park, more bike paths and bike rentals, more use of the water (kayak rentals and instruction), concerts, more children's activities, additional trees, more sports fields, and multi-cultural events.

NOT DESIRED IN FUTURE BLUE LAKE PARK

Interviewee comments center decisively on keeping the park's special semi-rural quality and avoiding overuse. Interviewees also prize the park's natural look. Most interviewees want nothing in the park that conveys a sense of elitism. Specific items mentioned include no water park, no motocross, no carnival rides, no large sponsorship signs, and no loud noise.

OTHER COMMENTS/SUGGESTIONS

Interviewees often take this opportunity to express appreciation for Metro's work in providing the park and its amenities and to offer encouragement for Metro's efforts. Other comments and suggestions tend to be somewhat random and some may already be in effect. These include:

- Additional promotion and marketing is needed of the park itself and for features like the season pass. (Several people offered this comment.)
- Area firms (especially high-tech) could be approached to sponsor the park.
- The park should operate with flexibility for fundraising and revenue purposes – able to cut deals with concessionaires and seek sponsorship as necessary.
- Track people who attend and buy passes and then promote their involvement.
- The emphasis on open space (versus an urban park) may be misplaced.
- Approach Scouts, Boys' Clubs, day care operators, church groups and the like to use Blue Lake Park for their outings.
- The park should be free at certain times – perhaps daytimes in the summer.
- Don't nickel and dime people unnecessarily – for instance, when mothers come to pick children up, they should not be charged admission.
- A few think an RV park and/or golf course might be feasible.

- Some advocate a total alcohol ban within the park, while others think concertgoers should be allowed to bring in beer and wine.
- Reconfigure the road dividing the park so that it removes traffic from Blue Lake Road.
- Keep the neighborhood informed and involved.
- Reach out to communities whose members tend to come late to avoid the fee – this makes it hard to close the park in the evening.
- Confusion and jockeying for space happen at the end of the day, when park users who come late to avoid the parking fee enter while others are packing up to go home.
- Establish a place for sleepovers and campouts.
- Young people should be fishing in the lake more.
- “Help people build a relationship with the park so they want to give back.”

APPENDIX. NOTES FROM MEETING WITH H.B. LEE MIDDLE SCHOOL STUDENTS*

Approximately 40 students attended this lively session composed of seventh and eighth graders at H.B. Lee Middle School. The group was split about 50/50 between males and females.

Approximately 50% of the group had visited Blue Lake Regional Park within the last year. Others had visited in the recent past (3-4 years). The school's eighth grade barbecue was held at Blue Lake Regional Park last year.

Why do students go to Blue Lake Regional Park? Students mentioned swimming, attending the water ski show, playing football, and flying model airplanes.

Asked what changes they had noticed, students expressed general agreement that the water color had changed – some saying for the better, some for the worse. When students go swimming, most choose the Columbia River, unspecified lakes, Lake Oswego, pools, and Reynolds High School. They prefer to swim outdoors rather than in indoor pools.

What students like most about Blue Lake Regional Park:

- Lots of grass
- “Nice open space”
- Paddleboats
- Playground
- Wildlife
- Bike trail

Students think the bike trail needs better maintenance and that skaters should be kept to only one portion of the trail. Remembering their toddler days at the park, students still like “the dinosaur thing” and agree fondly that the smoke was “cool – awesome.”

What students like least:

- Water. (All/most are in agreement here.)
- Garbage and sanitation (especially during a busy weekend).
- Crowds on nice days.
- Not enough beachfront.
- Dogs should be allowed in the park
- Parking lot is too muddy.

* This meeting was arranged through the courtesy of Ms. Tammy Lesman, teacher at H.B. Lee Middle School.

- Bathrooms are dirty. (This view was expressed by female students in the context of busy weekends.)
- Concessions are “never open.”
- Park needs more bathrooms.

Students favor expansion of the swimming area with more sand and say there are too many rocks along the shore.

Offerings that would appeal to teenagers:

- Better/different food: pizza, corn dogs (some say these are already offered), snow cones, ice cream, nachos, cotton candy, gyros/pita sandwiches. (These are listed in approximate order of popularity.)
- No entry fee on some days.
- Skate rentals.
- Wedding receptions.

Programming for the east side of park that would appeal to teenagers:

- Soccer leagues.
- Rock climbing wall.
- Ice skating rink.
- Miniature golf.
- Putt-putt golf.
- Batting cages.
- Running trail.
- Golf course.
- Places to lie out in the sun.
- Dog park with a leash-free area.
- Skateboard park.
- Amphitheater for concerts.
- Self-serve photo booth.

What this group of teenagers wants to see in the park – especially in its undeveloped east end:

- Things that are free (swimming, jogging, running).
- Baseball.
- Tennis.
- Rentals of sports equipment.
- New playgrounds.

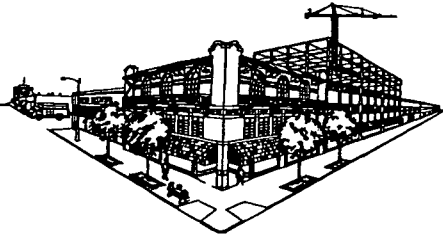
- Street lights so park can be open at night. (The students stressed that lights should be attractive.)
- Weekend events such as concerts and fireworks.
- DJs, band competitions, festivals with arts & crafts.

Suggestions to close the revenue gap and to appeal to teenagers:

- More advertising – “you never see it”.
- Best ways to advertise to teenagers are flyers at schools during school year and on the radio in the summer (preferred radio stations are 95.5, 98.7).
- Have events on Friday nights. (The group agreed Friday is the best night for teens.)
- Charge for acts (concerts) but keep swimming free. Teens would be willing to pay \$7-\$8 each for concerts and dances.



**- OPERATIONS AND
MAINTENANCE EFFICIENCY STUDY**



PROJECT MEMORANDUM

To: Jane Hart
Metro Regional Parks & Greenspaces

From: Eric Hovee

Subject: Blue Lake Regional Park Operations & Management (O&M) Review
(Final Report)

Date: October 12, 2000

Task 3 of the *Economic Feasibility Study & Facility Concept Design for Blue Lake Regional Park* calls for a review of existing operations and maintenance of park facilities. This analysis is intended to serve two purposes:

- As a *stand-alone* work product suggesting potential changes to reduce the park's operating deficit in the near term (without major facility improvements).
- As *background* for the identification of concepts for longer term reconfiguration and improvement of park facilities.

Information obtained for this analysis has been drawn from a variety of sources including review of pertinent background information provided by Metro, interviews with public and private sector personnel responsible for major park activities, and contacts with operators of potentially comparable facilities.

Topics covered by this O&M analysis include:

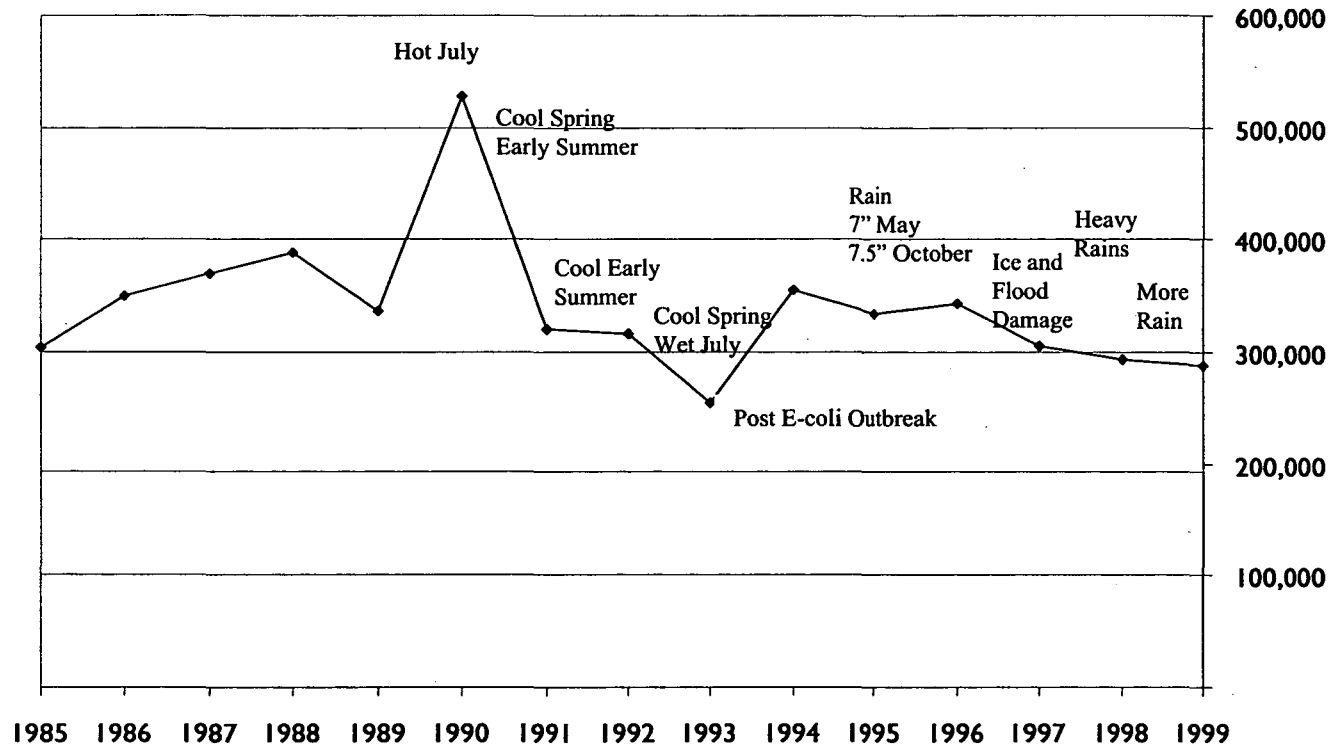
Attendance History
Financial Review
O&M Input from Prior Master Planning
Operations Interviews
Service Standards
Comparable Facilities
Options for Action
Appendix

This is a *revised* report. Revisions to this analysis have been made based on comments received – including results of meetings with Blue Lake Park staff and other supervisory personnel held on May 10 and July 19, 2000. An appendix contains notes taken at those meetings.

Attendance Review

We begin this O&M report with a review of Blue Lake attendance in recent years. The following chart illustrates changes in annual attendance.

Figure 1. Blue Lake Regional Park Attendance Trend (1985-1999)



Source: E.D. Hovee & Company, April 2000.

Major observations from this review are essentially three-fold:

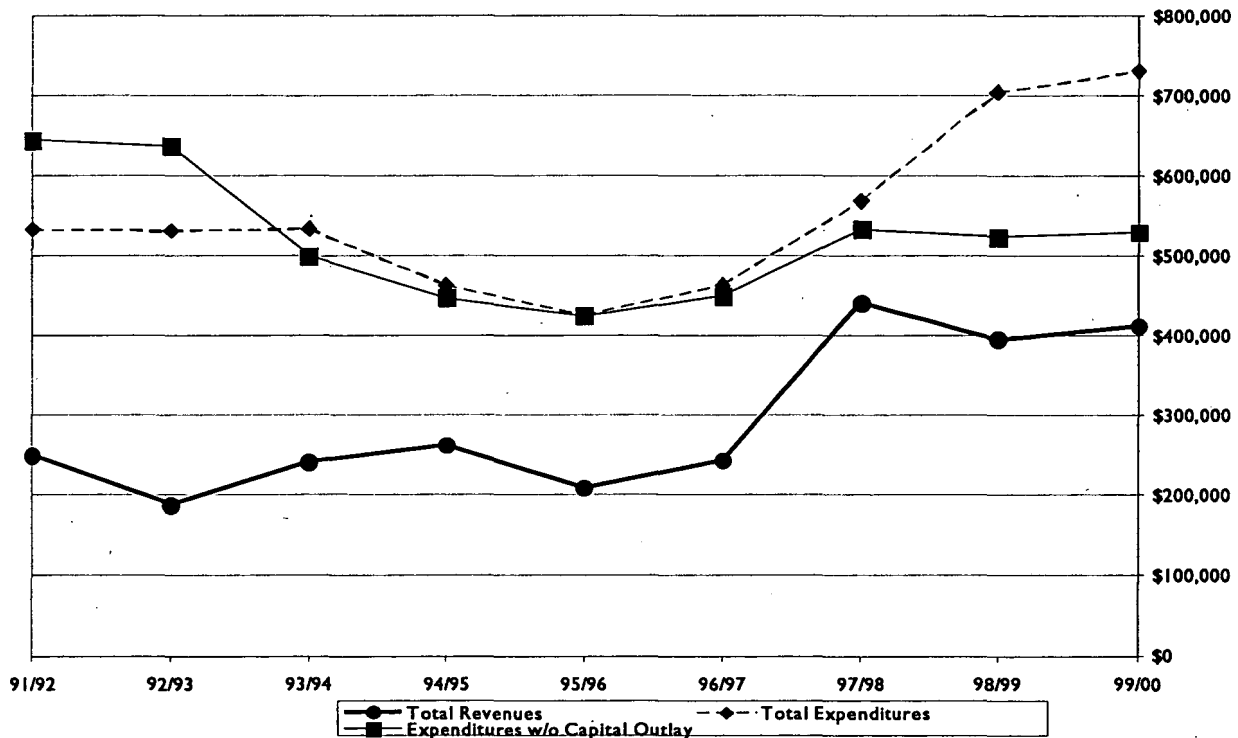
- Since the mid-1980s, attendance at Blue Lake Regional Park has averaged nearly 340,000 per year. Excluding 1990 (with an unusually hot July), average attendance has been more in the range of 325,000.¹
- Year-to-year fluctuations in attendance are affected by weather; in recent years, the early summer has often been relatively cool and/or experienced significant rains.
- Despite these fluctuations, a longer-term trend may be emerging. Since 1996, attendance has declined each year to a 1999 estimate of less than 288,000.

While a good weather year could cause an upsurge in attendance, the longer-term trend is of concern for revenue generated. If both fee and expense trends remained unchanged, operating deficits experienced by Blue Lake Regional Park could be expected to continue to increase over time.

Financial Review

The second step in this O&M evaluation has involved a review of recent operating revenue and expense statements for the period 1991 - 2000. Revenue/expense trends are depicted by the following graph.

Figure 2. Blue Lake Operating Revenue & Expense Trend (1991-2000)



Source: E.D. Hovee & Company, April 2000.

For the most recent year of completed operations (1998-99), Blue Lake generated user-related revenues of approximately \$396,000 versus expenditures of \$704,000 – yielding an operating deficit (before offsetting transfer payments) of approximately \$308,000. The adopted budget for 1999-2000 projects increases in both operating revenue and expenses, but with the deficit increasing somewhat to about \$318,000. It is noted that, if capital outlay of approximately \$86,000 is excluded from the budget estimate, the projected net operating deficit for 1999-2000 is reduced to just over \$232,000.

A more detailed review of revenue and expense line items yields the following observations:

Composition of Revenues & Expenses:

- As of 1998-99, the predominant source of revenues comprises admissions (79%), followed by Lake House rentals (8%), food service (7%) and then boat rental concessions (6%).

- Of the admissions revenue, approximately 68% comes from entry fees with 32% from group picnic reservations and use fees. *Note:* If entry fees associated with group picnics are included, the group picnic proportion of total revenues increases from 32% to 47%.
- On the expense side, the majority (58%) of expenditures represents personnel, followed by purchase of goods and services (32%) and then capital outlay (10%).
- Personnel expenditures include full-time staffing (59% of the total personnel category) and part-time seasonal staff (41%). Full time staff of five includes a park supervisor and four rangers. Up to 14 seasonals are also employed. Curry Building staff partially assigned to Blue Lake include a senior gardener (0.70 FTE), gardener (0.90), and arborist (0.20).²
- The operating deficit in 1998-99 (of nearly \$308,000) represented 44% of total park expenditures.³ Funding of this deficit was provided from the Glendoveer management fee (69%) with the remainder (31%) from general fund transfers.

Changes Since 1991:

- Between 1991-92 and 1998-99, Blue Lake revenues have increased by 59%, outpacing growth of 32% in expenditures; as a result, the operating deficit has increased by only 9%.
- In percentage terms, the strongest growth indicated is for food service and boat rental concessions at 272% and 221% respectively; however, much of this increase is due to a change in accounting practice to book total revenues rather than the net revenue received by Metro. Metro receives 51% of gross revenue from Lake House and 15% of concession revenues (including a 7.5% excise tax) from boat and food concessions.
- Admissions revenues have increased by 63% while Lake House revenues declined by 17%.⁴
- On the expense side, the greatest increase in percentage terms has been in capital outlay. Prior to 1997-98, annual outlays were in the range of \$15,000 or less. In the last two years, capital outlays increased to the range of \$65,000 - \$70,000.
- Personnel expenses have increased by 26% while procurement of goods and services has increased by 11%. A significant share of the gain in personnel cost occurred between 1998 and 1999, when expenses increased by 20% – partially due to a one-time 10% increase in seasonal wages. Similarly, procurement of goods and services increased by 43% in this same one-year time period.
- While the operating deficit has increased by only 9% since 1991, there has been considerable variation on a year-to-year basis. During the mid-1980s, the deficit was reduced from the \$300,000 +/- range to between \$200,000 and \$220,000 (from 1994-95 to 1996-97). In 1997-98, the deficit was cut to less than \$128,000, before increasing to \$307,915 the next year (1998-99).
- Reasons for the significant change in operating deficit between 1997-98 and 1998-99 appear to include: (a) strong revenues in 1997-98 from concessionaires including Lake House; and (b) personnel and procurement expenses well below those experienced the subsequent year.

Figure 3. Blue Lake Park Operating Revenue & Expense Statement (1991-2000)

Revenue/Expense (+) (-)	Adopted Budget 99-00	Actual Unaudited 98-99	Actual Audited 97-98*	Actual Audited 96-97	Actual Audited 95-96	Actual Revision 94-95	Actual Excise Tax Revision 93-94**	Actual Revision 92-93	Actual Excise Tax Revision 91-92	91-99 % change	Comments
Admissions	+ \$275,139	\$311,749	\$295,099	\$192,977	\$167,716	\$198,116	\$165,591	\$138,163	\$191,395	63%	91-99
Lake House	+ \$47,442	\$33,251	\$47,718	\$31,334	\$28,719	\$47,002	\$59,540	\$39,280	\$39,993	-17%	51% of gross
Food Service	+ \$35,349	\$25,742	\$30,516	\$7,166	\$1,382	\$5,458	\$3,038	\$4,316	\$6,913	272%	15% of gross
Boat Rental	+ \$47,442	\$22,170	\$57,543	\$9,005	\$7,372	\$9,548	\$6,135	\$4,316	\$6,913	221%	15% of gross
Miscellaneous Revenues	+ \$6,890	\$3,157	\$10,435	\$3,527	\$4,176	\$2,577	\$6,921	\$1,813	\$4,622	-32%	
Total Revenues	+ \$412,262	\$396,069	\$441,312	\$244,009	\$209,365	\$262,701	\$241,225	\$187,888	\$249,836	59%	
Personnel Expenses	- \$378,344	\$409,356	\$340,882	\$324,670	\$319,033	\$322,458	\$339,858	\$335,822	\$324,603	26%	
Goods and Services	- \$266,165	\$227,500	\$158,939	\$122,957	\$105,932	\$127,182	\$193,806	\$187,946	\$205,055	11%	
Subtotal Expenditures w/o Capital Outlay	- \$644,509	\$636,856	\$499,821	\$447,627	\$424,965	\$449,640	\$533,664	\$523,768	\$529,658		
Capital Outlay	- \$86,000	\$67,128	\$69,033	\$15,669	\$0	\$13,430	\$0	\$7,465	\$3,368	1,893%	
Total Expenditures with Capital Outlay	- \$730,509	\$703,984	\$568,854	\$463,296	\$424,965	\$463,070	\$533,664	\$531,232	\$533,026	32%	
Net Surplus (Deficit) w/o Capital Outlay	(\$232,247)	(\$240,787)	(\$58,509)	(\$203,618)	(\$215,600)	(\$186,939)	(\$292,543)	(\$335,880)	(\$279,822)	-14%	
Net Surplus (Deficit) with Capital Outlay	(\$318,247)	(\$307,915)	(\$127,542)	(\$219,287)	(\$215,600)	(\$200,369)	(\$292,439)	(\$343,344)	(\$283,190)	9%	

Note: * Starting in 1997-98, accounting practices were changed to show total revenue rather than the net revenue received by Metro.

** One half year with County and one half year Metro.

Figures do not include transfers or external fees like Glendoveer management fee, which have been used in varying amounts to cover the annual deficits. As of 1998-1999 Glendoveer covered 69% of deficit with the balance being made up in transfers from the general fund.

Source: E.D. Hovee & Company, April 2000.

Group picnics represent a significant share of park related revenue. In 1998, rental of group shelters (including alcoholic beverage fees) accounted for over \$119,000 of revenue, approximately 30% of Blue Lake use related revenues. When car entry fees are included, the figure increases by another estimated \$66,000 to almost \$186,000.

In 1998, 611 group picnic reservations were made for total attendance of just under 66,400. In effect, group picnics represent 23% of park attendance and 47% of park related revenue.

Group events comprise a mix of corporate, public agency, church, other non-profit, and family events. Family related events are particularly pronounced for groups of 100 or fewer attendees.

Metro staff indicates an estimated 80,000 turn aways for group picnic sites. This means for every person who is able to enjoy Blue Lake Park as part of a group picnic, 1+ persons are turned away.

Based on a review of the 1998 reservation database, group picnic characteristics pertinent to this analysis include the following:

- Average size of a group picnic is about 110 attendees; median group size is just over 50.
- Approximately 42% of total picnic attendance is with groups of 300 or more and 92% consists of groups of 100 or more.
- The overwhelming majority of group reservations (87%) are for weekend dates.
- Approximately 88% of groups with 100 or more participants and 80% of those with fewer than 100 participants are reserving one or more ballfields as part of their picnic event.
- An estimated 36% of groups with 100 or more participants and 17% of those with fewer than 100 are paying for a special alcohol permit.
- Average revenue to Metro from park usage is \$1.80 per person (or \$2.80 including car entry fees).

This information suggests that the needs and interests of group picnic users are of considerable importance in planning for O&M as well as longer-term facility changes. If Blue Lake is to achieve financial self-sufficiency, group picnicking and related activities likely will represent an important part of the attendance and financial solution.

For the future, a major premise of this operations and management review is that Metro will seek to reduce or eliminate the deficit – making Blue Lake ongoing operations self-sustaining. Later in this report, we return to O&M options that may be considered to reduce or eliminate the deficit. First, we turn to a discussion of operations interviews, service standards and comparable facilities.

O&M Input from Prior Master Planning

Options for improving operations and management practices have been previously considered with prior master planning efforts. A 1997-98 master planning scoping process conducted by Walsh & Associates focused primarily on opportunities for long-term improvements. However, a number of suggestions related to short-term O&M practices also were evaluated during the course of a survey questionnaire of Metro staff followed by a series of focus group discussions.

Short-term suggestions resulting from this prior master planning related activity with particular implications for operating revenues and expenses include:

Affecting Revenues:

- Increasing off-season and shoulder season usage.
- Raising user fees to increase revenue – addressing imbalances in supply and demand. (For example, picnic shelter demand is approximately twice the supply available, indicating that fees could be raised without affecting usage.)
- Entry fee collection improvement.
- Generating revenue from the archery range.
- Establishing a preferred list of caterers for group picnicking – with a percentage (10-15%) of the revenue to be returned to Metro.
- Increasing the price structure and/or requiring catered food at Lake House; providing for a more stringent cancellation policy.
- Transitioning to a higher priced market for weddings at Lake House; also pursuing increased meeting and retreat use.

Affecting Expenses:

- Considering separate arrangements to improve on-site security and law enforcement.
- Increased efficiency of maintenance staff.
- Utilization of more volunteers/groups to provide services now accomplished by staff and to expand services available.
- Providing maintenance to a uniform and higher standard.
- Upgrading and automating the irrigation system to reduce staffing needs for operation.

Affecting Both Revenues & Expenses (including Capital Outlay):

- Expanding covered/reservable picnic areas to increase revenue.
- Improving on-site wayfinding/signage and hiring bilingual staff.
- Increasing special event marketing.

In 1999, an updated master plan process was initiated by Metro – including an O&M review conducted by Dean Runyan Associates. An important focus of this review was a comparison of

O&M costs at Blue Lake Regional Park with other selected facilities locally and on the West Coast. Further and expanded analysis of this work is provided in a separate section of this report.

An O&M focus group also was held in March 1999 with Blue Lake and O&M support (OMS) staff to discuss topics of organizational practices, staffing, equipment, and physical changes. Suggestions that might have a particular bearing on short-term revenues and expenses are noted to include:

- Changes in *operational practices* including trash/debris handling, Blue Lake/OMS integration, inventory systems, fee/cash handling arrangements (including possible conversion to electronic fee collection), administrative staffing, e-mail/phone access, and potential for future OMS relocation.
- *Staffing resource* suggestions covered improved Blue Lake/OMS staff coordination, shift and time off changes, training, added position classifications, arborist/tree maintenance needs, and improved quality of seasonal work force.
- *Equipment* needs often extend beyond the scope of what may be possible with near term O&M changes and may require capital expense. Items identified include warehouse equipment, leaf/debris removal, small dump truck/utility vehicles, tractor, tub grinder, toxic material/paint storage, trailer, boom truck, equipment accessories, radio communication, mower/seed spreaders, and tools.
- *Physical changes* also typically involve capital expenditures beyond routine O&M expenditures. Changes identified as desirable include more/newer restrooms, bio-swale/washrack system, fuel/oils storage, equipment storage, surface water management, entrance booth/park orientation, signage, greater balance of native vegetation, curb removal, revamped roadway loops, addressing off-site noise, ADA facilities, coordinated color palette, Metro identification signs, new park office, west end viewshed, automated irrigation and improved utilities.

The Slusarenko/Runyan consultant team also met with Metro staff to review current and potential added sources of revenue. Suggestions consistent with current facility capabilities include more emphasis on special events (e.g. water ski, cross country), select list for group picnic catering, potential reintroduction of concerts (with new amphitheater), video/vending machines, food carts, and increased entry fees.

In summary, results of prior master planning have been reviewed as a basis for O&M changes considered with this updated analysis. This present analysis further extends previous work in two key respects: (a) increased focus on revenue and expense implications of potential short term O&M changes; and (b) moving toward an outline of explicit O&M options followed by recommendations for consideration.

Operations Interviews

As part of this O&M review process, interviews have been conducted with some Metro parks personnel, operators of on-site concession activities, a private contractor and a non-Metro park facility operator. Persons contacted are indicated by the following list:

Interview Contact	Organization
Jeff Rieger, Maintenance Specialist	Dennis' Seven Dees Landscaping
Jannelle Geddes, Regional Park Supervisor	Metro
Todd Jones, Park Supervisor	Metro Blue Lake Regional Park
Howard Rasmussen, Arborist	Metro Blue Lake Regional Park
Dick Edgley	River Trails Canoe and Raft Rentals
Jerilyn Walker & Kent Hunter	Tiffany Food Services
Tim Haldeman & Del Schleichert	Vancouver-Clark Parks & Recreation

The intent of these interview contacts has been, first, to become better acquainted with some of the staff integral to the operation of Blue Lake Regional Park and comparable facilities. A second purpose has been to obtain information and perspectives useful to shape options for O&M changes for consideration with this report. Information obtained is reflected in the appendix to this report.

Many of the comments and suggestions offered parallel those made during prior master planning; other ideas are new. Major observations and findings from these interview contacts are summarized as follows:

Affecting Revenues:

- Significant increases in attendance are not readily achieved with existing facilities. Park capacity is in the range of 6,000-7,000 per day for peak weekend use; about 80,000 are turned away annually due to lack of desirable dates for group picnics.
- Turnaways for group shelters and Lake House rentals (at peak weekends) are an indication that these facilities maybe underpriced.⁵ There also appears to be an opportunity for raising boat rental rates (which have been stable for several years). Flexible policies allowing reservation of shelter facilities a year in advance would be an added service encouraging repeat business.
- In addition to increasing rental fees, a catering requirement could also be considered for Lake House. Required catering for weddings/receptions also might provide greater incentive to market for catered meetings and single-day retreats both weekdays and off-season.⁶
- Metro could generate significant added revenues if caterers for group picnics were required to pay a catering fee; for efficient collection, groups probably would be required to select from a list of pre-approved caterers.
- Sponsorship rights might be sold: for example, a soft drink beverage distributor might pay an annual fee for exclusive food service including group picnic rights.
- Each group currently takes responsibility for organizing all the details of its own picnic — including food and special events ranging from face painting to organized recreation. An events coordinator might provide this service for a fee. Alternatively, this service might be provided by a caterer with exclusive food service rights for group picnics.

Affecting Expenses:

- As was identified in 1997, lack of a fully automated sprinkler system increases operating cost for staffing. Most of the sprinkling system is manually operated. Location of the current

system is not well mapped. Irrigation needs might be reduced with a switch to hardier grasses and overseeding.⁷

- A major staff expense (perhaps 50%) is for lawn mowing – which has been reduced, for example, east of the wetland area. Further reductions could be considered to the west end. Mowing responsibility could also be turned over to special interest user groups (e.g. archery, model airplane) on a volunteer basis with possible assistance from a volunteer coordinator.
- Blue Lake has utilized inmate crews involved in maintenance at relatively low cost. Cost has increased significantly in recent years, particularly for supervision.⁸
- While gang problems reportedly are not as severe as in recent years, supervision of large groups of youth can be inconvenient and pose safety concerns – for other park patrons, staff and concessionaires.
- Some staff potentially could be shifted from their present on-site location at Blue Lake with responsibility only for Blue Lake to a centralized Curry/O&M function, thereby decreasing costs allocated to Blue Lake. For example, there may be some duplication of staff between Blue Lake and the OMS Curry Building function.
- A new option identified in discussions with Parks personnel would involve shifting of some portion of staff time during the off-season to other Metro Regional Parks & Greenspaces functions – reducing the expense attributed to Blue Lake. Feasibility of this option (and labor agreement implications) has not been pursued in detail to date.⁹
- A related and innovative arrangement is pursued by East Bay Regional Parks in California (a comparable discussed later). Employees are hired for nine months of the year, but provided with benefits year-round. This is similar to the manner in which many public school employees are compensated. This option would need to be consistent with the current collective bargaining contract.
- Capital expenses over a specified amount could be bid competitively to see if savings could be achieved by the private sector. If not, Metro could choose to do the improvements.
- A larger portion of Park Supervisor time during the summer season is involved in processing special use permits, including insurance verifications.¹⁰ An optional arrangement would be to transfer this responsibility to a group catering/event coordinator concessionaire.
- Greater flexibility in ranger shift scheduling (based on changing daylight hours) would allow for more doubling up with a longer shift overlap (currently one hour). Continued emphasis on *cross-training* would make it possible for rangers to take on other maintenance functions, for example, off-season tree pruning.
- Change the park hours of operation to continue to meet needs of the customer , but also to overlap shifts to better facilitate transition between shifts.
- A more significant change in O&M staffing would be to transfer some portion of park maintenance responsibilities to a private contractor (through a competitive bid or request for proposal process consistent with the current collective bargaining agreement).
- In some other park systems, staff is not assigned to a particular park, but rather have specific duties on behalf of all the parks within the system. As one non-Metro person observed, on-site staff sometimes has a tendency to overindulge their care for one park if they are not caring for several parks in a system.

- True park expenses may be understated because there is no allocation of reserves for replacement. This leads to deferral of needed O&M plus capital expenses over time.

Affecting Both Revenue & Expenses (including Capital Outlay):

- Blue Lake reportedly has experienced significant deferred maintenance. A listing prepared by Metro staff as of June 15, 1999 identifies more than \$1.2 million of unmet capital outlay needs – despite \$227,000 of improvements completed from 1995-99.
- Trash collection is inefficiently organized and requires significant staff time, especially at heavy use periods. Rather than dispersing individual receptacles throughout the park, a lower-cost option would be to require park users to carry trash to *can corrals* or dumpsters. Purchase of a small truck with on-board compactor also would reduce long term trash collection expense. Requiring organizers of major events (e.g. Budweiser Ski Tours, cross-country events) to take responsibility for their own trash also could result in further savings.
- Improved signage and way-finding would reduce the amount of staff time required to direct visitors to picnic and parking areas. Sponsors of large events could also be made responsible for their own traffic control.
- Concerts were discontinued due to increased promotional expenses in response to strong competition and decreased revenue due to reduced attendance; in recent years concerts were subsidized.
- A reconfigured entry fee station (with roof covering) and up to three lanes could reduce queuing and lead to more efficient collections; another option may be electronic entry ticket dispensing.

Service Standards

A *baseline maintenance schedule* is in place for regional parks and cemeteries operated by Metro. A schedule specific to Blue Lake Park identifies the anticipated frequency of activity by month and task.

The 1999 Slusarenko/Runyan master planning process was intended to include an evaluation of park maintenance performed for selected tasks at Blue Lake Park. Actual effort per task was to be identified for tasks such as turf and landscaping care, picnic and other facilities, and buildings. The project was discontinued prior to compilation of data for specific work tasks.

Establishing service standards (including cost/unit benchmarks) is not sufficient to assure compliance. Creating a time and materials cost accounting system also is critical to track subsequent performance by major work task or activity.¹¹

While setting and tracking appropriate maintenance standards appears desirable, each park has different characteristics limiting the ability to put standards into practice.

Specific concern has been expressed with setting standards that would take into account Blue Lake Park's unique facilities. At the project kick-off meeting on January 31, 2000, Metro staff concern was expressed about the applicability of NRPA park standards to Blue Lake. It was determined that a detailed review of task-specific O&M standards would not be a major focus of this O&M evaluation.

However, there is general agreement that more formalized expectations regarding parks staff time allocations may become appropriate in the future. While not a part of this consulting assignment, revised service standards may be a relevant topic for future consideration.

Comparable Facilities

As part of this analysis, E. D. Hovee & Company has worked with Metro to identify operators of comparable public park facilities. Drawing in part on comparable facilities analysis recently prepared for Metro, the following facilities have been profiled as potential comparables to Blue Lake Regional Park:¹²

- *Bellevue, Washington's Newcastle Beach Park* – While this is a smaller park (29 acres), it is Bellevue's largest waterfront park and the largest city park on Lake Washington. It includes a 200-foot swimming beach, fishing dock, a large train in the children's play area and a ¾ mile nature trail.
- *Clark County's Lewisville Park* – Situated on the fast-moving Lewis River in North Clark County, this 159-acre WPA-built park has picnic shelters, playgrounds, sports facilities and an old-fashioned swimming hole.
- *East Bay's Kennedy Grove Park* – Located among eucalyptus trees in Orinda, California, 35-acre Kennedy Grove offers reservations for group picnics in a "fragrant, calm setting" with a turf meadow for Frisbee and volleyball. The park also includes Fern Cottage, available for event rentals.
- *Eugene Parks* – Eugene's parks system covers 624 acres with multiple park locations and facilities including Alton Baker Park (with the famous *Pre's Run*) and Amazon Park.
- *Portland Parks' West District* – This district comprises 226 acres and includes Sellwood Park.
- *Portland Parks' Downtown District* – This portion of Portland Parks & Recreation includes 93 downtown acres. One segment is composed of the 37-acre Waterfront Park on the Willamette River, scene of numerous summertime concerts and events.
- *Seattle's North Central District* – This portion of Seattle's Parks Department comprises 139 acres including Green Lake Park north of downtown Seattle. This 80-acre park features a 2.8 mile jogging/walking/bicycling trail as well as boating, picnics, and swimming.
- *Washington County's Hagg Lake* – At 1,113 acres, this park is the largest of those considered and features group picnic shelters, boating, fishing and running trails. Metro-area triathlons are sometimes held at Hagg Lake. This park is open only during trout season –April-October.

As is evident from these brief descriptions, a major challenge in comparing different parks lies in the reality that no two parks are identical. Differences exist in size, facilities offered, levels of patronage and maintenance. Consequently, by itself this analysis should not be viewed as definitive in its conclusions for Blue Lake Park. However, together with other information compiled for this O&M review, an assessment of comparable facilities provides information useful to inform decisions regarding appropriate parks operations.

The following chart provides summary results of the parks comparison. For each facility profiled, information is provided (as available) regarding park size, annual attendance, annual operating cost, labor cost, total revenue, net surplus/deficit, and pertinent related comments.

Results of this analysis are summarized by variables indicated as follows:

- *Park Size* – ranges from as small as 29 acres to as large as 1,113 acres. Some of the larger acreages encompass multiple park properties though the largest park is Hagg Lake.
- *Annual Counted Attendance* – ranges from 28,000 visitors at Lewisville to 3.3 million per year in Downtown Portland. On the basis of use intensity, or visitors per acre, Blue Lake experiences the second greatest attendance — in the range of 3,500 attendees per acre. *Note:* Only six of the nine parks track attendance. The others typically involve multiple or ungated facilities.
- *Annual Maintenance Cost* – is most readily compared on a cost per acre basis, with a range of about \$4,200-\$8,700 per acre. Blue Lake appears to fall toward the upper end of this range at just under \$8,600 per acre.
- *Labor Cost* – can be assessed as a percentage of total cost. The range is from 51% to 90% of park operating budgets for the facilities profiled; Blue Lake falls toward the most commonly reported portion of the range at 58%.
- *Park Revenue* – is reported for eight of nine parks profiled. The Downtown Waterfront, Hagg Lake and Blue Lake each generate the greatest revenue in the range of \$440,000 annually. Only one of the other parks profiled generates more than \$100,000 in annual revenue. On a per acre basis, Blue Lake generates by far the highest revenues (of \$4,830 per acre of land in use west of Blue Lake Road).
- *Operating Income/Deficit* – data for eight of nine parks indicates that only one (Hagg Lake) generates on-site revenues adequate to fully cover operating costs. Reported deficits range up to as much as \$2.3 million annually (Eugene). This reflects the traditional perspective of providing parks and recreation as a no or low-cost public service – paid from local government general fund resources. Of the eight facilities profiled, Blue Lake and Hagg Lake represent the exceptions – funding the majority of operating budget requirements from on-site user revenues.

Figure 4. Operating Statistics for Comparable Park Facilities

Park Management Unit	Size (Acres)	Annual Attendance	Annual Operating Cost	Annual Labor Cost	Annual Operating Cost/Acre	Labor as % of Total Cost	Temp Labor as % of Total Cost	Total Revenue	Annual Revenue/Acre	Operating Deficit (Surplus)	Revenue % of Funded Expense By	Deficit	Comments
Blue Lake Regional Park (Metro Regional Parks and Greenspaces)*	82 (in use)	287,868	\$703,984	\$409,356	\$8,585	58%	18.0%	\$396,069	\$4,830	\$307,915	56%	Glendoveer General Fund	Based on 1998-99 unaudited financial data
Eugene Parks (Eugene Parks and Recreation)**	624	Ungated no parking fees.	\$2,350,000	\$1,600,231	\$3,766	68%	7.0%	\$19,967	\$32	-\$2,330,033	1%	General Fund	Parks under Public Works & funded out of General Fund. No entry or parking fees.
Hagg Lake (Washington County)	1,113	618,000	\$415,000	\$210,000	\$373	51%	NA	\$440,000	\$395	+\$25,000	106%	General Fund	User Fees @ \$270,000/yr, state RV Registration \$150,000, \$20,000 from park reservation fees and Marine Fuel Tax. No entry fee; parking \$4-\$5.
Kennedy Grove (East Bay Regional Parks, CA)***	35	81,000	\$306,000	\$276,000	\$8,743	90%	NA	\$71,000	\$2,029	-\$235,000	23%	General Fund	FTE benefits for 9 & 12 month hires. On 9 month hires, salary only in months worked, benefits for 12 months. No entry fee; parking \$3.
Lewisville Park (Clark County Parks and Recreation)	159	28,000	\$322,551	\$171,356	\$2,029	53%	NA	\$56,000	\$352	-\$266,551	17%	General Fund	No charge for group picnic shelters; no entry fee; parking \$2-\$6.
Newcastle Beach Park (City of Bellevue Parks and Community Services)	29	Ungated no parking fees.	\$154,025	\$86,914	\$5,311	56%	8.0%	\$8,117	\$280	-\$145,908	5%	General Fund	Only revenue is picnic shelters & programs. Pricing split between public/private functions. Fees recover service cost for private programs (eg. golf course) & direct costs for public programs (e.g., teen late night activities). No entry or parking fees.
Portland Parks Bureau (West District: includes Sellwood Park)***	226	614,154	\$569,555	\$394,513	\$2,520	69%	14.0%	\$441,172	\$1,952	-\$128,383	77%	General Fund	Attendance only for scheduled events. No entry fee; parking \$2-\$3.
Portland Parks Bureau (Downtown District including Waterfront Park)	93	3,312,020	\$623,135	\$411,771	\$6,700	66%	13.0%	\$295,657	\$3,179	-\$327,478	47%	General Fund	Attendance only for scheduled events No entry or parking fees.
Seattle North Central District (includes Green Lake Park – Seattle Parks and Recreation)	139	NA	\$895,490	\$724,760	\$6,442	81%	10.0%	NA	NA	NA	NA NA	NA NA	No entry or parking fee.

Notes: * Acres do not include the east side of the park.
 ** Acres do not include the natural areas.
 *** Turf maintenance not included in expenses.

Source: Dean Runyan Associates augmented by E.D. Hovee & Company, Updated as of July 2000.

Review With O&M Staff

Meetings were held with Blue Lake Park staff and other supervisory staff on May 10 and July 19, 2000 to discuss the working draft of the O&M analysis. More detailed meeting notes are provided as an appendix to this report. What follows are highlights – particularly focused on new information in addition to input previously received:

- Comparability of Blue Lake Park to other facilities noted and other Metro facilities was raised as a question for discussion. It was agreed that information regarding comparables, while useful, should not be the sole or even primary guide to determining O&M procedures appropriate for Blue Lake.
- A focus of facility planning should be on youth-oriented as well as adult recreation.
- Attention should be given to improving the entry area – for a more pleasant patron experience and improved efficiency/security for entry fee collection.
- Recent shifting of some group picnic clean-up responsibility from parks personnel to event organizers appears to be working. Continued change in this direction appears warranted and could reduce peak seasonal staffing needs.
- Interest is expressed in the possibility of shifting some personnel responsibilities to concessionaires and outside sponsors. Details as to implementation will be important to better assess potential O&M savings.
- Much of the opportunity for improved O&M efficiency is predicated on capital investment in new equipment or upgraded facilities. Top priorities are for improved entrance area, automated irrigation, trash collection truck, improved landscaping and upgrading of interior areas.

The options for action have been reshaped – with added detail provided – in response to questions and comments received.

Options for Action

Based on the analysis conducted for this O&M review, any of a variety of optional approaches to future operations and maintenance could be considered. Four scenarios were initially presented for discussion on a preliminary basis. These options were predicated on differing assumptions as to potential Metro financial objectives for park operations and maintenance.

This initial set of four options has been narrowed to three alternatives based on discussion with Metro. In shaping these options, a *menu* of potential revenue enhancements and cost-saving categories have been identified. Variations or combinations of these approaches are applied with each option evaluated.

The seven *menu items* considered are to:

1. *Establish a Picnic Catering Fee* – Large groups (100+ persons) reserving Blue Lake Park picnic shelters for their events often choose to have their event catered. Assuming that 66% of group picnic attendees (excluding families, non-profits and groups of less than 100 attendees) used an

approved caterer from a park-established list, the potential exists for revenue of approximately \$50,000 per year in group picnic catering fees. Supporting information is drawn from Metro's 1998 group picnic reservation list and comparable concession fees – for food service and boat rentals. It is important to establish a fair fee structure to maintain the existing customer base.

2. *Increase the Car Entry Fee* – While it is recommended that the car entry fee be raised to \$5 from \$3, projections assume an average fee of \$4.50, allowing for some discounting. Raising the car entry fee from \$3 to an average of \$4.50 per car would result in added yearly revenue of approximately \$90,000 based on actual 1999 expenditures. Bus entry fees could be raised proportionately. At comparable facilities, entry fees currently range from \$2-\$5.¹³
3. *Increase Group Shelter Fees* – The existing shelters are extremely popular as evidenced by the approximately 80,000 would-be users turned away each year. Because the shelters are highly valued, they should command a higher fee without suffering decreased usage. Metro should continue its practice of discounting shelter fees on weekdays during peak season (20%) and the off season (50%).¹⁴
4. *Increase the Lake House Fee* – Our understanding is that Tiffany Catering may propose a \$100-\$200 fee increase, to be supported with information on rental rates from comparable Metro area facilities. This would help to bring Blue Lake more in line with other metro area wedding and meeting facilities.
5. *Establish a Lake House Catering Requirement.* – Added revenue estimates are based on setting a catering fee of 15% – assuming approximately 100 events hosting 125 persons per event at an average catering amount of \$10 per person.
6. *Encourage Other Concessions & Sponsorships* – Revenue estimates for this item are derived from field experience and contacts by E.D. Hovee & Company. Marketing partnerships are suggested to bring these possibilities to fruition, for example, with soft drink, snack food or related corporate sponsors in exchange for product exclusivity.
7. *Reduce Staffing Expense* – A detailed savings budget would need to be developed in consultation with Metro staff. Items that have been discussed include shifting winter staff, shifting bookings and permit responsibilities to concessionaires, and reducing mowing. Other potential staffing efficiencies related to trash collection, restroom maintenance and way finding may be possible if supported by appropriate capital investments.

Consistent with these menu options, the three revised options for action presented for consideration are:

- Option A – 25% Deficit
- Option B – Zero Deficit
- Option C – Phased Deficit Reduction

For each option, key features are described, followed by discussion of prospective advantages and disadvantages. With Options A and B, detailed worksheets are also included. All deficit reduction-line items estimates are rounded to the nearest \$10,000.

Option A – 25% Deficit: This option is predicated on the stated objective from Metro Parks & Greenspaces management to reduce the annual operating deficit to no more than 25% of park expenses. The 1999-2000 anticipated deficit is in the range of \$320,000 on expenses of \$730,000.

Reducing the deficit from the current 44% range to 25% requires savings of about \$140,000 annually. This savings would lower the budget deficit to about \$180,000.

Steps that could be taken to achieve this level of deficit reduction are illustrated by the worksheet on the following page. Four of seven measures selected from the above noted menu are suggested, as follows:

- Increased car entry fee.
- Increased group shelter rates.
- Increased Lake House fee.
- Corporate sponsorships/branding (partial implementation).

This option focuses on revenue enhancements rather than O&M efficiencies as the more likely *near-term* measures to effect deficit reduction.

Advantages of this approach include the ability to adjust fees consistent with demonstrated patron demand while avoiding major operational changes that could prove to be unpopular with park patrons and disruptive to existing parks operations. Focusing on revenue enhancement as first priority also recognizes the difficulty of achieving significant O&M efficiencies without corresponding capital improvements.

Disadvantages primarily reflect the continued expectation of a significant and perhaps increasing operating deficit over time. Metro would continue to subsidize a reduced operating deficit in the range of at least \$180,000-\$190,000 annually (likely requiring continued dedication of fees from Glendoveer or other Metro general fund sources). Metro is particularly vulnerable to increased budget deficits if deferred maintenance results in greater labor expense for on-going maintenance and repair.

Figure 5. Option A. 25% Deficit Approach

Implementation Mechanism						Estimated Savings	Round To	Comments
1 Group Picnic Catering Fee (Not recommended -- this option)	70,000 annual attendees	x 66% catered	x \$7.50 per head	x 0% % of gross		= \$0		– Lower priority for implementation with 25% reduction target.
2 Added Car Entry Fee (50% -- from average \$3 to \$4.50)	\$175,000 current revenue	x 50% increase				= \$87,500	\$90,000	Similar % increase for buses.
3 Increase Group Shelter Rates	\$100,000 current revenue	x 20% increase				= \$20,000	\$20,000	Moves closer to top of market at Hagg Lake.
4 Increase Lake House Fee	\$40,000 current revenue	x 20% increase				= \$8,000	\$10,000	Assumes fee sharing with concessionaire; increase predicated on strong weekend demand.
5 Lake House Catering Requirement (Not recommended -- this option)	12,500 estimated attendees	x 0% fee for catering	x \$10.00 per head			= \$0		– Lower priority with 25% reduction target.
6 Corporate Sponsorships/Branding (Soft drink/snack exclusivity)	\$20,000 initial target					= \$20,000	\$20,000	Potentials include exclusivity for soft drink/snack rights and other sponsorships. Partial implementation.
7 Reduce Staffing Expense (Not recommended -- this option)	\$400,000 current expense	x 0%				= \$0		– No specific O&M staffing savings would be required near term pending: a) review of effects of other implementation on O&M needs; and b) funding of needed capital equipment to facilitate efficiencies.
Total Potential Savings							\$140,000	1999-00 projected deficit approximates \$320,000; \$140,000 savings needed to achieve 25% target.

Source: E.D. Hovee & Company Hovee & Company, July 2000.

Option B – Zero Deficit: This option is predicated on a significantly different operating assumption – that reducing the deficit to zero as quickly as possible proves to be of greatest importance for Metro.

Eliminating the operating deficit of Blue Lake Regional Park appears to be a daunting proposition considering that the deficit currently equals 44% of total annual operating expenses. There is little experience from the other comparable parks profiled on which to draw as a precedent – since most require substantial outside funding support (with Washington County’s Hagg Lake as a notable exception).

Moving toward zero deficit undoubtedly will be predicated on this objective becoming of paramount importance for the park. Significant changes in operating practices also could be expected – both short and long-term.

The potential financial effects of these *illustrative changes* are detailed by the chart on the following page. This option includes the measures suggested with Option A (25% deficit) *plus* implementation of:

- Group picnic catering fee.
- Lake House catering requirement.
- Corporate sponsorships/branding (full implementation).
- 25% target reduction in staffing expense.

A specific line-item proposal for a 25% reduction in staffing expense is beyond the scope of this project. Further consideration would require more detailed discussions with park ranger staff, analysis of current staffing utilization, labor agreements, and review of implications of individual line-item reductions on park levels of service.

A general outline of most readily achievable efficiencies could involve:

- Shifting a portion of permanent staff during winter months to other Metro functions.
- More group responsibility (including add-on charges and clean-up deposits) for shelter area clean-up.
- Shifting responsibility for group picnic bookings and special use permitting to a concessionaire.
- Reduced mowing (with responsibility for special use areas shifted, for example, to archery and model airplane groups).

Other efficiencies could be achieved if supported by time saving facility improvements. Capital investments likely to have the greatest pay-off in O&M efficiencies include garbage can corrals, trash collection equipment, improved way finding, revamped entry area, improved restrooms, automated irrigation, and automated entry for credit card users. Other potential cost-saving measures could include:

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- Where appropriate design landscaping and curbing to minimize traffic jams and staff time spent managing traffic jams caused by visitors driving into unauthorized areas in the park.
- Close the park during the winter months (as is done with Washington County's Hagg Lake).
- Consolidate management under one manager.
- As employees leave through natural attrition, restructure full-time positions to nine month positions.
- A set open and closing time during summer months would allow for more overlap of shifts and improve the transition between shifts.

Figure 6. Option B. Zero Deficit Approach

Implementation Mechanism					Estimated Savings	Round To	Comments
1 Group Picnic Catering Fee	70,000 annual attendees	x 66% catered	x \$7.50 per head	x 15% % of gross	= \$51,975	\$50,000	Revenue potential with single caterer or preferred list.
2 Added Car Entry Fee (50% -- from average \$3 to \$4.50)	\$175,000 current revenue	x 50% increase			= \$87,500	\$90,000	Similar % increase for buses.
3 Increase Group Shelter Rates (20% increase)	\$100,000 current revenue	x 20% increase			= \$20,000	\$20,000	Moves closer to top of market at Hagg Lake.
4 Increase Lake House Fee (20% increase)	\$40,000 current revenue	x 20% increase			= \$8,000	\$20,000	Assumes same fee sharing with concessionaire . Increase predicated on strong weekend demand.
5 Lake House Catering Requirement (15% on food service)	12,500 estimated attendees	x 15% fee for catering	x \$10.00 per head		= \$18,750	\$20,000	With contract, caterer could put more investment into décor/floral, reducing need for parties to buy their own.
6 Corporate Sponsorships/Branding (Soft drink/snack exclusivity)	\$30,000 target amount				= \$30,000	\$30,000	Potentials include exclusivity for soft drink/snack rights and other sponsorships.
7 Reduce Staffing Expense	\$400,000 current expense	x 25% savings target			= \$100,000	\$100,000	Target savings by a) shifting winter staff to other Metro work, b) more groups responsibility for clean-up, c) shifting bookings/special use permitting to concessionaire, d) reduced mowing (shifted to archery/model airplane groups), and e) time saving facility improvements.*
Total Potential Savings						\$320,000	1999-00 projected deficit approximates \$320,000.

*Note: Facility improvements suggested include garbage can corrals, trash collection equipment, revamped entry area, improved way finding, restrooms, automated irrigation, and automated fee entry for credit card users.

Source: E.D. Hovee & Company Hovee & Company, July 2000.

Near-term opportunities for staffing efficiency would appear to lie, in large measure, with reducing peaking demands.¹⁵ Longer-term opportunities may lie with changes in staffing structure that involve reduction or re-allocation of full-time personnel.¹⁶

Advantages of this option reflect the potential for Blue Lake to become financially self-supporting over time – avoiding a continuing drain on other Metro resources. Depending on the level of financial self-sufficiency achieved, Blue Lake might then also be better positioned for funding of capital facility improvements.

Disadvantages relate primarily to the possibility that levels of service may decline with reduced staffing. Lower levels of maintenance and patron service risks loss of park attendees (who may not support the operating changes), together with loss of Metro parks personnel and morale. In the absence of capital facility improvements (entry area, way finding, restrooms, trash pickup, irrigation), it is unlikely that a 25% staff expense reduction can be easily achieved without reducing levels of service.¹⁷

Option C – Phased Deficit Reduction: A third option may be available as a combination (or hybrid) of the first two. This would involve *phase-in* of a new operations plan one step at a time. The near term goal would be to reduce the annual deficit to 25% of expenses; the longer term goal would be achievement of the zero deficit target.

An example of how this phase-in approach might be sequenced follows:

- Increase car entry fees, group shelter and Lake House rates before summer 2001.
- Establish process for seeking corporate sponsorships by end of 2000 with initial implementation by summer 2001.
- Prepare detailed plan and implement group picnic catering fee (with catering requirement in place by summer 2002).
- Identify initial O&M efficiencies/staffing reductions achievable without major capital expense for implementation with the budget year starting July 2002.
- Implement second phase of corporate sponsorship/branding program by summer 2002.
- Propose added O&M/staffing efficiencies supported by capital improvements (when related facility investments can be made).

Advantages of this approach include greater ability to test individual operating changes as each is made without unduly threatening patron appeal or park personnel needs. O&M efficiencies would be timed to what is realistically achievable without unduly compromising level of service to park users.

Disadvantages reflect the longer time frame to reach self-sustainable parks operations. Complete elimination of the operating deficit while maintaining service levels is unlikely if improvements to existing facilities cannot also be made. Specifically noted is the risk that the full effects of a phase in program will be compromised or diminished at each phase – if unwanted changes are sidetracked or dropped after preliminary testing.

APPENDIX. O&M REVIEW WITH PARKS PERSONNEL

This appendix summarizes key questions and comments raised at meetings with Blue Lake Park staff and other supervisory personnel on May 10 and July 19, 2000. Those in attendance include Scott Moulton, Jerry Jackson, Todd Jones, Dwight Vermaas, Dale Vasnik, Phil Underwood, Mary McGaughey, Eric Hovee, and Jim Walsh.

MAY 10, 2000 MEETING NOTES

After providing a brief overview of the total Blue Lake work program and – more specifically – the Operations and Maintenance draft report, discussion followed. The following comments and observations are noted:

- The question was raised as to whether it is possible to compare Blue Lake Park with other metro facilities such as the Zoo and the Oregon Convention Center. Eric responded that while the facilities are larger, dissimilar in use and pattern of expenses, it might be useful to have some understanding of the extent to which the facilities operated – a surplus or deficit and how any deficit was funded.
- It was suggested that capital outlays be removed from the analysis of revenues versus expenditures. This may throw off the cost per acre comparisons with other facilities. Eric indicated that it would be possible to show the operating picture both with and without capital outlays. With respect to other facilities, in many cases these also include capital outlays.
- We agreed to provide an additional column in figure 4 on page 14, also indicating revenue per acre for the park facilities included. It is agreed that Blue Lake is in the unusual position of already recovering more of its expenses from user fees than most other parks.
- There is interest in establishing a volunteer organization to fund Blue Lake Park activities through an entity similar to Friends of the Zoo.
- Volunteer projects like the Good Sam Club gardening days at Blue Lake Park could be expanded.
- Shelter reservation fees are already discounted with a 20% discount for off-peak season weekday periods and 50% in the off-season. .
- Concern was expressed that shelters tend to be focused on adult recreation and less focused on young people. Blue Lake Park needs more activities for children. Gresham's Imagination Station is an example of a good program.
- If fish stocking occurred in winter rather than spring, more off-season activity would occur.
- Guided lake and boat tours also were suggested.
- The recent food concession has been an "inside joke" with staff. This year Blue Lake Park is trying Mexican pizza menus which adds nice diversity to the choice.
- Visitors who bypass the gate are a considerable problem, particularly in off-season. Some form of mechanical/electronic metering device would be appropriate, including a possibility for accepting credit cards.

- Garbage collection is a major issue. Improved efficiency would be dependent upon spending \$40,000-\$60,000 for a smaller garbage compacting truck. The truck should be able to handle juices. Placing more emphasis on group picnics to clean up their own garbage has helped, but still there is considerable garbage in the group picnic areas.
- Only a few acres are currently irrigated. There is interest in considering going to a type of grass that would require less irrigation; however, Jim Walsh thought that major turf changeover might not pay for itself quickly.
- Restrooms were another source of considerable discussion. Cleanliness, odor control and appearance would be improved if the concrete floors and walls could be tiled. Porous concrete tends to retain odors. However, there is concern the tile may pop in unheated buildings. Ideally, the restroom would be set up so cleaning can be accomplished with a foam gun (if the paper dispensers could be kept dry). Port-a-potties also may be an option at more remote locations such as the archery area and wetland.
- Requiring group picnics to clean up afterwards appears to be working. It might be possible to provide special dumpsters for larger events – paid for by the event organizers. Concerns would be aesthetics and odors.
- Often more people show up at group picnics than are indicated by the official reservation information. Staffing time on peak Saturdays can be 90% oriented to shelters with the other public areas not maintained nearly as well.
- Staff becomes parking attendants; it might be useful to line parking spaces. Asphaltting could be considered, although there are problems with asphalt too. Increasing impervious surface goes against Metro's environmental ethic.
- The amount of time allocated to Blue Lake Park by Curry Building personnel has crept up over time. It is possible that this work might be done by existing or seasonal Blue Lake Park staff.
- The question was asked as to which O&M improvements should be *priorities*, particularly from the standpoint of being able to reduce operating expense or improve revenue. Suggestions included a garbage truck, an improved entrance area (to make the park entry more welcoming), park office with ticketing at the island and pull-over area to fill-out forms, automated irrigation, landscape, upgrading the interior areas.
- It is important to get people close to – but not necessarily in – the water.
- Maintenance levels decline in winter with less winter use. Personnel are less interested in going outdoors, for example, in freezing temperatures. It might pay for Blue Lake to upgrade the standards of winter maintenance to promote more off-season use. However, it is important to first determine the level of service standard that is appropriate.
- One reason maintenance level drops in the winter is because of factors such as vacations, need for pruning, need for storm removal/clean-up, and employee training. Restrooms are also shut in winter.
- There is interest in the suggestion to shift some park personnel responsibilities to concessionaires and outside sponsors. It was noted that schools are increasingly linking with corporate sponsors such as Coca-Cola; the Zoo also has Coke tables.
- Money handling takes considerable time and use of credit cards is suggested. Also to be considered would be more consolidated purchasing between different park operations that

purchase independently now. Consolidated buying in bulk could provide cost savings. There is interest in gift shop selling t-shirts like the zoo. People come from out of state. Fishing tackle could also be sold.

Park staff's comments and suggestions contained in this memo will be reviewed and addressed where relevant in the options.

A second meeting with park staff was held on July 19, 2000 to present and discuss the detailed options. Input from the May 10 meeting was considered when preparing the revised draft O&M report and the July 19 meeting was held to afford staff the opportunity to discuss options.

JULY 19, 2000 MEETING NOTES

Attending: Janelle Geddes, Todd Jones, Dwight Vermaas, Mary McGaughey, Dale Vasnik, Scott Moulton, Nathaniel Marquiss, Jane Hart, Jim Walsh, Eric Hovee.

The following comments and observations are noted:

- Concern was expressed that quality of service might be diminished if services were contracted out to a concessionaire. Jim Walsh explained that a concessionaire would perform tasks to free up staff time for core mission tasks. Jim said he would move acknowledgement of this issue to a higher status in the final O&M report. In the long term, the concessionaire might operate many proposed facilities and services to assist park marketing.
- Staff suggested that if the entry fee is increased, that the fee be rounded to whole numbers for ease of handling money.
- The possibility of increasing the annual pass fee was also suggested.
- Staff commented that shifting winter hours (as suggested under Option B) might not be feasible even if other improvements are made, because maintenance is a year-round preoccupation under present conditions.
- Similarly, in the category of time saving facility improvements, staff suggested that escorting patrons to reserved picnic spots be discontinued.
- Terracing the parking lot to prevent interior vehicle traffic was suggested also.
- Automated self-serve entry into park was proposed as being likely to pay for itself. This could be more convenient for patrons and increase staff efficiency in handling money.
- Staff requested clarification of the term *privatization* and asked which O&M functions were under consideration for privatization.
- It was also suggested that the consultant team analyze the cost/benefit of reserved picnic areas compared to unreserved areas, examining revenue vs. expense (labor, capital).

Written comments also received made the following suggestions:

- Close the park in the winter.
- Consolidate Blue Lake Park under one manager.
- When a full-time employee resigns, make that position a nine-month position.

- A set open and closing time during summer months would allow for more overlap of shifts and improve the transition between shifts.

ENDNOTES

- ¹ Metro estimates attendance based on number of people passing through the gate plus an added 20% for uncounted patrons, for example, to Lake House (which does not require passing through the gate).
- ² Curry Building O&M staff have maintenance responsibilities at Blue Lake Park, Chinook Landing, the Gleason Boat Ramp, Sauvie Island Boat Ramp and 14 pioneer cemeteries. Equipment and staff support also is provided for Oxbow Regional Park. At a meeting with park staff on May 10, 2000, it was noted that allocations of Curry staff to Blue Lake Park have increased over time.
- ³ The operating deficit for Blue Lake would be greater if costs of the gardener/senior gardener were reflected in the operating budget. About 70-90% of the time for these positions is allocated to Blue Lake.
- ⁴ Considerable variability in Lake House-related revenues is noted. The strongest year for Lake House (since 1991-92) was in 1997-98 with revenues of over \$47,700. This high was followed in 1998-99 by the third poorest year with less than \$33,300 in Lake House revenue.
- ⁵ The Lake House concessionaire, Tiffany Foods, is expecting to submit for a rate increase after providing a rate comparison of comparable facilities consistent with Metro policy.
- ⁶ The Lake House operator indicates that a 10% fee is levied on events catered by Tiffany; no fee is levied on other caterers. This provides a disincentive to obtaining catering from the facility operator.
- ⁷ Vancouver/Clark County Parks & Recreation irrigates only one acre at Lewisville Park by overseeding and use of perennial ryegrass. So-called *zeroscaping* has been implemented in the last two years, with only a fall fertilizer application at one-half the former rate.
- ⁸ Vancouver/Clark County Parks & Recreation reports considerable savings in staffing with use of corrections facility crews for such activities as fence management, riparian cleanup and trail work.
- ⁹ Critical staff tasks performed during winter months include repair of structures, tables and equipment plus landscape pruning and cleanup. Mowing often starts in late February. Lawn areas are fertilized in spring with fall aeration.
- ¹⁰ Special use permits are required for: commercial film, video or photography, educational activities and events; events, festivals and organized sports activities; use of amplified sound, animals, equipment or other elements posing safety threat or public nuisance; concessions services; site restoration or alteration, biological research and scientific collection; an organized activity, event or gathering involving 25 or more people, excluding picnic and group camp reservations. Alcohol use (limited to beer and wine) also is regulated by special use permit. Per Metro *Special Use Permit Application Procedures and Requirements*.
- ¹¹ For example, the Vancouver/Clark County Parks & Recreation Department has established a parks maintenance plan with cost per unit objectives. However, the computer system to actually track performance is not yet in place. Upgrading information systems with new software is expected this coming year – making it possible to track performance for nearly 20 different O&M functions.
- ¹² For this evaluation, the Hagg Lake and Lewisville Park facilities have been added to the list of parks evaluated in 1999 by Dean Runyan Associates. For all parks, information regarding park revenues and funding of operating deficits is also added.
- ¹³ Data is based on an analysis of park entry fees at 10 park facilities by Metro personnel in November 1999. At an average of \$4.50 per vehicle, Blue Lake would exceed the car entry fees for all other comparables (except possibly Hagg Lake which charges \$4.00 for an auto and \$4.50 for an auto and boat).

Of the facilities surveyed, Blue Lake Park (together with Hagg Lake) is in the most urbanized setting – with strong attendance counts particularly on peak weekends.

Increase to a \$4.50 rate could occur on a flat fee (per car) basis as currently exists. An alternative would be to charge a base rate for car and rider, with a lesser rate for each additional passenger.

- ¹⁴ Metro staff also conducted a regional park fees comparative survey in November 1999. The facility most comparable to Blue Lake (in terms of shelter types and urban setting) is Hagg Lake in Washington County – which was not included in the 1999 survey. Recent contacts conducted for this analysis indicate that Hagg Lake receives significantly more than Blue Lake (i.e. 2-3 times more) for uncovered picnic areas. Hagg Lake also charges more for covered shelters, though the disparity is somewhat less.
- ¹⁵ In the budget year ending June 30, 1999, temporary and seasonal labor plus overtime expense (before benefits) amounted to over \$100,000 (or about 25% of total staffing expense).
- ¹⁶ Estimates provided by Todd Jones indicate that nearly 7,000 staff hours annually are spent for irrigation (6%), garbage removal (12%), restroom custodial (24%), and picnic shelter custodial work (58%). Assuming that much of this peak demand is performed by seasonal/temporary staff, total annual expense for these functions is at least \$55,000. The item most readily addressed without capital expenditure is picnic shelter clean-up (\$32,000), through cost recovery fees and deposits.
- ¹⁷ In the event that facility improvements are not possible but complete deficit reduction is still required, another option to consider would be *privatization* of selected O&M functions. As part of this O&M review contact was made with a private landscape operator. Suggestions for added efficiency measures could involve removal of perennial plants, reduced staffing for arborist activity, and a reduction/elimination of landscaping services during the non-growing season (other than efforts to maintain a baseline appearance and control costs during the growing season).



- ALTERNATIVES ANALYSIS

Alternative Facility Concepts

Use Considered	Blue Lake Facility Goals							Recommended Facility Concept	
	Family Orientation	Open Space	Lakefront Quality	Habitat & Culture	Economic Feasibility	Park Partners	Environ. Steward.	Type of Facility	Comments
Aquatic/water enhancements	●	○	●	○	○	⊕	○	Spray park, swim beach improved.	Possible multiple spray/splash locations; possible swim area improvements.
Lake House event center	●	○	●	○	○	●	○	Remodeled or new facility for year-round use.	Indoor & outdoor improvements at existing center. Plan improvements or new facility with core to accommodate multiple events.
Added picnic shelters	●	○	⊕	○	○	○	○	West & (maybe) east properties.	Could include permanent &/or tent structures; possible larger pavilion with possible year-round capability.
Equipment rental shop	●	○	○	○	○	●	○	With golf or boat center.	Options to co-locate lakeside with boat rentals or golf pro shop for bicycles, rollerblades, other recreational equipment.
Family golf/fitness	●	●	⊕	●	●	●	●	Learning center focus.	Driving range key to economic feasibility; maybe two-club putt-putt; adjoining health/fitness options. Could also include rentals, walking centers, family instruction.
Environmental/cultural education	○	●	○	●	⊕	○	●	Low-cost dispersed approach.	Possibly integrated with wayfinding, trails, shelters &/or event center/pavilion.
Amphitheater/outdoor event venue	○	●	○	○	○	●	●	Intimate, possible lakefront setting.	Consider stage on lake; option to gate separately for some fee events.
Youth oriented recreation	●	○	○	○	○	●	○	Skate park, batting cage, rock wall.	Options include dispersed versus centrally located youth facilities; design to minimize conflicts with other users.
Blue Lake Park Store	●	⊕	⊕	⊕	○	●	○	Serves BLP & Chinook Landing.	For smaller east property. Feasibility depends on potential off-season use by nearby residential/industrial.
Lodging/conference facility	○	○	○	○	○	●	⊕	Possible retreat, hostel focus.	If potential is limited near-term, consider reserving site for long-term development.

Legend: ● = Strong fit ○ = Possible fit ⊕ = Weak fit

Note: Other criteria may be appropriate for consideration now or with subsequent screening related to items such as zoning, permitting, design suitability, and infrastructure availability/cost.

WATER PLAY PARK

This child-adult water feature could possibly be situated at multiple locations throughout Blue Lake Park.

Facility Description: The interactive water play park – complete with water jets, sprays, slides, and dumping buckets – is aimed at providing a safe, child-oriented water experience in a natural outdoor setting. Specific elements of the park vary according to the concept selected.

Market Niche: Strengthens Blue Lake Park's reputation as a place for family recreation. Addresses two key issues cited in park surveys and stakeholder interviews: (a) fun recreation for young children; and (b) desire for safe water experience.

Capital Cost: To be provided by John Kyle Architects and J.D. Walsh & Associates for the Expert Review Panel (ERP) meeting.

Operation & Management Considerations: Requires little in the way of staff operating expense (on a day-to-day basis). However, annual maintenance to be conducted off-season is important. Annual maintenance cost is to be determined based on the concept and scale of the facility selected.

Partnership Opportunities: A water play park is not expected to serve as a direct revenue center for Blue Lake Park. However, the spray park feature is an integral component of a broader strategy to: (a) restore sagging attendance; and (b) support transition to increased entry fees (particularly on peak use days). The water play park also would provide a premier *naming opportunity* for Portland-area corporations.

LAKE HOUSE EVENT CENTER IMPROVEMENTS

Blue Lake Park's Lake House will be remodeled and expanded to serve as a year-round event center attractive for functions ranging from weddings and receptions to community meetings. The Lake House will be oriented to Blue Lake's natural environment. The core building facility would be the focus of off-season use, with activity *spilling out* into multiple fair weather venues.

Facility Description: The core Lake House building would be remodeled – to increase ceiling heights and provide a full service/catering kitchen. Indoor seating (banquet) capacity would be available for an event serving approximately 100 persons.

This core building would serve at least two outdoor event venues – one lakeside and the other in an enhanced courtyard. The larger should accommodate 200-250 persons. During peak season, Lake House would be able to serve at least two separate events concurrently.

Market Niche: Lake House currently has a reputation as an affordable but unglamorous wedding/event facility. The desired amenity is not the existing building, but event spill out towards the lakefront and/or courtyard sides. Lake House turns away business on peak weekends, but experiences minimal use off-season.

Lake House improvements are intended to build on and expand the facility's existing market niche – enlarging its appeal beyond weddings to also serve as a site for other reception and meeting functions. Improvements are intended to support increased rental rates, an on-site catering function, and a significant increase in annual event-days.

Supportable Capital Cost: Calculations assume that the facility can hold two outdoor events simultaneously during the summer season (capacity of up to 200-250 each) and serve off-season indoor groups of at least 100. The range of improvement/rehabilitation costs supported is from roughly \$700,000-\$1.275 million – depending on whether potential catering revenues from existing facilities are included and whether financing requires debt coverage (above the required payment levels over a 20 year financing term).

Operation & Management Considerations: As is currently the case, Metro would not have operations responsibility. This would continue to be in the hands of a private concessionaire, with Metro responsible for facility maintenance and repair. With an expanded operation, consideration might be given to shifting maintenance and repair functions to the private concessionaire/operator.

Partnership Opportunities: Lake House is currently managed for Metro by a private operator, with 51% of revenues returned to Metro's Blue Lake account. The concessionaire provides a part time staff person on-site during events.

Publicly-owned and operated meeting, conference and event facilities rarely cover operating expenses, let alone pay for capital cost. Private operation of a public facility should be focused on full recovery of operating requirements *plus* recovery of some portion of capital expense. Preferred is a financial option that achieves full capital plus operating cost recovery.

Expansion of Lake House to year-round use with a catering requirement is instrumental to generate significant private commitment to more aggressive marketing, increased utilization and revenue enhancement.

PICNIC SHELTERS/PAVILION

Metro currently operates six shelters at Blue Lake Park; capacities range from 120 to 250 for a total capacity of approximately 1,100 persons. Three shelters can hold a maximum of 250 persons while the remaining three can hold a maximum of 120. Additional shelters would be designed to encourage multiple use on an extended season basis.

Facility Description: An estimated eight additional shelters could be accommodated on the existing western property. Specific proposals are for: (a) an all-weather shelter at the west end of the park to serve school groups (up to 75) for environmental education and other group rental activity; (b) a larger covered pavilion accommodating over 200 in the vicinity of the former swim center (possibly in conjunction with an amphitheater space); and (c) clustering of smaller shelters offering flexibility to accommodate either small or large group reservations.

Market Niche: Currently, more business is turned away than can be accommodated by group shelters at Blue Lake Park. Demand is strongest for covered shelters; most turnaways are for groups of 200 or more (which are also more likely to require food service catering).

Capital Cost: Picnic Shelters: Costs supported per 100 person covered shelter ranges between \$45,000 - \$75,000 depending on whether Metro switches to required catering (for all but non-profits/smaller events) and whether financing requires debt coverage. This assumes repayment of capital cost over a 10-year period. Also assumed is that new shelters can be managed with no net added operating costs to Metro through: (a) operating efficiencies; and (b) capital equipment such as new trash can corrals; and (c) greater clean up responsibility assigned to picnic groups.

Operation & Management Considerations: While group shelters account for nearly one-half of park revenues, they also generate considerable expense – particularly at peak periods. As new shelters are added, improvements also are suggested to existing shelter areas, for example, trashcan corrals and a special truck for trash removal. As has recently occurred, more of the responsibility for site clean up would be placed on the groups (with institution of a deposit policy).

Partnership Opportunities: Group picnic shelters have been and could continue to be operated by Metro. An alternative would be for Metro to contract with a private concessionaire to handle reservations/bookings, provide event coordination and food catering. In return, Metro would receive an assumed 15% share of the gross revenue to the concessionaire. There also may be opportunity for corporate sponsorship, as for exclusive rights to soft drink/food service branding.

FAMILY GOLF & FITNESS

Prior master planning has identified the opportunity for development of golf course facilities on the currently undeveloped property east of Blue Lake Road. This concept adapts prior planning to family-oriented learning and – maybe – related fitness facilities.

Facility Description: A short course learning center (of 9 holes or less) would be developed in conjunction with a driving range and pro shop. A possible project focus might be a TuClub course of up to 27-holes. This approach to golf could encourage new learners with its limited number of clubs and ban on golf bags and spiked golf shoes. Other possible project components include a fitness center and putt-putt golf together with a rental shop and youth-oriented recreation (considered separately). A trail around the perimeter of the course – for walking/bicycling – could also be provided as part of the facility master plan.

Market Niche: This facility addresses the interest of local and national organizations for a less intimidating, less expensive introduction to golf for underserved market segments – including youth, women, racial and ethnic minorities.

Capital Cost: This is the other major revenue generating facility suggested for Blue Lake Park. Pro formas will be run when a design concept has been developed and feedback has been received from the Expert Review Panel. For now, a concept based on John Zoller's TuClub suggestions might come closest to the mark.

Operation & Management Considerations: The entire family golf and fitness center would be operated privately under a lease or partnership arrangement with Metro. Annual operating expense would be the responsibility of the private operator.

Partnership Opportunities: Metro has experience with private operation of a publicly owned course at Glendoveer. With this concept, Metro would establish a process for consideration of development proposals pursuant to Metro goals for family-oriented golf and fitness facilities.

It is expected that Metro will be most receptive to proposals wherein the proponent assumes responsibility for 100% of capital and operating expense, with Metro receiving a share of proceeds as landowner to support other Blue Lake park operations. With a learning facility, it also may be possible to secure partial outside funding support from organizations such as the U.S. Golf Association (for youth programs).

EQUIPMENT RENTAL SHOP(S)

On-site equipment rental enhances the recreation experience and creates opportunity for supplemental revenue generation. Boats are currently rented; rentals (and equipment sales) might also be considered for such items as golf equipment, bicycles, rollerblades, softball, volleyball, archery equipment, etc.

Facility Description: One or two shop sites might be established, possibly under the control of a single operator. One shop might be located on the west property near the existing boat dock; a second would be on the east property in conjunction with the golf center.

Market Niche: Serves those most interested in active on-site recreation including youth.

Capital Cost: Equipment rental is an ancillary concept, dependent on other facilities.

Operation & Management Considerations: As with the boat rental operation, a concessionaire or lessee would manage equipment rental shop(s). Operating and capital costs (or space rental) would be the responsibility of the private operator.

Partnership Opportunities: Currently, Metro receives 15% of gross revenues from boat concessions. A similar arrangement is envisioned for equipment rental, although other options might be considered pursuant to a Request for Proposal operator selection process.

ENVIRONMENTAL & CULTURAL INTERPRETATION

Maintenance of Blue Lake open space, environmental and cultural values register strongly in public opinion surveys, with stakeholders and parks personnel. While environmental and cultural interpretation is not expected to be a major revenue producer, this is an important function for Metro Regional Parks and Greenspaces.

Facility Description: To the extent possible, opportunities for environmental and cultural interpretation will be woven into the fabric of the Blue Lake experience – facilities, trails, and wayfinding. Three specific facility-related components of an interpretation program are noted: (a) development of a four-season shelter that can be used for environmental education year-round; (b) incorporation of environmental/cultural exhibits in the remodeled Lake House; and (c) development of a complete wayfinding system throughout other Blue Lake facilities including shelters, trails, a potential pavilion and the proposed golf/learning center.

Market Niche: Both existing park users and non-users place a value on the environmental and cultural features of Blue Lake Regional Park. Two of the four top features of the park identified by existing patrons are grounds maintenance, landscaping and flower gardens. Also highly rated are nature trails. Among non-users, two of the top three features that would draw added patronage are wildlife viewing and park scenery.

Capital Cost: To be provided by John Kyle Architects and J.D. Walsh & Associates for the ERP meeting.

Operation & Management Considerations: It is assumed that interpretive features will be the responsibility of Blue Lake Park. Facility design will be intended to: (a) minimize on-going operating expense for environmental and cultural interpretation; and (b) include interpretive features within other facilities that also have revenue generation capabilities.

Partnership Opportunities: Limited opportunities for direct private financial support of environmental interpretation is expected in the near term. However, a carefully crafted program may attract foundation support to defray some portion of up-front capital expense (as for displays). Consideration also could be given to the opportunity for Metro to underwrite a portion of one-time expense as part of its overall greenspaces mission.

AMPHITHEATER

Previous master planning evaluated potentials for an amphitheater to seat either 3,000 or 6,000 persons for music and related venues. While the options evaluated were not considered feasible in 1996, reconsideration is suggested with focus on creating a more cost-effective, phased approach to amphitheater development.

Facility Description: Specifically suggested for discussion is the possibility of developing an up to 5,000 seat amphitheater on the current site of the swim center. The stage could float on the water, with sound reflected to the north. A portion of the amphitheater floor would reuse the existing swim center foundation.

The amphitheater would be developed in phases – with each succeeding phase developed only as justified by project revenue. Part of the amphitheater site might serve double duty as a new pavilion – also available for group picnics and other large 250+ person events. The facility would be designed to accommodate both gated and free events – concerts, open air theater, and large receptions.

Market Niche: Two challenges confront successful operation of an amphitheater: (a) developing a unique facility that does not overlap existing venues (including the Zoo series and proposed Expo facility); and (b) attracting performers that will serve as a significant draw in an already crowded summer event market.

Capital Cost: Using the results of the 1996 ECO Northwest market analysis, the following supportable costs versus construction cost estimates are noted:

Type of Facility	1996 Estimated Cost (Hard + Soft)	Maximum Supported Cost Range (Year 5)
3,000 seat, limited amenity	\$578,430	\$150,000 - \$210,000
3,000 seat, full amenity	\$1,756,030	\$125,000 - \$175,000
6,000 seat, full amenity	\$2,332,030	\$910,000 - \$1,275,000

As this indicates, none of the facility types that ECO profiled comes close to supporting construction costs projected. The only facility type that supports a cost in the +/- \$1 million range is a 6,000 seat concept. This is consistent with information from Steve Reischman (Showman) who advocates a 5,000 seat facility. So the challenge is to see if the structure can be delivered at a substantially lower construction cost (or by allocating a portion of cost to swim center removal).

Operation & Management Considerations: Financial proformas previously prepared for an amphitheater have indicated that neither a 3,000 nor 6,000 seat option generates revenue adequate to cover both one-time capital and on-going operating expense.

An approximately 5,000 seat amphitheater may be the minimum preferred size to attract performers of national caliber and cover booking costs. A facility of as few as 1,500 seats might be viable but with a separately funded budget for promotion.

Partnership Opportunities: Suggested for consideration is an approach where Metro funds a significant portion of first phase development – at least equal to the cost of clearing and improving the site of the existing swim center. Further development would be subject to securing a bookings/promotion arrangement wherein a private operator funds additional improvements, marketing and operation expenses.

YOUTH-ORIENTED RECREATION

Youth recreation would be focused on activities with either direct or indirect (i.e. entry fee) revenue potential. Examples suggested include skate park, batting cage, and rock wall.

Facility Description: Options considered include dispersed or centrally located facilities. Location and design should address minimization of potential conflicts with other park uses. The more direct revenue generating uses are most appropriately located in proximity to the proposed family golf/learning center, where no entry fee would be charged.

Market Niche: A focus group with middle school students suggests strong interest in youth-oriented recreation. In addition to places for active recreation, young people express an interest in places to socialize – easily accessible by walking, bicycling or bus as well as by car. Interest in added youth-oriented recreation is also noted in a survey of households throughout the region.

Capital Cost: To be provided by John Kyle Architects and J.D. Walsh & Associates for the ERP meeting.

Operation & Management Considerations: Facilities such as a batting cage for which a direct fee is charged are most appropriately considered for private management and operation. Other facilities might be operated by Blue Lake Park, though a case could be made for privatization of these activities as well.

Partnership Opportunities: Preference would be given to proposals for facilities that would be operated privately or by another public/non-profit sponsor.

BLUE LAKE REGIONAL PARK STORE

A store represents an ancillary use to Blue Lake Park, important both for: (a) service to park patrons; and (b) as a potential revenue source to Metro offsetting some costs of park operation.

Facility Description: A store is most appropriately located on 223rd Avenue, possibly on property owned by Metro.

Market Niche: Store customers would include patrons of Blue Lake Park and Chinook Landing, the increasing employment base of nearby Columbia Corridor firms and the expanding residential neighborhood south of Blue Lake. While some seasonality is involved, the growing year-round employment and residential base could provide stronger business base for a convenience store than has previously existed.

Capital Cost: To be provided by John Kyle Architects and J.D. Walsh & Associates for the ERP meeting.

Operation & Management Considerations: Responsibility for operation and management would be exclusively that of a private owner/operator. Metro would generate revenue most likely via a ground lease based on market value of the site.

Partnership Opportunities: Selection of a private operator could occur through a development offering (or RFP). Development would not proceed if an operator is not secured, or if a comparable store locates elsewhere in the immediate vicinity.

LODGING & CONFERENCE CENTER

This concept represents a *wild card*, a perhaps longer-term opportunity for Blue Lake Regional Park. Development would be predicated on securing a recognized development/operator team.

Facility Description: A variety of development options are possible – ranging from a motel catering to I-84 corridor business travelers and tourists to a more specialized retreat/resort concept. The intent of the facility concept is to identify location(s) potentially suitable for a lodging/conference operation. If approved by Metro, this site could be reserved for development whether in the short or long-term.

Market Niche: As a result of the recent *wave* of lodging construction, the Portland market currently appears to be somewhat overbuilt (with occupancies declining as a result). Conference facilities typically do not generate revenues adequate to cover their full costs – but may be important as a means to generate added overnight room and dining revenues.

An emerging concept with some potential is for the development of resort-like properties that are located in or close to an urban center. Blue Lake could offer this appeal, particularly if a hotel could be developed lakeside.

Capital Cost: To be defined based on developer interest.

Operation & Management Considerations: When developed, any lodging and conference facility would be privately-operated, with no operation expense to Metro.

Partnership Opportunities: Development would be contingent on securing interest from a qualified development/operator team, identification of suitable site area, and addressing potential issues related to zoning and traffic. As landowner, Metro would likely lease the site for a project consistent with park goals and objectives.

BLUE LAKE REGIONAL PARK ALTERNATIVE PLAN CONCEPTS

In recent weeks, the project team for the Blue Lake Park Economic Feasibility Study and Facility Concept has defined a series of 10 facility concepts for consideration. As a result of input received from the Blue Lake Project Advisory and Business Forum, it is now possible to identify at least four alternative scenarios for further refinement. Each scenario involves a mix of some or all of the facility concepts previously identified.

The current work plan calls for presentation of the alternative plan scenarios at a public workshop scheduled for July 12. Based on comments received, a *preferred scenario* will be prepared for public discussion at a second workshop on August 15.

What follows is an *outline* of four alternative plan scenarios identifying key features, advantages, disadvantages and overall comment.

SCENARIO A – GENERAL PARK UPGRADE WITH NO EXPANDED FACILITIES

This plan alternative essentially involves *little or no* expanded facility development at Blue Lake Park. Some existing facilities that are outdated could be refurbished or replaced as capital funding becomes available. Examples of facility upgrades that might be considered include:

- Upgraded restrooms.
- Automated irrigation.
- Lake House refurbishment
- Way finding and circulation improvements
- Removal of the former swim center.

Advantages:

- Maintains current recreation focus and activity level of Blue Lake Park.
- Maintains undeveloped areas for habitat and environmental values in *as is* configuration.
- Involves the least disruption to existing operations.

Disadvantages:

- Likely to be accompanied by continued slow erosion of park patronage.
- Provides little to no opportunity to reduce the current operating deficit.
- Makes no funding available for increasingly needed facility improvements – except for Metro general fund contributions or voter-approved bonding targeted for park upgrade.

Overview Comment: This scenario *is not* recommended for further consideration because it offers little prospect for reversing the slow decline in park appeal and long-term financial sustainability. Funding for improvements identified is not available from current park revenues.

SCENARIO B – STRENGTHEN & EXPAND EXISTING PARK ACTIVITIES

With this scenario, the focus would be to *do more* of what already draws patrons to Blue Lake Park. Examples include:

- Added picnic shelters (west and possibly east side).
- Expansion of the Lake House events center.
- Addition of a water play park.
- Improved opportunities for environmental and cultural education.

This alternative also assumes priority emphasis on general park upgrading identified with Scenario A.

Advantages:

- Maintains focus on existing park strengths, while building potential for added patronage and revenue.
- Manages disruption to existing operations, environmental and neighborhood values by maintaining activities with well-known park impacts.
- Improves opportunity for privatization of key activities with added *critical mass* – as with Lake House and catering/event coordination for group picnics.
- Avoids financial risk of investment in venues not previously tested for Blue Lake Park.

Disadvantages:

- Provides little opportunity for park deficit reduction as added facilities will do well to break even (unless accompanied by significant operations and management efficiencies).
- Requires significant capital outlay – with general park upgrade improvements most likely the responsibility of Metro.
- Vulnerable to changing demographics and park user preferences (away from current activities), with resulting financial risk in the event of changing market conditions.

Overview Comment: This alternative is most viable financially if accompanied by significant changes to park operations including potential privatization of some existing park functions.

SCENARIO C – PARK DIVERSIFICATION WITH CURRENT MISSION

This scenario builds on the *general consensus* achieved with the Business Forum (Expert Review Panel) session on June 13, 2000. New and expanded facilities include those identified with Scenario B plus:

- Development of a golf learning center and recreational trail system on the east property.
- A year-round youth-oriented recreation center near the former swim center facility.
- A small-scale, informal amphitheater space on the site of the former swim center.

- Leased spaces for privately-operated equipment rental and store activities, if justified by private operator interest.

As with Scenario B, it is anticipated that substantial portions of park operations, particularly facilities with major capital investment requirements, could be privately operated.

Advantages:

- Offers advantages similar to those of Scenario B plus added revenues providing greater capability to reduce or eliminate the overall park operating deficit.
- Allows for diversification of recreation activities while maintaining family orientation.
- Provides opportunity for enhancement of environmental values and trails associated with east property.
- Leverages capital investment for revenue-generating facility components from public or private partners (consistent with experience of other Metro facilities)
- May also leverage added investment in supportive recreation activities – such as batting cages, putt-putt golf, and fitness center – if deemed to be appropriate now or in the future.
- Preliminary interest in golf course development/operation has been expressed by both public and private organizations.

Disadvantages:

- Generates issues to be addressed regarding traffic, neighborhood, and environmental impacts on the east property (before development can proceed).
- Likely requires significant capital outlay from Metro (for general park improvements) as well as from partners for key revenue generators.

Overview Comment: Offers a relatively low risk means to enhance financial sustainability of Blue Lake Park without compromising the park's mission or services to existing patrons.

SCENARIO D – PARK DIVERSIFICATION WITH EXPANDED MISSION

This scenario incorporates the new facility investments associated with Scenarios B and C plus short- or long-term consideration of added major revenue-generating activities – notably:

- A 100-200 room inn with conference center and restaurant.
- 5,000+ seat amphitheater.

Advantages:

- Offers maximum park revenue generation, with long-term potential to not only eliminate the operating deficit but to generate surplus for other Metro operations.
- Takes advantage of unique site assets and traditions for outdoor performances and destination event functions on the lake.

- Site might be designed to accommodate lodging/conference and/or amphitheater activity as either an early or future phase of development activity.
- Capitalizes on interest expressed by private business organizations.

Disadvantages:

- Represents greatest potential departure from Blue Lake mission and existing patron interests.
- Creates greatest issues to be addressed regarding potential impacts to nearby neighborhood and disruption of open space/environmental values.
- Involves greatest market uncertainty with potential saturation of existing metro area outdoor performance venues and overnight lodging facilities.
- Also involves potential financial risk to Metro in the event that these highly visible facilities do not prove to be successful.

Overview Comment: Recommended only if accompanied by due diligence for market/financial feasibility and appropriate public-private agreements to minimize financial risk to Metro.



- WATER SYSTEM IMPROVEMENTS

WALLIS ENGINEERING

ENGINEERING ASSESSMENT of BLUE LAKE PARK WATER SYSTEM May 9, 2001

PURPOSE:

This is a summary report of a planning level analysis regarding options to provide water for the expansion and improvements being considered by METRO for Blue Lake Park.

DESCRIPTION:

Blue Lake Park is a regional public park located in the City of Fairview, Multnomah County, Oregon. The park use area covers some 37 acres and the proposed golf course is over 50 acres. There are 30 existing structures of various sizes and construction ranging in size from an 11,880 sq. ft. swim center to 30 sq. ft. cook shacks. Replacing and enlarging the Lake House and adding 8 new structures is being considered. The largest new structure would be a 14,000 sq. ft. golf course driving range as part of a new golf course and learning center.

PROJECTED WATER DEMANDS:

For water supply it is critical to determine the probable total of the various water use demands that could occur at the same time. For this project the demands consist of use by park visitors, irrigation, and fire protection.

For park use the maximum day consumption needs to be determined. Records provided by METRO of water produced by the existing park system provide monthly totals but not daily amounts. Other information provided included park attendance information and projected additional attendance for the expansions being considered.

Peak day attendance records for 1997 show August 10th as the highest with 10,252 visitors. Projections by John Kyle Architect for additional usage of the proposed new park facilities indicate an additional 3,275 people could be accommodated, 400 of which would be in the Lake House.

Without actual daily production and attendance records to correlate, an estimate of water demands is necessary. To estimate the potential demand a total of 13,500 visitors was used of whom 400 were considered to be using the new Lake House. Commonly used design standards do not include park water use, however, there are standards for sewage from similar uses. These standards would translate to 10 gpd for park visitors and 50 gpd for Lake House visitors. Using these values the 13,100 park visitors and 400 Lake House visitors could create a demand of 151,000 gallons during the visitation period. If this visitation period is during eight hours the amount of water that needs to be provided is 315 gpm.

ENGINEERING ASSESSMENT
BLUE LAKE PARK WATER SYSTEM
May 9, 2001

This is an average amount over an eight hour period and instantaneous use could be higher depending upon actual usage patterns. A review of the capacity of the plumbing fixtures was beyond the scope of this assessment but should be done in conjunction with final design.

METRO staff have advised that fire protection requirements should be based upon 1,500 to 1,750 gpm with a duration of 2 hours and 13 fire hydrants will be needed to protect both existing and planned new structures.

Walsh & Associates has provided estimated irrigation demands for the 37+ acre park area and the 50+ acre golf course area east of Blue Lake Road. For the park area 230-250 gpm would be necessary for a duration of 18 hours a day / 7 days a week. The golf course requirement is put at 800-850 gpm for a duration of 7 hours a day / 7 days a week.

From the above the combined water demands of domestic at 315 gpm, fire at 1,750 gpm and irrigation at 1,100 gpm is 3,165 gpm.

This is a very large demand and could be very difficult, if not impractical, to provide. While the fire demand would be rare it needs to be considered since it could occur simultaneously with the other demands.

The golf course irrigation is the largest demand and as proposed has a one hour overlap with the park irrigation. It would not overlap with the park domestic use. The unavoidable overlapping uses are park domestic, park irrigation and fire protection which total 2,315 gpm; and golf course irrigation and fire protection which total 2,600 gpm.

The non-emergency demands that need to be provided are the combination of park domestic and park irrigation at 565 gpm, or golf course irrigation at 850 gpm.

SUPPLY SOURCES:

Existing Park System - A review of recent water testing data and operational procedures provided by METRO indicate the existing park system water quality is in compliance with bacteriological and nitrate parameters that were tested. The certified operator position is presently vacant and efforts are underway to get another person certified to operate the system.

The system provides water for existing domestic use and irrigation. There is a lack of detailed system information to be certain that all the necessary cross connection measures are in place.

The Registration Statement from the State for ground water (Certificate No. GR 1872) for the well states the quantity claimed and used is 200 gpm. The original well was constructed in about 1940 and was most recently replaced with a new well drilled in 1998 which is 10 inches in

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May 9, 2001

diameter and 140 ft. deep. A hand notation dated 7/27/98 on the provided copy of the Registration Statement indicates the State advised it was not necessary to apply for additional rights for the new well.

The existing system is limited to 200 gpm which is inadequate to meet the projected demands.

Portland Well Field - The City of Portland well field is sited within the park area and intertwined with the park water system. This system is not intended for continuous use and the water lines normally are not kept full. In the event the well field system must be operated it is expected to interfere with the park well and the intertie is in place to provide water to the park. The Portland well field system is not considered a source for normal water supply to Blue Lake Park.

City of Fairview - Blue Lake Park is within the City of Fairview water service area. The City has planned for and expressed a willingness to service the park if need be. Service from Fairview would be consistent with the State's comprehensive planning requirements. The City's system extends to near the park entrance. The City advised that the system can provide 1,640 gpm at a residual pressure of 70 psi while static pressure is 100 psi.

ALTERNATIVES:

As stated above the Portland Water system is not considered a viable option for regular use.

Providing drinking water in compliance with today's regulations is a challenging business which is going to become more so in the future. For this reason and because the existing park well is limited by its water right and size such that it is not able to meet the projected demands for domestic use, let alone fire protection and irrigation, it should be used for irrigation only. The water right allows use at near the estimated optimum park irrigation rate which can probably be reduced to remain within the available supply.

Domestic and fire protection water should be obtained from the City of Fairview. The Fairview system should be capable of providing the domestic and fire protection requirements for the expanded facilities. More detailed analysis needs to be done to confirm this preliminary assessment. The City is in the process of evaluating options for additional supply and it is an opportune time to initiate discussions to determine the possibilities.

In order to estimate the possible cost of domestic water from Fairview the monthly volume needs to be estimated. The data provided for maximum monthly attendance for the 1992-97 summer seasons shows July had attendance that averaged 83,880 visitors with a maximum of 109,163 in 1994. For the maximum day use calculated above the new and expanded facilities were estimated to increase attendance by 32%. Applying this same attendance increase factor to this maximum month average results in an attendance of nearly 111,000 visitors and if each visitor

ENGINEERING ASSESSMENT
BLUE LAKE PARK WATER SYSTEM
May 9, 2001

uses 10 gallons of water the monthly total would be 1,110,000 gallons. The volume charge is \$1.39 per 100 cubic feet (\$1.86 /1,000 gal.). In addition there is a base charge per meter which is \$12 per month for a 3/4" meter. These rates translate to a monthly volume charge of \$2,065 at current Fairview rates for the estimated maximum month consumption. Depending on the number and size of meters there would be an additional amount for the base charge.

Annual Fairview domestic water cost estimates could be based on the recent years annual attendance figures which have been around 312,000 plus the new estimated annual attendance of some 90,800. Using these figures the annual cost of water could be in the range of \$7,500 to \$10,000 depending on how meter base charges are accrued.

Irrigation for the golf course is a large demand. Fairview may be able to provide the water but it could be for a limited period of time, and it could be costly. The System Development Charge for a 6" meter is \$70,424 and \$101,408 for an 8" meter. The base monthly charge for 6" and 8" meters is \$456.10 and \$656.78, respectively. The volume charge is \$1.39 per 100 cubic feet (\$1.86 /1,000 gal.). Based on a 7 hour sprinkling period at 800 gpm the water would cost \$625/day. For an entire month of sprinkling at this rate the monthly cost would be over \$19,400 with an 8" base meter charge.

From an economic perspective a new irrigation well would make sense. Constructing a new irrigation well for the golf course would entail securing additional water rights and merits examination, and may be necessary if Fairview is not able to provide this service.

IMPROVEMENT COST:

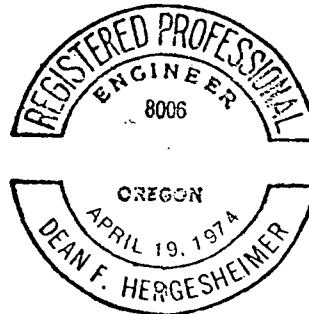
The attached Figure 1 shows a conceptual layout of an extension of the Fairview system to provide domestic and fire protection supply. The existing Fairview water line is a 10" and would likely be extended at this size along Blue Lake Road. The system within the park would need to be a minimum of 6" diameter pipe. METRO staff estimated 13 hydrants would be required to provide fire protection to existing and proposed new structures. The conceptual layout provides a "looped" system in order to deliver the fire flow volumes and to minimize problems of stale water during low use periods.

The estimated costs of these facilities are listed in the following table based on planning level information and similar construction to provide guidance for budget purposes. The unit cost figures allow for valves and fittings. The estimated cost of the water line extension in Blue Lake Road provides for the possibility of location within the paved roadway. Converting services to the various existing water use locations would also be necessary, and is covered as an allowance in the estimate due to limited information.

**Conceptual System Cost Estimate
 for
 City of Fairview Water System Extension**

<u>Item Description</u>	<u>Quantity</u>	<u>Unit Cost</u>	<u>Total Cost</u>
Blue Lake Rd Water Main	1,300' - 10"	\$60	\$78,000
Golf Course Service Main	400' - 8"	\$40	\$16,000
Park Distribution System	6,600' - 6"	\$35	\$231,000
Fire Hydrant Assembly	13 each	\$2,500	\$32,500
Service Conversion	Allowance	\$30,000	\$30,000
			<hr/>
		Subtotal	\$387,500
		Contingency 20%	\$77,500
		Technical Services	\$70,000
			<hr/>
		TOTAL	\$535,000

By: Dean Hergesheimer
 Dean Hergesheimer, P.E.
 Wallis Engineering



BLUE LAKE REGIONAL PARK

Water System Improvements

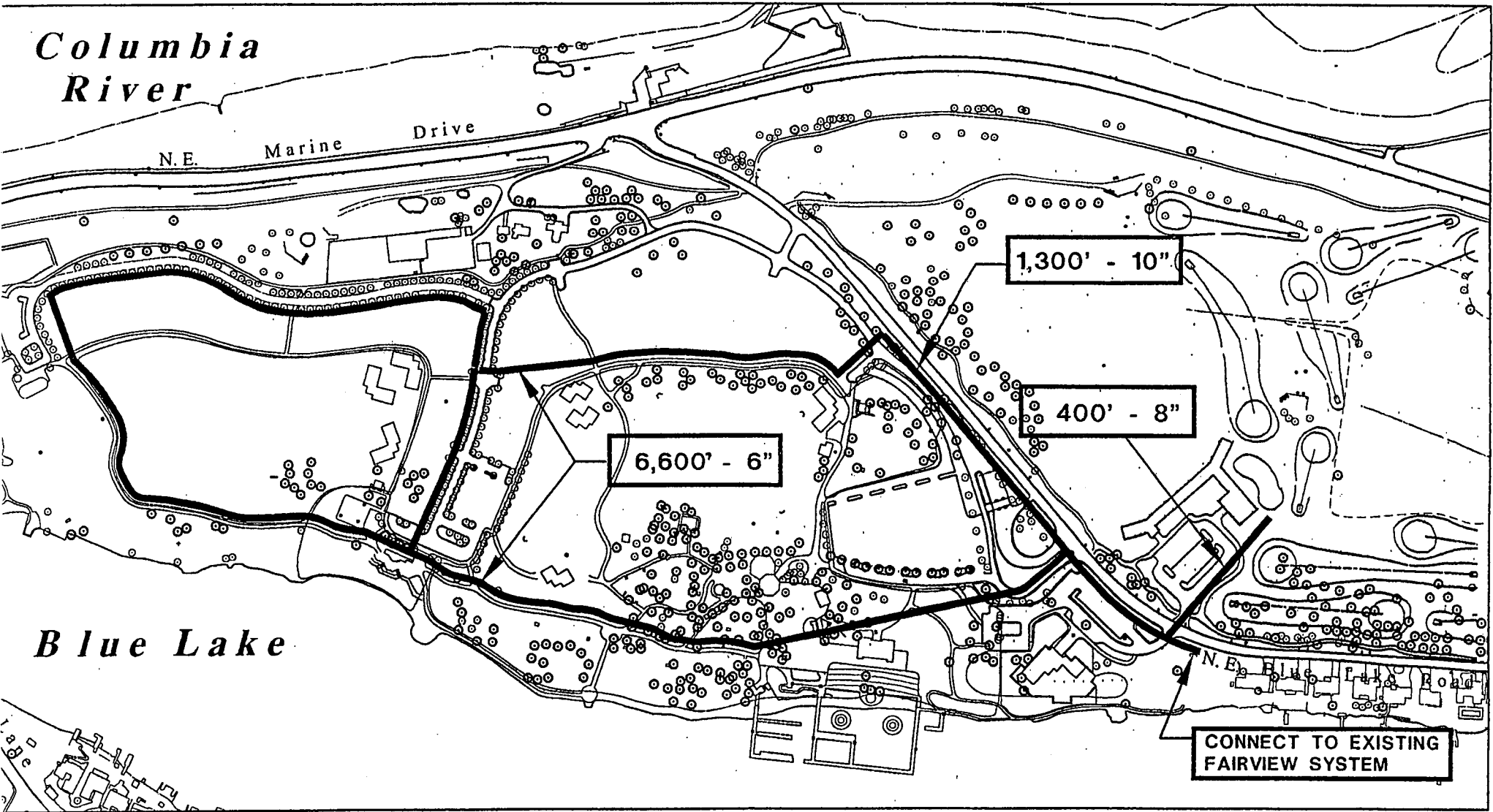
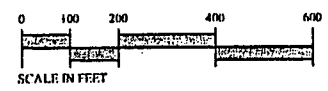


FIGURE 1

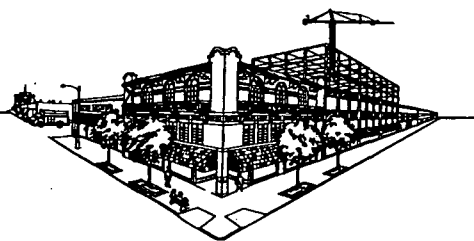


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- FINANCIAL FEASIBILITY ANALYSIS

E. D. Hovee & Company

Economic and Development Services



PROJECT MEMORANDUM

To: Jane Hart
Metro Regional Parks & Greenspaces

From: Eric Hovee

Subject: Preliminary Financial Analysis for Blue Lake Park Facility Plan

Date: October 4, 2000

The final feasibility/concept plan for Blue Lake Park calls for an assessment of financial feasibility together with the possibility of phased implementation. This memorandum provides a *preliminary* financial feasibility associated with the preferred scenario that has been developed in cooperation with the Project Advisory Committee (PAC) with public input from two open house/ice cream social events.

The format of our analysis draws on the operations and management (O&M) assessment conducted earlier in the planning process together with results of the market analysis, conceptual facility planning, and cost estimates prepared by Walsh & Associates and John Kyle Architects. This memorandum is organized to cover the following topics:

Capital Improvement Budget
O&M Budget Targets
Metro Financing Alternatives
Next Steps

Provided as an attachment to this memorandum are three worksheets covering the capital/O&M budget projections and analysis of financing alternatives. A more detailed facility-by-facility cost analysis from Walsh & Associates is provided as a separate attachment.

CAPITAL IMPROVEMENT BUDGET

The first of the three worksheets identifies the estimated capital cost associated with full implementation of the *preferred scenario* for Blue Lake Regional Park. Estimated capital cost of general park upgrade is approximately \$2.9 million and new facilities are estimated at \$8.6 million for a total Metro capital budget estimated at close to \$11.5-\$11.6 million.

Several explanatory notes regarding these capital cost estimates are in order:

- The estimates cover direct construction costs as well as indirect (or soft) costs including allocations for 10% contractors profit, 15% contingency and 12% design/engineering fees. We have attempted to assure that estimates cover all costs that can reasonably be foreseen at this time (in 2000 dollars). If bid as larger packages (rather than facility-by-facility), it is possible that construction cost savings could be achieved.
- An item not covered by this preliminary cost estimate is the possible need for upgrade of park wide utilities – notably water service. This estimate will depend on an updated assessment of system capacity, age and environmental issues as has been suggested for Wallis Engineering. Facility estimates do include cost of utility extensions or upgrades associated with a specific use, but broader park system implications.
- Also not included at this time is a specific line item for park furnishings – notably new picnic tables if needed. We would expect further consultation with Metro staff as a basis for making this estimate, as deemed to be appropriate with the entire park upgrade.
- This capital budget covers only facilities that currently are expected to be funded by Metro. Excluded are facilities that are anticipated to be funded by private sources or other public agencies – notably the golf learning center and youth destination recreation as well as equipment rental shop and Blue Lake store. While not recommended as part of the preferred scenario, the lodging/conference alternative also would not be publicly funded and would remove the need for Metro funding of a new, expanded Lake House.
- Some of the improvements may be phased. For the development of financing alternative (third worksheet), we have specifically assumed that the proposed Lake Pavilion is developed in two phases – with only the cost of the first phase to be financed with the initial park improvement program. Without the second phase (to enclose the facility), the capital development could be reduced from \$11.6 to \$10.7 million (a near term savings of close to \$900,000).
- A second option (not part of the preferred scenario) could involve private development of a lodging/conference facility in place of the Lake House. The effect of not building a new Lake House plus deferring the second phase of the Lake Pavilion would be to reduce Metro's share of capital cost further to the range of \$8.2 million.

Other capital budget and phasing options could undoubtedly be considered. This analysis is intended to serve as a starting point for discussion and subsequent facility budget refinements with Metro.

O&M BUDGET TARGETS

The second step in the financial feasibility analysis involves an assessment of added revenues and/or operating cost savings that may be available to pay for some or all of the capital costs required for general park upgrade and new facilities. The O&M budget target worksheet (attached separately) is modeled after the previous O&M analysis.

The worksheet is divided into three parts:

- *Section A* illustrates deficit reduction measures to achieve the Metro identified 25% subsidy target as a starting point for evaluating subsequent facility improvements and additions.

Consistent with the earlier O&M evaluation, an estimated \$140,000 in added revenue annually might be secured through three measures: (1) increasing the car entry fee by an average 50%; (2) increasing group shelter rates by 20%; and (3) full implementation of corporate sponsorships and branding.

- *Section B* delineates added revenues potentially associated with eight major new sources supported by new facility development: (1) new Lake House; (2) Lake Pavilion shelter/event rental; (3) West Environmental Center rental fees; (4) three other added covered picnic shelters; (5) a new group picnic catering fee; (6) added gate revenue from these new facilities plus another 50,000 park visitors annually drawn as a result of overall upgrades; (7) potential net revenue to Metro from a golf learning center; and (8) a target 25% staffing expense savings that might be made possible with park facility improvements and contracting with a master concessionaire. Added revenues available with the full combination of these new facility related fees are estimated to be in the range of \$1,015,000 annually.
- *Section C* identifies net added revenues that might result from development of a private lodging and conference facility in place of the new and expanded Lake House. Added are revenues from leasing the land for a lodging operation (and/or a fee based on a % of gross revenues). Deducted from this amount are revenues to Metro associated with Lake House. The net gain estimated on a preliminary basis may be only about \$30,000 per year. However, the more significant savings comes in the form of greatly reduced capital cost (and associated debt service) to Metro.

Three added notes are important regarding the *Section B* analysis. First, the net revenues to Metro identified for a golf learning are those associated with anticipated City of Portland operation and development. Our preliminary research indicates that other short course/driving range or learning centers likely would likely generate far less revenue to Metro than currently appears to be possible through a partnership with the City of Portland.

Second, we expect that the target 25% staffing savings figure will need to be reviewed with on-site staff to better assess the ability to achieve the level of savings indicated. Further analysis of staffing savings may be required beyond the scope of this project. This analysis would likely require preparation of a detailed O&M line item budget reflecting implementation of target savings and contracting of all park concessions including group reservations and special use permitting to a private concessionaire (under a master agreement). It may be that Metro will first need to seek proposals or bids for the concessionaire contract (in conjunction with Lake House) before arriving at final estimates of: (a) concessionaire related revenue potentials; (b) clearer delineation of concessionaire/contractor versus staff responsibilities; and (c) resulting clarification of staff efficiencies that can be reasonably achieved.

Third, the Section B revenue estimate of \$1,015,000 is *in addition* to the approximately \$400,000 currently being generated annually at Blue Lake Regional Park – essentially representing a 2-1/2 fold addition to current park revenues. While significant, we believe this range of added revenues can reasonably be supported by the facilities as planned – as a complete package and to the quality level budgeted. In general, we have attempted to take a conservative to middle of the road approach to the revenue projections provided. For example, with the added shelter facilities, we are forecasting usage similar to current patterns even though facilities such as the environmental education center should be more likely to also receive usage and fee rentals over the winter months.

METRO FINANCING ALTERNATIVES

The final step in the financing analysis has been to assess the level of anticipated capital development expense that can be funded by achieving the O&M budget targets outlined above. Preliminary alternative Metro financing calculations are provided by the third worksheet.

The analysis is predicated on the assumption that net revenues to Metro will be applied to fund debt issued for Blue Lake Park capital facility improvements. It also is assumed that current facilities should operate at a deficit of not to exceed 25% of current operating expense and that new facilities should – to the extent possible – pay their own way.

As indicated by the worksheet, there are two parts to the financing analysis:

- *Section A* provides estimates of the amount of debt that could be financed with the revenues identified under conditions involving: (a) no debt coverage (or Metro credit guarantee) versus debt coverage (assuming revenue bonding); and (b) the preferred scenario (but without Phase 2 of the Lake Pavilion) versus substitution of the private lodging/conference option for the Metro financed new Lake House. Assuming a 7% tax exempt interest rate and repayment over 20 years, the amount of debt supported ranges from a range of \$7.7 - \$11.1 million. The most important variable affecting this range is whether and how much debt service coverage will be required. This depends on whether general obligation or revenue bond debt is issued.
- *Section B* compares the results of the financing capacity analysis to the capital development costs as estimated by Kyle and Walsh – to determine the extent to which added project revenues can support the capital facility improvements recommended with the preferred scenario. The preferred scenario (without lodging and with the Phase 1 pavilion) appears to be able to support all of the facility cost identified if no debt coverage is required. With debt coverage, the financing gap is in the range of \$3 million – that would need to be provided either from other Metro funding sources (e.g. Glendoveer, voted bond levy) or by reducing the scope/cost of the recommended facility program.

The replacement of the Metro funded Lake House with a lodging might further improve the opportunity for Blue Lake improvements to be self funded – particularly if debt service coverage (as with a revenue bond) is required. Even with debt service coverage, the funding gap is reduced from \$3 million to about \$340,000. If no debt coverage is required, Metro conceivably could end up with a surplus in the range of \$2.8 million (with the lodging option) that could be applied to other Parks and Greenspaces activities. This assumes that Metro could be successful in securing a qualified private lodging/conference developer and operator (an assumption that has yet to be more fully tested).

Other financing options may be available for consideration. These can be explored in discussions with Metro as refinements to this initial assessment.

NEXT STEPS

As noted at the outset, this memorandum is intended to serve as a *preliminary* financial plan for internal Metro review. Questions and comments regarding any aspect of this draft are most appreciated.

Next steps that we would suggest for consideration are summarized as follows:

- Meeting to review and discuss questions on financial plan details as well as policy issues.
- Particular focus on key Metro policy decisions related to the revenue options identified, Lake House versus lodging/conference option, and method of capital cost financing.
- Corresponding review of capital development costs – with any resulting fine tuning of facility concepts, phasing and direction for Wallis utility evaluation.
- Possible meeting with on-site park personnel to review the overall financial plan – focusing on attainability of the target 25% staffing reduction.
- Incorporation of the financial analysis (in summary form) with the draft final plan document.

Attachments (as separate files): Worksheets with capital budget summary, O&M budget targets, Metro financing alternatives; J. D. Walsh & Associates Preliminary Construction Cost Estimate.

BLUE LAKE REGIONAL PARK: O&M Budget Targets
(To Support Recommended Facility Improvements – Preliminary)

						Estimated Savings	Round To	Comments
A. DEFICIT REDUCTION MEASURES (To 25% of 1999-2000 park budget)								
1 Added Car Entry Fee (50% -- from average \$3 to \$4.50)	\$175,000	current revenue	x	50% increase	=	\$87,500	\$90,000	Similar % increase for buses
2 Increase Group Shelter Rates (Assume 20% increase)	\$100,000	current revenue	x	20% increase	=	\$20,000	\$20,000	Moves closer to top of market at Hagg Lake.
3 Corporate Sponsorships/Branding (Soft drink/snack exclusivity)	\$30,000	target amount			=	\$30,000	\$30,000	Potentials include exclusivity for soft drink/snack rights and other sponsorships
Subtotal Deficit Reduction							\$140,000	1999-00 projected deficit approximates \$320,000; \$140,000 savings needed to achieve 25% target.
B. NEW FACILITY REVENUES <i>Revenue from New Facilities:</i>								
1 New Lake House (Fee increase + doubling of events) (Added meeting business)	25,000	estimated patrons	x	\$5.50 per head	- \$40,000 current revenue	= \$97,500	\$100,000	Revenues based on 25% increase in rental fee plus 15% catering fee on \$10 per head food expenditure.
	10,000	annual attendees	x	\$2.75 per head		= \$27,500	\$30,000	Assumes 200 events annually @ 50 per event with \$2.00 per head average room fee plus \$5.00 catering @ 15% Metro catering fee.
2 Lake Pavilion	720	person capacity	x	\$70.00 rental/head		= \$50,400	\$50,000	Based on 720 capacity with 20% shelter fee increase and annual fees per user capacity similar to existing shelters.
3 West Environmental Center	160	person capacity	x	\$70.00 rental/head		= \$11,200	\$10,000	Based on 160 person capacity shelter with conservative assumption that seasonal use is comparable to other existing shelters.
4 Other Picnic Shelters (Net added three covered shelters)	497	person capacity	x	\$70.00 rental/head		= \$34,790	\$35,000	For three added shelters with 497 total capacity assuming use comparable to existing shelters.
<i>Other Revenue Enhancements:</i>								
5 Group Picnic Catering Fee (On existing facility use) (From added picnic facilities)	70,000	annual attendees	x	66% catered	x \$1.125 per head	= \$51,975	\$50,000	Revenue potential with single caterer or preferred list assuming \$7.50 per head and Metro 15% catering fee.
	44%	added facilities	x	\$50,000 existing facilities		= \$22,138	\$20,000	Assumes catering revenue from new facilities at least in proportion to forecast from existing picnic shelters.
6 Added Gate Revenue (From new shelter facilities) (From increased park attendance with enhanced facilities)	44%	added facilities	x	\$66,000 existing gate	+ 50% per car increase	= \$43,834	\$45,000	From Lake Pavilion, West Environmental Center and other added picnic shelters.
	50,000	added patrons	x	\$1.00 per head	x 50% fee increase	= \$75,000	\$75,000	Minimum expectation for overall added park attendance with new facilities (excluding added group reservations).
7 Golf Learning Center (From concession with operator)	\$500,000	maximum net	x	100% Metro share		= \$500,000	\$500,000	Wide range from less than \$100,000-\$500,000 +/- possible; depends on negotiations between operator and Metro.
8 Reduce Staffing Expense (Assume 25% target expense reduction with shifting to master concessionaire and efficiency savings through general park upgrade)	\$400,000	current expense	x	25% target savings		= \$100,000	\$100,000	Initial savings target for: a) shifting winter staff to other Metro work, b) more group responsibility for cleanup, c) shifting bookings/special use permitting to concessionaire, d) less mowing (shifted to archery/airplane groups), and e) time saving facility improvements with general park upgrade.
Subtotal New Facility Revenues							\$1,015,000	
C. LODGING/CONFERENCE OPTION								
1 Lodging & Conference Facility (Not currently recommended)	\$200,000	potential net/year	x	100% Metro share		= \$200,000	\$200,000	Preliminary estimate assuming site area of +/- 3 acres at 10% of land value of \$15 per square foot. Could be based as % of gross revenue.
2 Less Lake House Revenues	(\$40,000)	current revenue	+	(\$130,000) new revenue		= (\$170,000)	(\$170,000)	
Subtotal Net Lodging Revenues							\$30,000	

BLUE LAKE REGIONAL PARK: Proposed Metro Capital Improvement Budget Summary
(Preliminary)

Facility Improvement	Estimated Capital Cost	Comments
A. General Park Upgrade		
1 Arrival Area	\$447,176	Includes new entry building, reader board sign and utilities extension.
2 Wayfinding	\$335,972	Includes kiosks, concrete walkways and signage. No estimate made to date for electric cart circulation system.
3 Irrigation	\$1,104,289	Does not include any well system/pumping improvements that may be required based on more in-depth utilities analysis.
4 Landscape	\$657,314	Covers added tree plantings and lake edge habitat plantings.
5 Site Furnishings	TBD	Allocation for new picnic tables (if needed) to be determined in consultation with Metro.
6 Utilities	\$107,521	Taken from deferred maintenance list. Does not yet include other system upgrades as may be identified by Wallis.
7 Trail System	\$281,314	Assumes approximately 10,050 lineal feet of trail.
- Subtotal General Park Upgrade	<u>\$2,933,586</u>	
B. New Facilities		
1 Water Play	\$139,555	For a 5,000 square foot area with 500 gpm recycling water features.
2 West Environmental Center	\$1,099,621	Accommodates 150+ for education and event functions.
3 Lake Pavilion	\$3,700,694	Accommodates 720 for meal event and 1,500+/- theatre seating style. Second stage enclosure/finish accounts for an estimated \$872,000 of cost (including construction and indirect fees).
4 New Lake House	\$2,439,681	As per concept plan with two banquet rooms, two small meeting rooms, on-site catering kitchen, fixture/furnishing allowance, parking and landscaping.
5 Added Picnic Shelters	\$1,239,615	Improvements to existing shelters plus new large and new small shelter.
6 Non-Metro Funded Park Facilities	\$0	Potentially includes golf course, youth destination recreation, equipment rental shop, Blue Lake store and lodging/conference center (not recommended).
- Subtotal New Facilities	<u>\$8,619,166</u>	
Total Metro Capital Budget	<u>\$11,552,752</u>	
C. Capital Cost Options		
Cost w/o Pavilion 2nd Phase	\$10,680,752	Adjusted park capital cost if 2nd phase is deferred for subsequent funding.
Cost w/o Lake House & 2nd Phase Pavilion	\$8,241,071	Illustrates cost to Metro if lodging and conference center is privately developed in place of a new Lake House. Also defers 2nd phase pavilion.

Prepared By: E. D. Hovee & Company with capital cost estimates from Walsh & Associates and John Kyle Architects.

Run #: 1
Date: 05-Oct-00

BLUE LAKE REGIONAL PARK: Metro Financing Alternatives
(Preliminary)

A. FINANCING CAPACITY ANALYSIS

Financing Alternative Considered	Annual Revenues Available	Debt Coverage Ratio (DCR)	Annual Revenues Pledged	Debt Service Constant	Amount Available to be Financed	Financing Assumptions		
						Interest Rate	Repayment Period (Years)	Payments per Year
Preferred Scenario								
- No Debt Coverage	\$1,015,000	1.00	\$1,015,000	9.44%	\$10,750,000	7.00%	20	1
- With Debt Coverage	\$1,015,000	1.40	\$725,000	9.44%	\$7,680,000	7.00%	20	1
Preferred Scenario + Lodging Option								
- No Debt Coverage	\$1,045,000	1.00	\$1,045,000	9.44%	\$11,070,000	7.00%	20	1
- With Debt Coverage	\$1,045,000	1.40	\$746,000	9.44%	\$7,900,000	7.00%	20	1

B. FUNDING CAPACITY VERSUS COST

Financing Alternative Considered	Amount Available to be Financed	Estimated Project Cost	Funding Surplus/ (Deficit)	Comments
Preferred Scenario				
- No Debt Coverage	\$10,750,000	\$10,680,000	\$70,000	Excludes second pavilion phase.
- With Debt Coverage	\$7,680,000	\$10,680,000	(\$3,000,000)	
Preferred Scenario + Lodging Option				
- No Debt Coverage	\$11,070,000	\$8,240,000	\$2,830,000	Also excludes Lake House capital cost.
- With Debt Coverage	\$7,900,000	\$8,240,000	(\$340,000)	

Prepared By: E. D. Hovee & Company
Run #: 1

Date: 05-Oct-01

BLUE LAKE PARK

Gresham, Oregon

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Arrival Area

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	20,000	1	20,000	
					20,000	
Site Preparation						
Demolition		LS	7,500	1	7,500	Guess
Erosion Control (Silt Fencing)		LS	1,500	1	1,500	
					9,000	
Road Revisions						(Based on SY)
Asphalt Paving	2,092	SY	22.50	1	47,070	Asphalt + Base Rock
New Curbing	750	LF	12	1	9,000	Poured in place
Gate		LS	2,000	1	2,000	
Striping		LS	500	1	500	Painted
					58,570	
Entry Building	256 (Encl.) 576 (Cov.)	SF	126,600		126,600	Base Cost
					126,600	
Utilities¹						
Potable Water	1,000	LS			1,000	w/out meter
Electrical	3,000	LS			3,000	Estimate
Sewer	4,000	LS			4,000	Pipe
					8,000	
Plantings						
Shrub Planting	30,979	SF	2.35	1	72,801	
					72,801	
Site Signage						
Reader Board Sign		EA	30,000	1	30,000	
Signage		LS	5,000	1	5,000	
					35,000	
Subtotal					329,971	
Contractor's Profit (10%)					32,997	
Subtotal					362,968	
Contingency (15%)					36,297	
Subtotal					399,264	
Design/ Engineering Fees (12%)					47,912	
Subtotal					447,176	
Construction Project Estimate					\$447,176	

¹ Individual line item amounts reflect cost of extending that service to the new entry building.

LS=Lump Sum

CY=Cubic Yards

SY=Square Yards

SF=Square Feet

EA=Each

LF=Linear Foot

BLUE LAKE PARK

Gresham, Oregon

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Education Shelter & Restroom

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	87,000	1	87,000	
					87,000	
Site Preparation						
Demolition/Grading		LS	5,500	1	5,500	Guess
Erosion Control (Silt Fencing)		LS	2,000	1	2,000	
					7,500	
Shelter (incl. Restroom) + Kiosk						
Building Cost	3866 (encl.)	SF	415,395.00	1	415,395	Base Cost
Furnishing and Equipment Allowance		LS	23,500.00	1	23,500	does not include lab
					438,895	
Concrete Walkways						
Concrete Paving	7,750	SF	3.00	1	23,250	5 1/2" depth, + base
					23,250	
Parking						
Asphalt Paving	2,075	SY	18.00	1	37,350	
Curbing	1,132	LF	12	1	13,584	Poured in place
Bollards						
Striping	2	Ea	500	1	1,000	
		LS	500	1	500	Painted
					52,434	
Utilities¹						
Potable Water	10,000	LS			10,000	
Electrical	18,000	LS			18,000	Estimate
Sewer	15,000	LS			15,000	Tank & Pipe
					43,000	
Plantings						
Shrub Planting	18,774	SF	1.35	1	25,345	
Trees	20	EA	150.00	1	3,000	
					28,345	
Subtotal					680,424	
Contractor's Profit (10%)					68,042	
Subtotal					748,466	
Contingency (15%)					112,270	
Subtotal					860,736	
Design/ Engineering Fees (12%)					103,288	
Subtotal					964,025	
Construction Project Estimate					\$964,025	

¹ Individual line item amounts reflect cost of extending that service to the new shelter & restroom.

BLUE LAKE PARK**General Park Upgrade****Gresham, Oregon****Preliminary CONSTRUCTION COST ESTIMATE**

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Circulation & Way Finding

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	17,000	1	24,000	
					24,000	
Site Preparation						
Demolition	8,000	SF	1.00	1	8,000	
					8,000	
Kiosks						
	2	EA	30,000	1	60,000	
					60,000	
Concrete Walkways						
Concrete Paving (plazas)	3,314	SF	4.50	1	14,913	5 1/2" depth, + base
Concrete Paving (walkways)	12,000	SF	3.00	1	36,000	5 1/2" depth, + base
					50,913	
Shuttle Circulation System¹		LS				
Signage		LS	75,000		75,000	Allowance
					75,000	
Subtotal					217,913	
Contractor's Profit (10%)					21,791	
Subtotal					239,704	
Contingency (15%)					23,970	
Subtotal					263,675	
Design/ Engineering Fees (12%)					31,641	
Subtotal					295,316	
Construction Project Estimate					\$295,316	

¹ Type of shuttle service has not yet been defined; cost unavailable.

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Irrigation

360.696.9890

Item ¹	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	70,000	1	70,000	
					85,000	
New Irrigation System	33	Acre	19,602		646,866	
Upgrade Irrigation System	190,236	SF	0.25		47,559	
					694,425	
Subtotal					779,425	
Contractor's Profit (10%)					77,943	
Subtotal					857,368	
Contingency (15%)					128,605	
Subtotal					985,973	
Design/ Engineering Fees (12%)					118,317	
Subtotal					1,104,289	
Construction Project Estimate					\$1,104,289	

¹ Costs do not include design fees, permits etc.

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Landscape

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	40,000	1	40,000	
					40,000	
Site Preparation						
Demolition/Grading	1,200	CY	15	1	18,000	
Erosion Control		LS	20,000	1	20,000	Matting, Biobag
					38,000	
Plantings						
Park Trees	83	EA	150.00	1	12,450	
Lake Edge						
Site Prep./Demo	1,200	CY	15	1	18,000	
Plantings	27,750	SF	1.50		41,625	
Habitat Plantings	769,624	SF	0.50		384,812	
Subtotal					456,887	
Contractor's Profit (10%)					45,689	
Subtotal					496,887	
Contingency (15%)					74,533	
Subtotal					571,420	
Design/ Engineering Fees (12%)					68,570	
Subtotal					639,990	
Construction Project Estimate					\$639,990	

BLUE LAKE PARK**General Park Upgrade****Gresham, Oregon****Preliminary CONSTRUCTION COST ESTIMATE**

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Water Play Area

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	9,000	1	9,000	
					9,000	
Site Preparation						
Demolition/Grading		LS	3,500	1	3,500	
					3,500	
Utilities						
		LS	6,000		6,000	
					6,000	
Water Feature		LS	80,000		80,000	5000 sf. area w/ 500 gpm recycling water features
					80,000	
Subtotal					98,500	
Contractor's Profit (10%)					9,850	
Subtotal					108,350	
Contingency (15%)					16,253	
Subtotal					124,603	
Design/ Engineering Fees (12%)					14,952	
Subtotal					139,555	
Construction Project Estimate					\$139,555	

BLUE LAKE PARK

Gresham, Oregon

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Lakefront Pavilion & Plaza

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	250,000	1	250,000	
					250,000	
Site Preparation						
Building/ Wall Removal		LS	125,000	1	125,000	
Excavation, Demolition		LS	15,000	1	15,000	Guess
					140,000	
Concrete Plaza (Based on SF)						
Concrete Paving	46,115	SF	4.50	1	207,518	5 1/2" depth + base
					207,518	
Paths						
Asphalt Paving	400	LF	16.00	1	6,400	2" depth, 8' width
					6,400	
Utilities¹						
Lighting	10	EA	2,500	1	25,000	Poles @ Luminaires
Potable Water	3,000	LS			3,000	
Electrical	5,000	LS			5,000	Estimate
Sewer	10,000	LS			10,000	Tank & Pipe
					43,000	
Plantings						
Grass seeding	18,183	SF	0.25	1	4,546	
					4,546	
Plantings						
Grass seeding	18,183	SF	0.25	1	4,546	
					4,546	
Pavilion						
1st Stage Shell	8,208	SF	872,100.00	1	872,100	Base Cost
2nd Stage Finish	8,208	SF	418,608.00	1	418,608	Base Cost
Furnishing & Equipment Allowance		LS	168,000.00	1	168,000	
					1,458,708	
Restroom						
Building		LS	217,500		217,500	
					217,500	
Lake Fountains						
	2	EA	12,500.00	1	25,000	
					25,000	
Site Furnishings						
Benches	6	EA	1,000	1	6,000	
					6,000	
Site Signage						
Regulatory Sign		EA	500	1	500	
					500	
Subtotal					2,363,717	
Contractor's Profit (10%)					236,372	
Subtotal					2,600,089	
Contingency (15%)					390,013	
Subtotal					2,990,102	
Design/ Engineering Fees (12%)					358,812	
Subtotal					3,348,914	

Construction Project Estimate	\$3,348,914
Phase I: Demo Swim Center; Construct Plaza & Restroom	\$1,300,000
Phase II: Stage I Pavilion	\$1,200,000
Phase III: Stage II Pavilion	\$850,000
	\$3,350,000

¹Individual line item amounts reflect cost of extending that service to the new pavilion & restroom.

BLUE LAKE PARK

Gresham, Oregon

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Lake House Events Center

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	188,000	1	188,000	
					173,000	
Site Preparation						
Existing Building Demolition		LS	35,000	1	35,000	Guess
Demolition Asphalt		LS	32,000	1	32,000	Guess
					67,000	
Concrete Walks/ Patios						
Concrete Paving	20,282	SF	4.50	1	91,269	5 1/2" depth & base
					91,269	
Parking						
Asphalt Paving	5,309	SY	18.00	1	95,562	4" depth + base
Curbing	2,255	LF	12	1	27,060	Poured in place
Striping		LS	1,500	1	1,500	Painted
					124,122	
Utilities¹						
Lighting	10	EA	2,500		25,000	fixtures @ poles
Potable Water		LS	2,500		2,500	w/out meter
Electrical		LS	8,000		8,000	Estimate
Sewer		LS	10,000		10,000	Tank & Pipe
					45,500	
Plantings						
Shrub Planting	38,000	SF	2.35	1	89,300	
Trees	20	EA	200.00	1	4,000	
Seeded Lawn	19,000	SF	0.25	1	4,750	
					98,050	
Lake House						
Building Cost	8268 (Encl.)	SF	1,091,000	1	1,091,000	Base Cost
	1588 (Cov.)	SF				
Kitchen Equip. Allowance		LS	65,000	1	65,000	
Fixture and Furnishing Allowance		LS	91,875	1	91,875	
					1,247,875	
Site Furnishings						
Benches	6	EA	1,000	1	6,000	
					6,000	
Site Signage						
Entrance Sign		EA	3,000	1	3,000	
					3,000	
Subtotal					1,855,816	
Contractor's Profit (10%)					185,582	
Subtotal					2,041,398	
Contingency (15%)					306,210	
Subtotal					2,347,607	
Design/ Engineering Fees (12%)					281,713	
Subtotal					2,629,320	
Construction Project Estimate					\$2,629,320	

¹ Individual line item amounts reflect cost of upgrading that service to the new Lake House Events Center.

BLUE LAKE PARK

General Park Upgrade

Gresham, Oregon

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Site Furnishings

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance						
Picnic Tables	131	EA	300		39,300	
Subtotal					39,300	
Contractor's Profit (10%)						
Subtotal						
Contingency (15%)						
Subtotal						
Design/ Engineering Fees (12%)						
Subtotal						
Construction Project Estimate					39,300	

BLUE LAKE PARK**General Park Upgrade****Gresham, Oregon****Preliminary CONSTRUCTION COST ESTIMATE**

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Structures

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS			87,500	
					87,500	
Cook Stations	17	EA	10,000		170,000	Replace. 17 existing
Restrooms		LS	52,200		52,200	Improve Existing
		LS	217,500		217,500	New Central
Shelters	6	EA	9,000		54,000	Improve Existing
	6	EA	29,000		174,000	Improve Existing w/ Smoke Hood
		LS	212,400		212,400	New Large
Tent Shelters	5	EA	3,800		19,000	Replace Canvas
Subtotal					899,100	
Contractor's Profit (10%)					89,910	
Subtotal					989,010	
Contingency (15%)					148,352	
Subtotal					1,137,362	
Design/ Engineering Fees (12%)					136,483	
Subtotal					1,273,845	
Construction Project Estimate					\$1,273,845	

Preliminary CONSTRUCTION COST ESTIMATE

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Utilities

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS			46,000	
					46,000	
Utilities¹						
Gas ²		LS	51,550		51,550	Regional Parks O & M
Potable Water/ Fire Protection		LS	387,500		387,500	Wallis
Electrical		LS	24,340		24,340	Regional Parks O & M
Subtotal					463,390	
Contractor's Profit (10%)					46,339	
Subtotal					555,729	
Contingency (20%)					111,146	
Subtotal					666,875	
Technical Services					70,000	
Subtotal					736,875	
Construction Project Estimate					\$736,875	

¹ Individual line item amounts reflect cost of upgrading backbone utility system.

² Undetermined whether park's energy source will be converted to gas or whether existing electrical service will be upgraded. Estimate is based on converting to gas.

BLUE LAKE PARK**General Park Upgrade****Gresham, Oregon****Preliminary CONSTRUCTION COST ESTIMATE**

by JD Walsh & Associates

May 15, 2001

Vancouver, WA

Trail System

360.696.9890

Item	Quantity	Unit	Cost	Labor	Totals	Notes
Mobilization, Bonding, Insurance	1	LS	20,000	1	20,000	
					20,000	
Paths	10,051	LF	20.00	1	201,020	4" Rock, 2" AC, Filter Fabric
					201,020	
Contractor's Profit (10%)					20,102	
Subtotal					221,122	
Contingency (15%)					30,153	
Subtotal					251,173	
Design/ Engineering Fees (12%)					30,141	
Subtotal					281,314	
Construction Project Estimate					\$281,314	¹

¹ Project estimate does not include the cost of building the missing link in the 40-Mile Loop regional trail system (an additional 2,500 LF along the park's northern perimeter).

- REFERENCES

PROJECT REFERENCES

General Project Background Information

1. June 1996- Blue Lake Amphitheater Feasibility Study – EcoNorthwest
2. Jan. 1995- Blue Lake RV Park Feasibility Analysis – EcoNorthwest
3. Dec. 1988 – Blue Lake Park Expo Center Preliminary Feasibility Study-
Touche Ross.
4. Autumn 1999 – Nehacokee East Uplands Planting Plan Proposal- Blue Lake
Wetland Resource. David Rich, Americorps Member
5. Nov. 1985 – Blue Lake Park Development Plan – Walsh and Assoc.
6. 1992 Greenspaces Master Plan Summary
7. April 1999 - Issues and Needs Analysis Progress Report. David Slusarenko.
8. Dec. 1997 - Chapter 3 of Metro Regional Framework Plan on Parks and
Openspaces.
9. Blue Lake Species list for plants and animals.
10. July 1998 - Metro Public Involvement Planning Guide.
11. May 1998 - LCDC OAR 660 Div. 34 Planning and Zoning for State and Local
Parks.
12. July 1998 - OPRD OAR 660 Div. 18 State Park Master Planning
13. June 1997 OTAK scope of work for survey of east properties.
14. 1/20/99 Gresham /Fairview T.A.C. minutes on Gresham/Fairview Trail
Master Plan.
15. Title 10 of Metro Code: Parks and Greenspaces regulations
16. May 1998 Staff report to Metro Council for direction to update 1985 park
master plan.

Existing Water System

1. Existing Facilities Map
1. Facility Inventory Sheet
2. Inventory of Major Capital Assets (2/2/99)
3. Ongoing deferred Maintenance (1994 dollars)
4. Winterization of Water System
5. Baseline Maintenance Standards for Water System
6. Existing Utilities and proposed Water System Master Plan (12/88)
7. Utility As Built Master Plan (12/87)
8. Irrigation Plans, as built - Entrance (1188)
9. Irrigation Plans, as built - Lake House (6/87)
10. Irrigation Plans, as built - New Swim Beach (6/88)
11. Total annual water use at park
12. Well Characteristics
13. Hydropneumatic Tank Characteristics
14. City of Portland Wellfield within Park (12/81)
15. City of Portland Emergency Back-up Water Supply
for Blue Lake Park
16. Old Swim Center/Concession Plaza/Utilities (1962)
17. Marine Drive Waterline – City of Fairview (10/98)

18. Blue Lake Sewer Inventory (11/59)
19. Blue Lake Sanitary Sewer System Design (11/68)
20. Partial list of head locations for Manual Irrigation system
21. Attendance figures for 1985-98
22. Projected attendance figures