

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

Date: Tuesday, September 8, 1998
Time: 6:00 - 7:30PM
Place: Metro Regional Center, 600 NE Grand Ave, Portland
Room 270

AGENDA

- I. Introductory comments and announcements (5 minutes)
- II. Results of RPAGAC election of officers (Mike Reid) (5 minutes)
- III. Consideration of revenue sources for Metro Regional Parks and Greenspaces Department (Charles Ciecko, Tom Imdieke) (60 minutes)
Committee discussion and recommendation
- IV. Review of draft Resolution No. 98-2698 for the purpose of updating the Greenspaces Technical Advisory Committee (Charles Ciecko) (15 minutes)
Committee discussion and recommendation
- V. Coming Metro events (Ron Klein) (5 minutes)

Long term, stable funding for Metro Regional Parks and Greenspaces continues to be the single largest challenge facing the department. Operating and maintaining existing park facilities; establishing a regional system of parks, natural areas, trails and greenways; and supporting the implementation of the Regional Framework Plan will require new sources of revenue. Charles Ciecko and Tom Imdieke (Metro Financial Planning Division) will provide background information and a preliminary assessment of potential revenue strategies to support Metro parks operations.

Since the Greenspaces Technical Advisory Committee was formed in 1990, Metro's role in managing and operating parks and natural areas has changed dramatically. Metro established a Department of Regional Parks and Greenspaces in 1994 and now is working to develop a functional plan in support of the Regional Framework Plan. Resolution No. 98-2698 seeks to update and give clear direction to the Greenspaces Technical Advisory Committee and the department for the work it faces in the future.

Next RPAGAC meeting will be on October 6, 1998, Metro Regional Center, 6PM

AGENDA

III

1 - SIDED

MEMORANDUM

To: Regional Parks and Greenspaces Advisory Committee

From: Ron Klein, Metro Regional Parks and Greenspaces

Date: August 19, 1998

Re: September meeting date and agenda change

The originally scheduled meeting-field trip to Peninsula Crossing on September 1 has been cancelled.

Charles Ciecko (department director) requests the committee meet on **Tuesday, September 8** to review and consider important financial matters related to stable, long-term funding for Metro parks department operations.

Metro's Financial Planning Division is preparing background material for your review and will present a funding strategy report at the September 8 meeting. A complete agenda and materials will be sent to you prior to the meeting.

In the meantime, please submit your ballot for committee vice chair and RVSP (797-1774 or kleinr@metro.dst.or.us) for the September 8 meeting to better plan for meals.

cc: Charles Ciecko
Heather Nelson-Kent
Dan Kromer
Jim Desmond

**Ballot for Regional Parks and Greenspaces Advisory Committee
Vice Chair serving, October 1998 through September 1999**

Please vote for one:

11 ☐ Jim Battan

~~AKERS~~ CNARRIERRE
BATTAN ~~BATTAN~~ HAMLIN
TANE KOSZY

11 ☐ Julie Garver

GRIFITNS
REID
GARVER

**Please return your ballot to Ron Klein at Metro Regional Parks by
September 4, 1998.**

You may mail in your ballot, e-mail your vote (kleinr@metro.dst.or.us)
or call in your vote to Ron Klein at 797-1774.

Thanks

HARD COPY

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Thanks

Long Range Funding Possible Niche Revenue Sources

<u>Source</u>	<u>Rate (1996)</u>	<u>Estimated Annual Collections</u>	<u>Difficulty/Cost of Collections*</u>
Auto Rental Tax	.74% of rentals	\$1 million	Medium
Auto Tire Tax	1% of sales	\$1 million	High
Car Sales Tax	0.06%	\$1 million	Medium
Construction Excise Tax	.08% of value	\$1 million	Medium
Hotel/Motel (Transient Lodging) Tax	.47% of room rentals	\$1 million	Low
	Region-wide equalization @ 10%	\$3.5 million	Low
Keno Machine Tax	\$89 per retailer per month	\$1 million	Low
Land Corner Preservation Fee	\$3.78/filing	\$1 million	Low
Lottery Tax	.82% of sales	\$1 million	Low
Metro Excise Tax	.9928%	\$1 million	Low
Motor Fuel Tax (Gas Tax)	\$0.002 per gallon	\$1 million	Low
Motor Vehicle Registration Fee	\$1.00 per passenger vehicle & \$1.00 per truck	\$1 million	Low
Off Street Parking Tax	\$0.14 per month per space	\$1 million	High
Pesticide/Herbicide Tax	17.9% of sales	\$1 million	High
Real Estate Transfer Tax	.03%	\$1 million	Low
Utility Account Tax	Cable TV @ \$0.38/month	\$1 million	Low
	Cable TV @ 1.4%	\$1 million	Low
	Electric Tax @ \$0.15/month	\$1 million	Low
	Electric Tax @ .16%	\$1 million	Low
	Natural Gas Tax @ \$0.38/month	\$1 million	Low
	Natural Gas @ .8%	\$1 million	Low
	Sewer Tax @ \$0.25/month	\$1 million	Low
	Sewer Tax @ 1%	\$1 million	Low
Video Poker Tax	Telephone tax @ \$0.13/month	\$1 million	Low
	.55% of sales	\$1 million	Low
	\$26/machine/month	\$1 million	Low

- * Low = Existing collection mechanism in place, or limited number and clearly identifiable collection points.
Medium = No existing collection mechanism in place, but limited number and clearly identifiable collection points.
High = No existing collection mechanism in place, and no clearly identifiable collection points.

Long Range Funding Possible General Revenue Sources

<u>Source</u>	<u>Rate (1996)</u>	<u>Estimated Annual Collections</u>	<u>Difficulty/Cost of Collections*</u>
Employment Tax	\$0.11 per month per employee	\$1 million	Medium
General Sales Tax	.009%	\$1 million	High
Income Tax	.068%	\$1 million	Low
Property Tax	\$0.013 per \$1,000	\$1 million	Low

- * Low = Existing collection mechanism in place, or limited number and clearly identifiable collection points.
 Medium = No existing collection mechanism in place, but limited number and clearly identifiable collection points.
 High = No existing collection mechanism in place, and no clearly identifiable collection points.

Metro Parks and Greenspaces CAC
8 September, 1998

RE: Funding idea for the long term

Funding for parks and greenspaces throughout the State of Oregon is a challenge. I have been studying how New Jersey has tackled a similar problem. New Jersey, using a \$340 million bond issue titled "Green Acres" passed in 1995, has piled up 80,000 acres for "recreation, farming, and shore protection."

The reason to look at New Jersey's success is twofold:

1. it came after long periods of budget cuts
2. it was passed and promoted by "tight fisted" Republicans, known for budget cutting.

The fact that there is local feedback and regional portions of the bond measure, it has some interesting aspects that might be applied locally.

In Oregon's environment, another path might be appropriate now. Politically, looking at a way to raise money that "Doesn't spend one cent of taxpayer money" has political appeal. There is a way to do this. A tax--I know, a bad word--that applies to property can be passed in a way that meets the first quote. The way is to endow all funds raised in a public foundation with specific goals to both acquire and manage for the future greenspaces and park lands. Once acquired and stabilized, then master planned, land could be given over to local governments.

A low tax, one aimed at \$10 a year on a \$100,000 house (0.01%) for a sunset time limit (say 10 years, subject to another vote to renew) could create a fund. Eventually Oregonians could have a steady predictable flow of a 5% of the endowed funds to allocate to projects each year. The 10 year proposal here would mean a \$100 investment from each \$100,000 of taxable property. Since that is so much less than many folks spend on items in their daily life, it would lead to a great comparison ad campaign for the bond issue that could only leave the "no tax, ever" as the only opposition.

I would like to see one of two different paths. There could be a Metro area tax for the three counties, not just the Metro boundary, as lands are both inside and outside the boundary. A second could be a

state-wide application, with other regional organizations acting for their specific needs. A long term view of what Oregon needs should be the focus of either approach.

The use of endowed funds can be a positive force for investing in Oregon. It sets up a program that would appeal to folks that like to give back to the State. (Look at OSU and how well its program of obtaining Willamette farm lands has been!) A public board. An oversight, say from the Metro Council. A full arm's length from "government." It should allow for a purer path to getting Oregon back into preserving lands and growing its parks.

Comments? Additions? Alternatives?



J. Michael Reid
Chairman,
Metro Parks and
Greenspaces CAC

Set your web search engine for
<Green+Acres+bond> to get some background
on New Jersey's program. If New Jersey can
do well, surely Oregon can....

201 4104 or
jjmr@uswest.net.



It All
Starts
with

Citizens

By Dr. Ted Flickinger

John Rauch was concerned about Chicago's health conditions in the 1850s, so he led a drive to form Lincoln Park along the city's lakefront. Shortly after moving to Pittsburgh, Sarah Kennard realized that the busy industrial city provided no play activities for children, so, with the help of the local civic club, she opened Pittsburgh's first playground in the Forbes School Yard on July 6, 1896. During New York City's fiscal crisis in the 1970s, Central Park was rescued from severe landscape deterioration by a group of concerned citizens that formed the Central Park Conservancy, dedicated to the civic stewardship of the city's flagship park. The group believed that every citizen must become a steward of "his or her park."



Bicyclists relax next to a rustic shelter in Lincoln Park.

Stories like these illustrate the unwritten history of public parks and recreation in the United States; and their central characters are citizens. Since the formation in 1634 of Boston Common (America's first public park), ordinary citizens have shown extraordinary foresight and determination to preserve open spaces and protect the land for all time.

Citizen involvement is no less important today.

"Bottom-up planning ensures that the park that is developed really meets the needs of the neighborhood," says Erma Tranter, executive director of Chicago's 2,000-member Friends of the Parks, a citizen-based advocacy organization mobilized to protect, preserve, and improve the city's parks.

"While it takes a little more time to get the community involved, the end result is always a better park. The community feels a part of

it, has a stake in it, understands it, and that translates into commitment when the park is developed."

According to Dr. Charles E. Hartsoe, executive director of the National Recreation Foundation, "The public park and recreation movement grew out of a citizen demand for a better quality of life in the communities in which they live. Strong citizen support is essential not only to maintaining a high-

quality park and recreation program, but in obtaining the public support to have that program flourish in the future."

Ultimately, professionals in parks and recreation must combine efforts with citizens to truly make a difference.

"Many of the most effective professionals in this field have successfully incorporated citizens into the operation and advancement of their agencies," says Beverly Brandes, immediate past chairperson of the National Recreation and Park Association's Board of Trustees and program coordinator of the South Carolina Department of Education.

"We cannot fulfill the need for better programs, nor promote their value, without the combined efforts of citizens and professionals."

So how do citizens get involved in their parks? There are many ways that professionals can encourage citizen involvement; and the rewards are endless — from cleaner, safer parks to successful referendum campaigns for the preservation of open space.

Policymaking Boards

The most common citizen role is the elected or appointed board member. These citizens commit to a term of service as policymakers and sounding boards for the public at-large

regarding the public delivery of park and recreation services in a community. These board members give direction to long-range planning, establish policy, and serve as legislative advocates at the local, state, and federal levels.

Advisory Committees

More citizen involvement, through a 15-member citizen advisory committee, helped the Urbana (IL) Park District improve its image and credibility and pass unprecedented referendums for increased recreation taxes.

For more than 27 years, the Urbana Park District Citizen Advisory Committee (UPDAC) has been organized to promote citizen awareness and study citizen and district needs and concerns regarding parks and recreation. Robin Hall, executive director of the Urbana Park District, believes the key to UPDAC's success is its view of the "big picture."

"They are not advocates for the senior golf program or the youth sports program," says Hall. "They understand they must balance the district's operations in a fiscally responsible manner.

"For citizen advisory committees to be successful, there must be a commitment to their success by board and staff. They must be viewed as the valuable resource they really can be. After all, they do represent a park district's reason for being."

Adopt-a-Park Programs

Nestled in the Texas Panhandle, the city of Pampa's 38 parks have been "adopted" by individuals, citizen groups, and companies. Reed Kirkpatrick, director of the Parks Department, developed the Adopt-a-Park program in 1988. Since then, the city's parks have witnessed a 40 percent reduction in vandalism.

"Citizens are very supportive because by getting them involved, they become our eyes and ears for our park system," says Kirkpatrick.

The program's crown jewel is a \$40,000 development project, which turned a vacant lot into Pampa's showplace park in an economically depressed area of the city. The project, a successful public/private partnership, was funded entirely by the Cabot Corporation, a locally headquartered chemical manufacturer.

Volunteers

Whether citizens enlist for an Earth Day cleanup or form organized stewardship groups for a neighborhood park, volunteers

are invaluable assets for parks and recreation. They provide labor and experience. In addition to saving money and time, through their firsthand involvement in the parks, volunteers become stakeholders in their communities. Volunteerism helps build a sense of community, breaks down barriers between people, and often raises the overall quality of life.

Friends of the Parks

In 1971, 32 prominent local businessmen combined their interests and resources to form the city of San Francisco's Friends of Recreation and Parks. They sought to stimulate broader interest in the programs and activities of the San Francisco Recreation and Park Department and to generate private

The Friends group recently received a \$5 million matching grant from the Lila Wall Reader's Digest Fund to increase positive usership in the west end of Golden Gate Park, an area that has become a haven for the homeless, cruisers, and drug users.

"The best way to take back those parks is to have strong programming and a strong presence there so people who shouldn't be there won't go there anymore," says Nicoson.

Foundations

People and corporations are generally not willing to contribute to a nonprofit organization rather than a governmental agency. That's why foundations are strategic extensions of public park and recreation agency. Foundations



Volunteers learn from staff and vice versa. The result is an informed and concerned park supporter who can be mobilized for budget battles or other efforts.

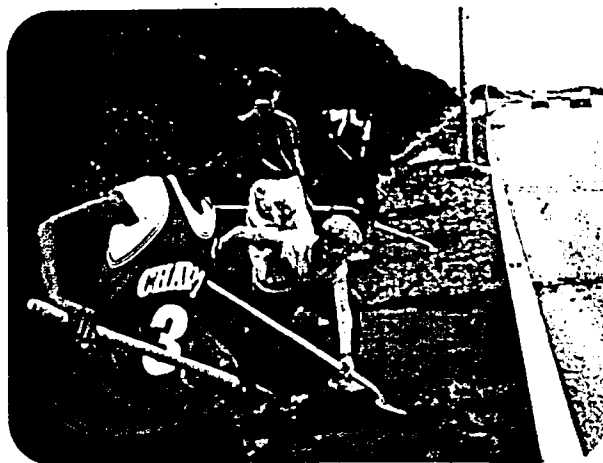
financial support for the restoration and improvement of the city's 205 parks and playgrounds, recreation centers, stadiums, golf courses, and day camps.

As a nonprofit organization, the Friends group receives donations for the department and motivates community groups, schools, and other park user groups to get more involved in their parks.

"If people don't use the parks, they fall into disrepair because there's no incentive to keep them up, and they become a haven for people who use the park for non-park activity," says Mike Nicoson, project manager and outreach coordinator for Friends of Recreation and Parks.

For citizen advisory committees to be successful, there must be a commitment to their success by board and staff. They must be viewed as the valuable resource they really can be.

Citizens who believe in the parks and recreation cause can be very generous with their money and land. Financial contributions take many forms including living memorials, corporate giving, and fund-raising events such as golf outings and payroll deductions.



School groups and youth organizations can be a valuable volunteer resource.

primarily serve as fund-raising arms for these agencies. Some foundations are called "Friends" groups and incorporate both fundraising and advocacy roles.

Launched in 1969, the California State Parks Foundation has grown to 17,000 members and has given more than \$90 million in support of California's collection of cultural, historic, and natural features in its 264 state parks.

"The foundation has traditionally been a fund-raising entity as most foundations are, but we've moved into advocacy," says Susan Smartt, executive director for the past two years. Under Smartt's leadership, membership has increased by 25 percent, and the foundation's mission has broadened.

"We're working on leading a coalition of park groups, both state and local, trying to revitalize the park movement in California... getting all our various support organizations to letter write and help us lobby to pass a \$162 million bond measure so that the people of California can actually vote more money for parks and acquisitions as well as park improvements."

Legislative Advocacy

Joseph Lee, the "Father of the Playground Movement," provides a timeless example of the importance of citizen advocacy. During the late 1800s, Lee, a Harvard graduate and attorney, helped create the first "model" playground in a desolate Boston neighborhood. Convinced that all children needed opportunities to play under leadership, he became the chief promoter of a bill in the Massachusetts state legislature requiring towns and cities with populations of more than 10,000 citizens to establish playgrounds. Passage of the bill resulted in favorable action in many of the state's municipalities.

Lee subsequently became involved in the national recreation movement as chairman of the National Playground Association's Committee on State Laws. He is known for posing the question: "What will be left one hundred years hence as the result of what we are doing now? Are we planting the kind of things that will go on forever... a permanent thing in the American community?"

For decades now, the strongest legislative force for parks and recreation in Illinois has been its corps of 2,100 locally elected citizens on the boards of park districts and forest preserves and recreation and natural resource agencies. These citizen volunteers work closely with legislators in their home districts and in Springfield.

For the corps' statewide association, the Illinois Association of Park Districts (IAPD), citizen advocacy is directly tied to an enviable passage record for "pro-park" bills: more

than 90 percent of IAPD's legislative platform passes each year, 78 bills in the last 15 years.

Referendums

Simply said, you cannot pass a referendum without support from citizens. Of course, you need their votes, but you also need citizens as volunteers—youth groups, seniors, families, and individuals—to fold and stuff, post signs, go door-to-door, speak to other groups, and spread the word.

"Word of mouth is still the best advertising," says Brook McDonald of the Conservation Foundation, whose 1997 campaign, "Neighbors for Open Space," won a \$75 million referendum for the DuPage County (IL) Forest Preserve District.

The creation of the Lake County Forest Preserve District in Lake County, Illinois, is the result of a word-of-mouth campaign launched by a 33-year-old homemaker more than 40 years ago.

In 1957, 3-year-old Frank Untemeyer asked his mother for the location of a wooded area to explore in his new neighborhood in Lake County. She dutifully searched and learned that her community had no forest preserves. So, the next day, Ethyl Untemeyer organized a countywide referendum to form the Lake County Forest Preserve District.

She spoke to groups, sought help from local leaders, and quickly learned about politics. By Election Day in the fall of 1958, a groundswell of public support had emerged. The referendum passed with an overwhelming 60 percent of votes.

Today, the award-winning Lake County Forest Preserve District encompasses more than 20,246 acres of woods and trails, golf courses, canoe launches, campgrounds, and fishing ponds, plus a nature center and a nationally accredited museum.



Volunteers with special skills should be identified and utilized.



Elhyl Untemeyer with son Frank and grandchildren, Adrian and Ava, at the Wright Woods Forest Preserve.

Donations

Citizens who believe in the parks and recreation cause can be very generous with their money and land. Financial contributions take many forms including living memorials, corporate giving, and fund-raising events such as golf outings and payroll deductions. In-kind donations range from land and equipment to professional services such as marketing, planning, referendum campaign management, and legal counsel.

It was a 135-acre donation in 1894 by Lydia Moss Bradley that started the Pleasure Driveway and Park District of Peoria, Illinois' oldest existing park district system. More recently, the district received a \$5 million donation from a local family, the Bielfeldt Foundation, to develop a wellness center.

"[The Bielfeldts] are living here, they want the quality of life to be as good as possible," observes Bonnie Noble, executive director of the Peoria Park District.

"They've given land for a park, matching contributions to develop the park, trees to plant on Grand View Drive, and funding for the Rodin exhibit at Lakeview Museum of Arts and Sciences. Their generosity encourages others."

The bottom-line value of citizen involvement is the public's central role in the very existence of public parks and recreation. History proves we owe a debt to citizens. Enduring legacies such as Central Park in New York, Boston's Emerald Necklace, and

Chicago's Grant Park exist today because early citizens were mobilized and active in their communities.

Willoughby Rodman, the "Mother of Los Angeles Playgrounds," and Otto Mallery, the "Father of Recreation in Philadelphia," are among the field's pioneers from the early 1900s. While their names are perhaps now forgotten, their influence indeed lives on.

Mallery, an economist and active member of the Playground Association of America, was a great believer in the role of the citizen in the recreation movement. He once said, "The ultimate strength of the National Recreation Association lies in the devotion and civic spirit of thousands of laymen and women on boards, committees, and foundations who steadily hold the line and keep advancing it."

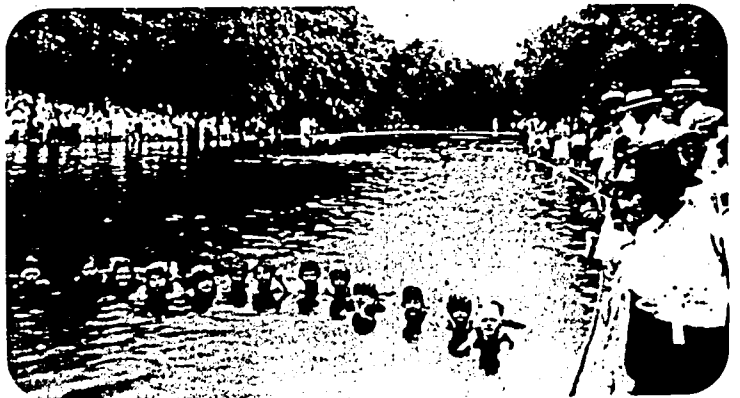
Today, on the local and national levels, we must return to our roots, opening the doors and involving citizens as volunteers, benefactors, and advocates for parks and recreation. Citizens are clout. They are the ultimate creators and keepers of America's public parks.

We have the opportunity to write the future of parks and recreation. With citizens as our central characters, we'll create success stories.

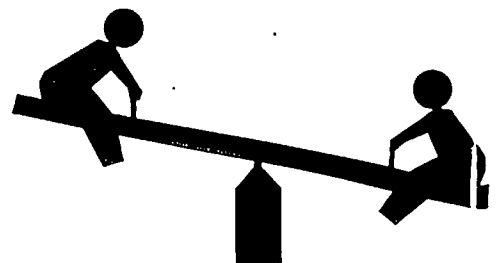
Dr. Ted Flickinger is the executive director of the Illinois Association of Park Districts and president-elect of NRPA.

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Lydia Moss Bradley's land donation in 1894 sparked the development of the Pleasure Driveway and Park District in Peoria, Illinois.



What is vanishing in our society? As the poet W.S. Merwin observed, what we think is vanishing reveals who we are. In the wealthiest society that has existed in the history of the world, what could be disappearing? Some would answer *community, common purpose, commonwealth, commonweal, or communion*. In a society that has pulled apart into factions, tribes, special interests, disability groups, constituencies, "haves" or "have-nots," "empty nesters," "cocooners," and "Generation X'ers," what do we still have in common?

Each of us is what some scientists call a "holon," something that is made up of smaller parts and, in turn, is a part of something bigger. Our generation pays inordinate attention to the small parts of which we are composed but must soon ask the question, What is the bigger thing or things of which we are a part?

Even in our approach to health care and medical practice we see the tendency to examine only the parts that make up the individual but ignore what the individual is part of. Thus, depression or anorexia is seen as a problem within the individual but not between or among individuals or among individuals and the rest of the environment. In dealing with the lack of tranquility in our rushed, stressful society, we treat the individual and not the system. We have more tranquilizers than tranquility.

The community that is vanishing is not only a community of humans but also one of plants and animals. While humans are pulling apart, the communities of plants and animals are disappearing so rapidly that the meaning and consequence of their disappearance dare not be gauged. Entire ecosystems

and genetic varieties within species (including both wildlife and domesticated crops) are also disappearing, likely at rates greater than the extinction of species themselves. (Ryan, 1992).

We live in a world where the population of humans is rising from six to 10 billion in the evolutionary blink of an eye. Ninety-five percent of those born into our world are being born in underdeveloped countries, while

modern nations, whose citizens have the most education and resources, have birthrates far below replacement rates. In such a world, what some Anglo-Saxons see vanishing is themselves.

What can be said about recreation and leisure in such a world?

- The industrial model of work and leisure is coming to an end. In the seamless web of modern life, leisure and work are not psychological opposites; neither is relegated to weekdays or weekends. Work is not

Toward Another Century of Parks & Recreation

By Geoffrey Godbey, Ph.D.

fast and leisure slow. Privileged people don't get more leisure (they get slightly less); rather, they get the good jobs. Efficiency and feelings of time scarcity pervade both domains. The majority of workers do not and will not work a "standard" 8-to-5 or 9-to-5 workday. (In the

United States, it is estimated already that less than one-third of workers work a 9-to-5 or 8-to-5 job during daylight hours.) A larger portion, perhaps the majority of workers, may be part-time employees.

- There is a separation between interior and exterior worlds with regard to time use. On average, people think they have less free time than in the past, but in diaries they report more. Many people who have large

amounts of free time feel rushed. Almost 40 percent of North Americans report always feeling rushed, yet average approximately 40 hours of free time per week (Robinson & Godbey, 1997).

- A movement toward androgyny in time use is taking place, which is not merely women becoming more like men. Among those with higher levels of education, men are also becoming more like women in regard to use of time. In the emergent have and have-not society, the have-nots are much more likely to maintain the old gender divisions

- We suffer from a dysfunctional organization of time across the life cycle and workweek. Larger blocks of free time are what most people want, since much of what they value about leisure occurs only during those larger blocks. Twenty-five of our 40 hours of free time, however, come in small weekday increments.

- A leisure gerontocracy has been created. Two-thirds of the public has lived the last 15 to 20 years of life without participating in the labor force. They are generally in good health, have low rates of poverty, the majority own their homes outright, and they receive large overpayments in relation to their contribution to their retirement from federal governments in both Canada and the United States. Those 50 and older have gained the most free time since 1965.

- Television, the most time-consuming use of the leisure component, is the first thing people would give up in their daily schedule. While TV dominates, it is undergoing a revolution; thus, so is leisure.

- Many people exhibit pathological rushing even for purposes of pleasure. Never living in the moment is a way of life. Doing something for its own sake is largely a foreign idea.

- W.S. Merwin

- Work as a place to go is often unnecessary. The average house size has grown dramatically in Canada and the United States, but there are only 2.6 people in the average household. Twenty-five percent of households have one person in them.

- Time seems to be an irrelevant measure for many important issues. While time spent is increasingly the measure for assuming how much students learn, for instance, there is no relation between time spent doing homework and grades. In the knowledge

Tell me what you see vanishing and I will tell you who you are

economy, there may be increasingly little relation between time spent and productivity at work, and little relation between time spent during leisure and pleasure.

- Work time is in the process of becoming decoupled from economic growth, just as use of materials and energy is. This means a revolution is in the making in terms of how we live.

The best predictors of change in leisure patterns in North America would seem to be:

- The aging of the population;
- The increasing immigration into urban areas;
- The higher levels of formal education;
- More diverse roles for women;
- The re-emergence of a have and have-not culture, with different values, life opportunities, and world views;
- The unpredictability of Generation X'ers in terms of leisure;
- More people living alone;
- The uncertain effects of global warming;
- The economic volatility produced; in part, by a globalizing economy;
- Drug use is likely to become more diverse and intense in a society that is increasingly unequal and changing in unpredictable ways.

We should add to this list: the ways in which public hypocrisy on many issues is eventually resolved; wanting less taxes but expecting more from government; being obsessed with health but eating too much and often exercising too little; claiming children are all-important but failing to invest in them; claiming to be very interested in the environment but driving increasingly bigger cars and showing no willingness to turn down heat or air conditioning; wanting to help stop mass slaughter of humans in many places in the world but being unwilling to risk a single U.S. soldier.

In combination, these trends would seem to suggest:

- Declines in most forms of sport participation;
- Greater interest in nature, plant life, animal life, and the environment but only on terms in which the participant is comfortable;
- Greater desire for leisure experiences to be educationally interpreted to participants;
- Greater concern for sense of place, what is real, quality of experience, and environmental impact of the experience;
- More diversity of leisure expression, as immigrants find a balance between assimilation and expression of the ways of life of their country of origin. Since, in most Asian and many Latino countries, government plays a very small role in the provi-

sion of recreation, parks, and popular culture (and since government has historically not been a big employer of either Asians or Latinos), a critical variable for public sector recreation and park employees will be the extent to which such immigrants come to understand and value recreation and park services.

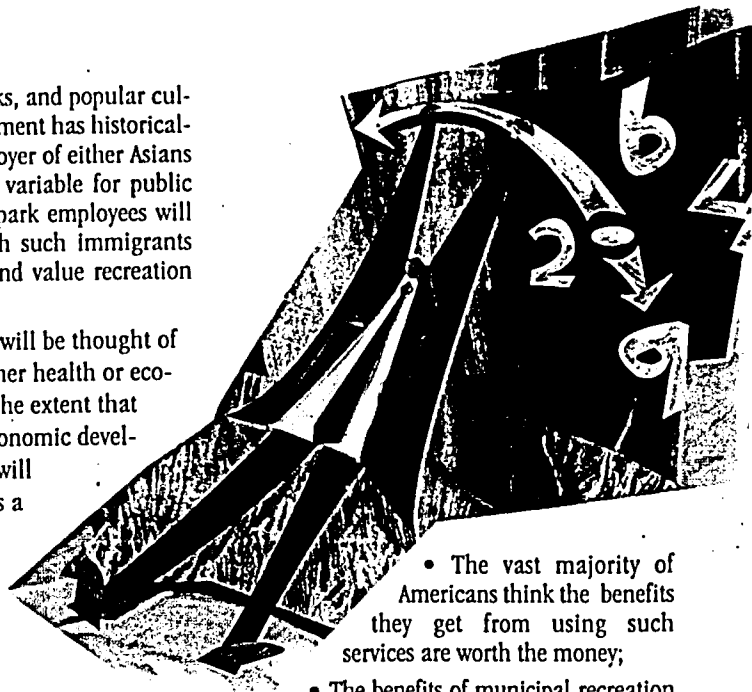
Public leisure services will be thought of primarily in terms of either health or economic development. To the extent that they become a part of economic development (tourism), they will increasingly be viewed as a proprietary function of government that should generate its own revenue. To the extent that they become viewed as a health service, they may be thought of as an essential government service.

Recreation and parks will not function as stand-alone organizations, and their employees will not function as stand-alone professionals.

Leisure and leisure services must be rethought. Outdoor recreation planning; tourism policy (or lack of); the critical issue of meaningful leisure for disadvantaged youth; the impact of both state-sponsored and corporate-sponsored gambling; the central role of leisure in personal health and growing the economy; and the increasingly central use of one-third of the landmass of the United States, which is managed by the federal government for leisure purposes, must all be more closely examined and rethought.

Local government will become more important and the federal government less important. Recently, a nationally representative household survey in the United States, which was repeated in Canada, found striking evidence regarding the critical role recreation and park services play in the lives of North Americans. In both countries, the evidence was as follows:

- Approximately four out of five people have used recreation and park services in the last 12 months;
- While it is often believed that recreation and park services are for young people, older people are more likely to frequently use local parks than any other age group. In a rapidly aging society, this understanding is critical. Parks and recreation is for both old and young citizens;



On average, people think they have less free time than in the past, but in diaries they report more. Many people who have large amounts of free time feel rushed.

- The vast majority of Americans think the benefits they get from using such services are worth the money;

- The benefits of municipal recreation and park services are described by the public, in its own words, in ways that make it clear that this is a health service. People who use these services are

involved in exercise. And unlike joining a fitness club or buying an exercise machine, the exercise is usually voluntary and joyful and likely to continue to be a part of the style of life of the individual. What is important is the bird walk, the soccer game, the bicycle ride, and the square dance. The exercise is serendipity, which occurs because of the love of the recreation activity;

- People who use recreation and parks also mention stress reduction, winding down, cooling off, letting go, finding a space in time to let go, and getting in touch with the rest of the natural world;
- As recreation, park, and leisure services respond to these changes, they will have to become more "agile." More specifically:

1. All Leisure Service Organizations Must Become Increasingly Agile.

In mass society, with mass production, providing "mass leisure" services was appropriate. The next step in this process was to individualize such services, providing hundreds of individualized activities, programs, and services that put the responsibility of finding out about all of them on the "customer." The agile organization, however, is one that enters a continuous dialogue with its customers to deal with their changing wants and

needs. "What customers will increasingly value in a company is its ability to create, and to continue creating, mutual beneficial relationships with them" (Goldman, Nagel & Preiss, 1995). At the people level, the agile competition is characterized by the development of a skilled, knowledgeable, and innovative workforce. At the management level, it represents a shift from the command and control philosophy of the modern industrial corporation to one of leadership, motivation, support, and trust. "An agile workforce is composed of people who are knowledgeable, informed, flexible, and empowered. People who are expected to think about what they are doing, are authorized to display initiative, and are supported by management to become innovative about what they do and how they do it" (Goldman, Nagel & Preiss, 1995, p.108).

For many leisure service organizations this means a change in philosophy from continued learning as an afterthought to continued learning as an expectation of every employee who is planned for in job descriptions, assignments, and in the reward system. It also means that: (1) expertise, initiative, and authority are distributed as widely as possible within the organization; (2) decision-making is accelerated by replacing rigid, multi-level, functionally divided organizational structures with ones that have a flexible focus on routinely providing access to the information, skills, and knowledge that are the ultimate organizational assets; (3) there must exist support of multiple, concurrent highly flexible organizational structures; and (4) leadership, motivation, and trust must replace the command and control model of organizations.

The agile organization is also different from others in that it actively seeks

cooperation with other organizations that might previously have been thought of as competitors. Such cooperation may take the form of partnerships, joint ventures, and collaborations of every kind. Some of these efforts are aimed at establishing an economy of scale by merging capabilities in order to avoid the costs of adding capacity. Such examples are becoming more commonplace. Less typical of leisure services are consortiums, whereby all organizations do some things in common such as jointly sponsoring employee training or purchasing equipment. Such consortiums will likely become more common.

As organizations that provide a wide variety of leisure services respond to the rapidly changing world, the secret of success for many will be to succeed in working with their clients or customers in ways that allow the client to help the organization help the client. Traditional professionalism sometimes gets in the way of this. Many medical doctors, for example, have not been sufficiently trained in how to most effectively question their patients.

The critical question that those in a leisure organization must ask is, What does the organization enable its clients or customers to do? (Preiss, Goldman & Nagel, 1996). The answer for some park-management organizations may be "reduce stress." When that question has been answered, the employees may better understand that they are involved in a health service. This question is very much related to the concept of Benefits-Based Management, which some recreation, park, and leisure services are seeking to implement. That is, the agile leisure service is delivering, first and foremost, a benefit (that has value as identified by the client), rather than a fixed set of services, products, or information.

The average house size has grown dramatically in Canada and the United States, but there are only 2.6 people in the average household. Twenty-five percent of households have one person in them.

Organizations that provide leisure services must become dynamic; and dynamic systems behave in fundamentally different ways from static ones. Management methods tend to be based on static behavior, and as an organization becomes more dynamic and interlinked, these static methods don't apply to the new reality (Preiss, Goldman & Nagel, 1996).

2. Most Leisure Services Will Have to Figure Out What They Are Good At And "Outsource" Everything Else.

An agency may not be good at maintaining buildings, working with the elderly, or teaching people about arts and crafts. Most leisure service agencies don't deal with every aspect of leisure or recreation. How could they? Figure out your core competencies and outsource the rest. Should your organization be involved in league sports? What is its special competency in managing league sports? Should your resort train its own lifeguards? Should your nursing home staff train its volunteers? Should your U.S. Forest Service employees be doing "interpretation?" Trying to do what you don't do well always puts you at a disadvantage. Identify what you don't or can't do well and outsource it.

3. Leisure Services Must Become "Interprises."

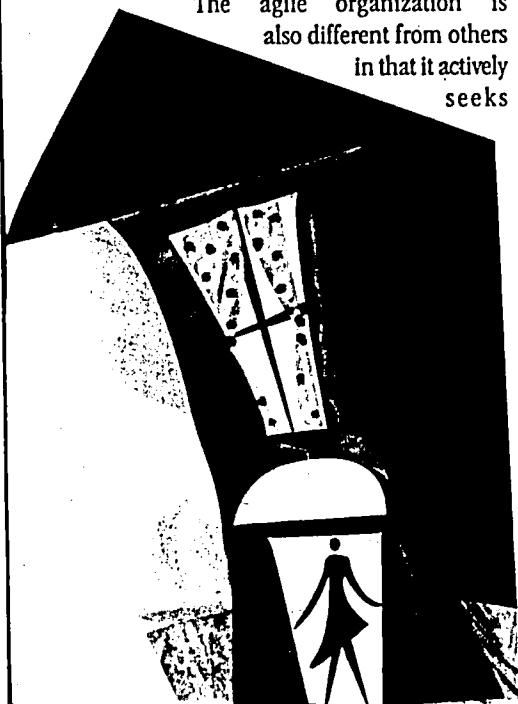
According to Preiss, Goldman and Nagel (1996), the organizations that successfully adapt to the new dynamic environment may be called "interprises."

They can readily respond to the rapidly changing demands of their customers and the marketplace. They strive to understand and meet the needs of their customers. They provide more than good service, they become part of their customers' businesses. They forge strong, enduring bonds with suppliers to enhance mutual goals. The internal organization of these companies encourages an adaptive, entrepreneurial attitude among staff who recognize that the company's success is tied to their ability to support their clients. They are interactive and international, as is the new culture of the Internet.

Many of the characteristics of an interprise are appropriate for almost all leisure services. This is, in fact, how some of the best leisure services have historically

operated. What has changed is the amount of information needed for an organization to behave this way, the mix and number of other organizations with which it must interact, the speed with which it must act and react, the technology that allows it to do so, and total volume of communication necessary for it to master if it is to succeed. These changes are of fundamental importance.

As mentioned previously, a constraint to many leisure service organizations becoming agile is the drive for professionalization,



which is found among government employees at the municipal, county, state, and federal levels; among those in therapeutic recreation (who distinguish between clinical and community-based practice, an increasingly false dichotomy); and among tourism agents, librarians, and those who work in botanical gardens and museums.

While much good has come from such efforts, the professionalization of many leisure services rests on assumptions that are increasingly faulty. These faulty assumptions include a fixed body of knowledge that can be mastered, a career path that can be identified for the future, exclusive knowledge that separates professionals from others, an assured clientele and funding, a population with fixed values concerning leisure, processes of certifying competence that have absolute meaning, and the ability to operate as a stand-alone organization. These false assumptions, in combination, make much of the professionalization of leisure services obsolete.

The idea of trust does not mean, however, that "fair" treatment is equal treatment. To treat people fairly is to treat each one appropriately. Clients will have unique needs in a diverse, decentralizing society, and leisure services will have multiple strategies to deal with the diverse problems identified by different subgroups of their clients. In a mass society, treating everyone equally might have been thought of as "fair," but today, treating individuals appropriately is far different. It may be appropriate to have a brochure translated into Spanish for residents in one part of a community but not another. One individual may need to receive information about golf tournaments, day-care centers, or historic tours of Russia. The food served in one snack bar may be different from that in another, based on the diverse needs of the individuals who use it. Even airplane food is no longer the same for everyone. Someday soon, however, it may be different for each passenger.

One reason for treating all clients or customers the same is that the organization

(appropriately). For leisure services, where people vary greatly not only in the degree to which they are specialized in the activity or experience in question, but also in which their motives and satisfaction for participation vary tremendously, customization is a critical variable. To a great extent, however, customization has been avoided. Thus, there is sometimes a "senior-citizen" program for people 65 and older with no recognition of the great diversity among clients within that growing age group. Rather than customizing a brochure to reflect the composition of the household to which it is being mailed, the known leisure interests of the client based on previous interaction with the agency, or the neighborhood in which the client lives, brochures containing the same information are sent to every resident of a community by an urban park and recreation department.

6. The Successful Leisure Service Will Rethink Pricing, Timing, and Platforms.

Other important aspects of agility include the idea that prices for services should not be fixed but based on how much they enrich the individual customer, the idea that reducing time involved for the consumer is critical, and the idea that a given product or service can serve as a platform for interacting with the client over a long period of time to supply other services, information, or maintenance of products.

The concept of a fixed price for a fixed service sometimes no longer makes sense. It is a parallel concept to treating everyone equally but not appropriately. Pricing depends, increasingly, on how much it enriches the customer. Thus, an outdoor recreation "team-building" program may be worth much more to members of a small company trying to develop a sense of cohesion than it is to members of a stable working-class neighborhood.

Finally, agility assumes that a given service or product supplied to customers or clients can serve as a "platform" from which the organization can possibly enter into a long-term relationship. Doing this is aided by a modern system of registration that allows the company to see every interaction it has had with the client or customer. In many leisure service organizations, this is not possible. A better understanding of how the client has used the services of the organization in the past may be used to recruit volunteers, send information for "frequent" or "preferred" users, or otherwise form a basis to find out more about the interests and problems of the individual.

4. The Successful Leisure Service Will Treat People Appropriately, Not Equally.

In the agile organization, being trustworthy and behaving predictably is critical. Those in the organization are no longer merely offering a fixed opportunity; they are engaged in a continuous effort to solve the problems that are identified by their customers or clients. Trust is, therefore, all-important and a significant factor in competitive capability. "Products and services are changed from being a goal in themselves to being a means to establish close, long-term interactive customer relationships" (Preiss, Goldman & Nagel, 1996).

in question doesn't know much about them. Thus, many pharmaceutical companies manufacture medicines in the form of pills of standard size since the maker of the pill does not know if the customer weighs 75 pounds or 300 pounds. If they did have this information, the appropriate dose of many medicines would be different. Restaurants serve salads with walnuts in them because they don't know if a given customer is allergic to nuts. If they did, they would not treat all salad customers the same; they would treat them appropriately.

5. The Successful Leisure Service Organization Will Customize Services, Information, and Products.

One of the most important qualities of an agile organization is its ability to customize products and services. Each client or customer can be treated as a unique individual





The new service economy to which most leisure services belong will be increasingly based on communication and the use of information to add value to services. Work will be done by teams that come together for highly specific purposes and breakup when the purpose is achieved. Advances in communication and informational technologies will play a key role in shaping how leisure services operate.

At the same time, many leisure services will have to find ways to balance the new technology with people's need for the famil-

iar, sense of place, community, contact with nature, and respect for the past. Many aspects of leisure services cannot be substituted with technology. Many tourist experiences, more than anything else, involve people watching people. And many successful therapeutic recreation interventions involve a demonstration of caring and acceptance that involves repeated personal interaction. The best part of a park experience may be listening to the wind

Many leisure services will have to find ways to balance the new technology with people's need for the familiar, sense of place, community, contact with nature, and respect for the past.

whistling through the trees while walking on a forest trail. Putting paint on a canvas involves touch and smell as well as vision. Camping may involve cooking over an open fire or the sound of unknown animals after dark. These aspects of leisure cannot be substituted.

The challenge for those who manage leisure services will be to integrate the new technology into their services without changing what is magic about the leisure experi-

ence, to recognize the revolutionary changes going on in the world without uncritically giving in to them.

Geoffrey Godbey, Ph.D. is a professor of Leisure Studies at Pennsylvania State University.

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DRAFT

AUTO RENTAL TAX

(Updated Auto Rental Tax Section of the 1993 Strategic Funding Project)

August 4, 1998

DEFINITION

The Auto Rental Tax is imposed on every rental of a motor vehicle from a commercial establishment doing business within Metro's boundaries, if the rental is for a period of 30 days or less.

MODELS

Multnomah County

Multnomah County is the only county in Metro's boundaries which imposes an Auto Rental Tax. The tax has been imposed since 1976, and is equal to 10% of the gross rental fee charged by the commercial establishment for the rental. Exemptions are provided for rentals to conduct official federal government business, and for rentals to temporarily replace a vehicle being repaired or serviced. Rental companies do not retain any of the 10% for administration.

Multnomah County currently collects from approximately 37 different car rental agencies representing 111 individual locations. In FY 1997, the County collected \$9.5 million from the tax. Since FY 92-93, the County has shown an average yearly increase of 12.85% or \$915,731. Annual administrative costs are unknown as they are not tracked by the County. This revenue source is used for general purpose government (General Fund).

TOTAL REVENUE POTENTIAL

The following table projects the revenue potential of a 5% Auto Rental Tax. As a result, auto renters would pay a 15% tax in Multnomah County, and a 5% tax in Clackamas and Washington Counties. Hertz Rental Car reported that auto renters in Seattle and San Francisco pay auto rental taxes of 18.3% and 8.25%, respectively.

Figures for Multnomah County are based on actual receipts during FY 97. Figures for auto rental receipts are not available for Clackamas and Washington Counties. Assuming that the relationship between hotel receipts and auto receipts holds true in all three counties, actual hotel receipts in Clackamas and Washington Counties were used as a basis for estimating their auto rental receipts.

REVENUE POTENTIAL

	Clackamas County	Multnomah County	Washington County	Total
Hotel Receipts in Metro Boundaries	\$29,147,105	\$218,191,860	\$38,584,671	\$285,923,636
Rental Car Receipts in Metro Boundaries	\$13,575,736	\$95,888,590	\$17,971,435	\$133,173,561
Metro Revenues 5% Tax	\$678,787	\$4,794,430	\$898,572	\$6,371,788

Estimated assuming that ratio of hotel receipts to auto rental receipts in Washington and Clackamas Counties is the same as in Multnomah County. Used FY 96-97 ratio of 2.275.

REVENUE POTENTIAL FOR METRO

Assuming the cost to administer this tax is the same as that of the Transient Lodging Tax, ongoing costs associated with the collection of this tax would average from 2 to 3% of gross tax receipts. Start-up costs would involve some staff time to identify car rental agencies, and to print and mail tax information.

Metro may collect the tax itself in all three counties, or set up a system to collect from car rental companies in Washington and Clackamas Counties, and enter into an agreement with Multnomah County to collect for Metro. If Metro enters into an agreement with Multnomah County to serve as collector for Metro in that County, start-up and annual costs would be reduced. On-going administrative costs paid to Multnomah County would be subject to an intergovernmental agreement.

FUNCTIONAL CONNECTION

The auto renters subject to this tax are mainly in the area for tourism, business or convention reasons.

TIMELINE FOR IMPLEMENTATION

The Charter grants authority to the Council to adopt taxes of limited applicability without a vote of the people, but only after review by a citizen's review committee, called a Tax Study Committee. These niche taxes could include a broad list of revenue sources levied on limited activities such as cigarette sales, real estate transfers, hotel/motel occupancy, auto rental, etc. Expenditures from non-voter approved revenue sources are limited by Charter to no more than \$12.5 million per year (in 1992 dollars). This expenditure limitation increases in each subsequent fiscal year by a percentage equal to the rate of increase in the Consumer Price Index. For FY 1998-99, the limit is \$14,682,000. Metro's only revenue source that currently falls under this limitation is the excise tax, which total approximately half of the limit (\$7,877,225).

Once approvals had been obtained, implementation could take place within six months. Metro could obtain lists of registered businesses from cities inside Metro boundaries to identify and contact car rental companies to inform them of Metro's tax and collection procedures.

IMPLEMENTATION ACTION REQUIRED

1. Council initial approval to proceed.
2. Council appoints a Tax Study Committee.
3. Tax Study Committee reviews funding needs, studies funding option(s), holds at least three public hearings, and prepares a report to Council.
4. Council receives report of the Tax Study Committee, holds additional hearings and may take action to adopt a new funding source.
5. If Council adopts new funding source, then Metro begins work with local jurisdictions and identifies car rental companies.
6. Set up system of administration, including obtaining staff, tax forms, and equipment.

OTHER INTERESTED GOVERNMENTS/COMPETITION

Multnomah County would be interested since it currently collects the tax and an additional Metro tax would impact the County's future ability to raise the rates. Washington and Clackamas Counties would also be interested since they may view this as a future resource for their needs.

OTHER INTERESTED PARTIES/WHO PAYS

Tourism businesses and organizations would likely be interested in this tax.

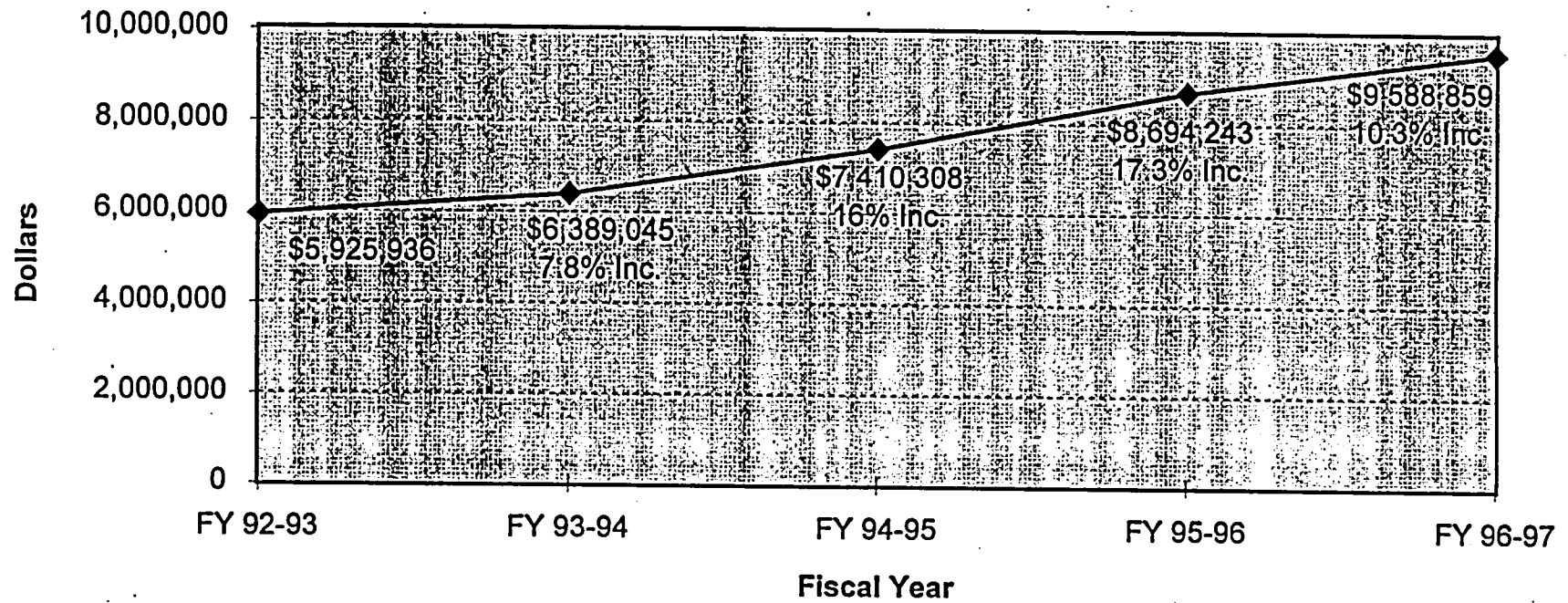
ADVANTAGES

The Auto Rental Tax would allow Metro to collect revenues from visitors who benefit from convention and tourism facilities and services provided by Metro. The tax is inexpensive to administer and can be instituted within a short time frame.

DISADVANTAGES

The tax rate on car rental is 18.3% in Seattle and 8.25% in San Francisco. Multnomah County already imposes a 10% tax on car rental which limits Metro's ability to raise substantial revenues from the tax while maintaining comparable rates with nearby cities.

Multnomah County Auto Rental Tax Collections 5 Year History



Auto Rental Survey
August 25, 1998

Mid-sized car
2-day period, during the week, quotes for week of September 14 - 18, 1998
NO discounts
Unlimited miles
Pick-up & return at the airport

1. Budget 1-800-527-0700	% of rate	PDX	% of rate	Seattle	% of rate	SFX	% of rate	San Diego	% of rate	L.A.	% of rate	Vanc., BC
Mid-Sized Car, Middle of Week												(\$100 US = \$65 Can.)
Base Rent/Day		46.90		42.99		50.00		52.99		45.99		51.00
Auto Rental Tax	10.00%	4.69										
Auto Rental/Sales Tax			18.30%	7.87	8.25%	4.13	7.75%	4.11	8.25%	3.79	14.00%	7.14
Airport Recovery Tax	10.00%	4.69	10.00%	4.30								
Vehicle License Fee/Day					Flat	1.12	Flat	1.12	Flat	1.12	Flat	1.50
Total Per Day		56.28		55.16		55.25		58.22		50.90	Can. \$\$	59.64

* Seattle & Vancouver, BC, Auto Rental/Sales Tax – agent could not give me the breakdown but thought the % was a combination of sales and rental taxes.

2. Hertz 1-800-654-3131	% of rate	PDX	% of rate	Seattle	% of rate	SFX	% of rate	San Diego	% of rate	L.A.	% of rate	Vanc., BC
Mid-Sized Car, Middle of Week												(\$100 US = \$65 Can.)
Base Rent/Day		48.99		48.99		55.99		59.99		57.99		50.00
Auto Rental Tax	10.00%	4.90										
Auto Rental/Sales Tax			18.30%	8.97	8.25%	4.62	7.75%	4.65	8.25%	4.78		0.00
Airport Recovery Tax	10.00%	4.90	10.00%	4.90							19.75%	9.88
Vehicle License Fee/Day					.60 to \$1.95	1.50	.60 to \$1.95	1.50	.60 to \$1.95	1.50	7.00%	3.50
Total Per Day		58.79		62.85		62.11		66.14		64.27	Can. \$\$	63.38

The California Vehicle License Fees are assessed at the car rental counter; no agent would give an exact rate for the mid-sized vehicle requested.

3. Thrifty 1-800-367-2277	% of rate	PDX	% of rate	Seattle	% of rate	SFX	% of rate	San Diego	% of rate	L.A.	% of rate	Vanc., BC
Mid-Sized Car, Middle of Week												(\$100 US = \$65 Can.)
Base Rent/Day		39.88		34.77		34.92		34.91		36.89		47.88
Auto Rental Tax	10.00%	3.99									7.00%	3.35
Auto Rental/Sales Tax			18.30%	6.36	8.25%	2.88	7.75%	2.71	8.25%	3.04	13.88%	6.65
Airport Recovery Tax	10.00%	3.99	10.00%	3.48							7.00%	0.23
Vehicle License Fee/Day					.67 to \$1.74	1.50	.75 to \$2.00	1.50	.75 to \$1.75	1.50	Flat	1.50
Total Per Day		47.86		44.61		39.30		39.12		41.43	Can. \$\$	59.61

Thrifty identified the 10% in PDX as a county excise tax; and broke down the Vancouver, BC, taxes into an auto rental tax (7%), a premium location tax (13.88%), a provincial surtax (7%) and a BC road tax (flat rate of \$1.50)

The California Vehicle License Fees are assessed at the car rental counter; no agent would give an exact rate for the mid-sized vehicle requested. Therefore, an average rate of \$1.50 was used.

AGENDA

IV

2-SIDED

DRAFT

REGIONAL PARKS AND GREENSPACES STAFF REPORT

CONSIDERATION OF RESOLUTION NO. 98-2698 FOR THE PURPOSE OF
UPDATING THE GREENSPACES TECHNICAL ADVISORY COMMITTEE (GTAC).

Date: August 26, 1998	Presented By: Charles Ciecko
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FACTUAL BACKGROUND AND ANALYSIS

Resolution No. 98-2698 would update the Greenspaces Technical Advisory Committee and continue to provide technical assistance and advice related to the development and implementation of a functional plan for "Chapter 3: Parks and Open Spaces" of the Regional Framework Plan.

The original resolution establishing a Greenspaces Technical Advisory Committee was passed in 1990. Since that time considerable changes to Metro's role in the management, ownership, operation and development of parks in the Metropolitan region have occurred. In addition, the Regional Framework Plan now requires the development of a functional plan to implement the policies of Chapter 3: Parks and Open Spaces.

Updating the purpose and membership of the committee will give clear direction to both Metro Greenspaces staff and to GTAC members. This resolution outlines the work products and priorities that are necessary for implementation of a "regional system of parks, open spaces, natural areas and trails" as described in the Regional Framework Plan.

The committee will automatically sunset in four (4) years unless otherwise extended by the Metro Council.

FISCAL IMPACT:

Because this committee is already a working committee, no additional budget impact is anticipated.

EXECUTIVE OFFICER'S RECOMMENDATION:

The Executive Officer recommends adoption of Resolution No. 98-2698

DRAFT

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF UPDATING)	RESOLUTION NO. 98-2698
THE GREENSPACES TECHNICAL)	
ADVISORY COMMITTEE)	Introduced by Charles Ciecko

WHEREAS, In December 1990, through Resolution No. 90-1344, the Metro Council established a Technical Advisory Committee, commonly referred to as the Greenspaces Technical Advisory Committee (GTAC); and

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 Metro Greenspaces Policy Advisory Committee, was dissolved by Resolution No. 94-2026A and a Regional Parks and Greenspaces Citizen Advisory Committee was created; and

WHEREAS, the original resolution establishing the (Greenspaces) Technical Advisory Committee was not similarly updated and has become outdated; and

WHEREAS, by Ordinance No. 97-715B, the Metro Council adopted on December 11, 1997 the Regional Framework Plan, including "Chapter 3: Parks and Open Spaces" which identifies the policies needed to create a regional system of parks, open spaces, natural areas and trails; and

WHEREAS, the Regional Framework Plan requires the development of a functional plan to implement the policies of Chapter 3. Now, therefore

BE IT RESOLVED,

1. That the Metro Council hereby sunsets the existing Technical Advisory Committee, established by Resolution No. 90-1344, effective the date Resolution 98-2698 is adopted.
2. That the Metro Council hereby establishes a Regional Parks and Greenspaces Technical Advisory Committee (GTAC) to advise the Regional Parks and Greenspaces Department.

3. That the purpose, composition, charge and appointment/confirmation procedures for the committee are hereby adopted as shown in Exhibit A.

ADOPTED by the Metro Council this _____ day of _____, 1998.

Jon Kvistad, Presiding Officer

Approved as to Form:

Daniel B. Cooper, General Counsel

DRAFT

Exhibit "A"

- I) The Greenspaces Technical Advisory Committee (hereinafter referred to as "GTAC") shall advise:

Regional Parks and Greenspaces Dept.
Regional Parks and Greenspaces Advisory Committee
Metro Policy Advisory Committee,
and Metro Council

- II) GTAC's primary responsibility shall be to provide technical assistance and advice related to the development and implementation of a functional plan for Chapter 3 of the Regional Framework Plan. Specifically, GTAC shall provide input related to:

- A) Continued development of a Regional System of Parks, Natural Areas, Open Spaces, Trails and Greenways including:

- 1) Parks and natural areas inventories
- 2) Identification of public and privately owned system components
- 3) Development of protection strategies (i.e. acquisition, education, incentives, regulations)
- 4) Management strategies (including funding) and guidelines
- 5) Regional Trails Plan
- 6) Funding for all aspects of implementation

- B) Development of criteria, goals and supplemental funding for local park systems including:

- 1) Criteria to be addressed in the development and adoption of local park "level of service standards"
- 2) Development of region-wide goals (advisory) for park and recreation facilities in various urban design types
- 3) Identification of supplemental funding strategies

- III) The GTAC shall be chaired by the director of the Regional Parks and Greenspaces Dept. and staffed by the Regional Parks and Greenspaces Dept. The chair shall schedule meetings, create sub-committees or otherwise organize the GTAC so as to accomplish the intent of this Resolution/Exhibit.

- IV) Appointments to the GTAC shall be made by the executive officer, city manager, chief administrator or other appropriate manager for the jurisdictions, agencies and organizations listed in Section VI. The name of the representative shall be provided, in writing, to the GTAC Chair.

- V) The GTAC shall be dissolved four years from the adoption of this Resolution/Exhibit unless otherwise extended by the Metro Council.

VI) The GTAC shall be composed of representatives from: (participation is voluntary)

- A) One representative each from Multnomah, Clackamas, Washington and Clark (WA) Counties
- B) One representative from each city with park and recreation responsibilities or land use authority within Metro's jurisdictional boundary
- C) One representative from North Clackamas Parks District
- D) One representative from Tualatin Hills Park & Recreation District
- E) One representative from Oregon Parks & Recreation Dept.
- F) One representative from Oregon Dept. of Fish & Wildlife
- G) One representative from the Port of Portland
- H) One representative from the U. S. Fish & Wildlife Service
- I) One representative from the Mt. Hood National Forest
- J) One representative from Audubon Society of Portland
- K) One representative from the Nature Conservancy