



Appendix A: Inventory

Table A-1: Park and Recreation Facility Inventory—Grants Pass Parks and Recreation Division

PARK NAME	ACREAGE	SPORTS FIELDS			OTHER ATHLETIC FACILITIES				BOAT RAMP	DISC GOLF COURSE	OFF-LEASH DOG AREA	FISHING POND	PICNIC SHELTER	HORSE-SHOE COURT	PARKING AREA	PLAYGROUND	RESTROOM	SWIMMING POOL	TRAIL	WATER PLAY AREA	NOTES
		BASEBALL/SOFTBALL FIELD	SOCCER FIELD	MULTI-USE FIELD	BASKETBALL COURT (Full or 1/2)	SKATE PARK	TENNIS COURT	VOLLEYBALL COURT													
MINI PARKS																					
Debo Park	0.49	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	
Hillside Park	1.92	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	BMX bike trails (informal)
Lawnridge Park	1.43	-	-	1	1	-	1	-	-	-	-	-	1	-	-	1	Y	-	-	-	Gazebo with picnic table is counted as shelter.
Subtotal	3.84	0	0	1	1	0	1	0	0	0	0	0	1	0	1	3	1	0	0	0	
NEIGHBORHOOD PARKS																					
Eckstein Park ¹	6.99	1	1	-	2	-	3	-	-	-	-	-	1	-	1	-	Y	-	-	-	
Fruitdale Park	6.30	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	Includes porta-potty; Permanent restroom, playground and basketball court are planned.
Gilbert Creek Park ¹	8.05	1	1	-	-	-	4	-	-	-	-	-	-	-	1	1	Y	-	-	-	Small classroom for limited use by public.
Morrison Centennial Park	8.36	2	-	-	2	-	2	-	-	-	-	-	2	-	1	2	Y	-	Y	1	Trail: 0.23 mile unpaved and 0.1 mile paved.
Redwood Park	8.41	-	1	1	-	-	-	-	-	-	-	-	-	-	1	TBA	Y	-	Y	-	Playground will be added in summer 2009. Future improvements will include basketball courts, tennis courts, and off-leash dog area. Trail: 0.31 mile paved.
Westholm Park	3.60	1	-	1	1	0	1	-	-	-	-	-	-	-	-	1	Y	-	-	-	
Subtotal	41.71	5	4	3	5	0	10	0	0	0	0	0	3	0	4	4	6	0	2	1	
COMMUNITY PARKS																					
Riverside Park	31.65	1	-	1	-	-	-	-	1	1	-	-	2	3	5	1	Y	-	-	-	Rose garden; river access for swimming; gazebo. Park acreage includes a 2.56 undeveloped parcel west of 6th Street.
Subtotal	31.65	1	0	1	0	0	0	0	1	1	0	0	2	3	5	1	1	0	0	0	
REGIONAL PARK																					
Reinhart Volunteer Park	58.19	6	1	-	4	-	3	3	-	-	-	1	7	12	8	3	Y	-	Y	-	Picnic shelters available for reservations; shelter number includes pond overlook; wetlands
Subtotal	58.19	6	1	0	4	0	3	3	0	0	0	1	7	12	8	3	1	0	1	0	
SPECIAL USE AREAS																					
Baker Park	2.79	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-	Y	-	-	-	Fishing access
Croxton Memorial Park	1.70	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Cemetery; adjacent undeveloped parcel
Caveman Pool	0.93	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	Y	1	-	-	YMCA operated; public swimming (summer only)
Grants Pass Skate Park	5.36	-	-	-	-	1	-	-	-	-	-	-	-	-	1	-	Y	-	-	-	
Mountain Bike Hill	19.60	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Mountain bike course
Subtotal	30.38	0	0	0	0	1	0	0	1	0	0	0	1	0	2	0	3	1	0	0	
GREEN SPACE																					
Allen Creek Trail	4.00	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	Y	-	Parking at Garrison Park
Fruitdale Creek Trail	9.24	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	Acreage is part of easement.
Nebraska Canal Trail	1.57	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	
Ogle Park	0.25	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	Small gazebo with picnic table is counted as shelter.
Tussing Park	5.50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	Second phase to be developed summer 2009. Additional property added December 2008.
Greenwood Trail ²	4.09	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	Crosses City (utility) property along river near Reinhart Park.
West Park Street Trail	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	Public right-of-way along roadway and County Fairgrounds property.
"F" Street - Forest Hills Trail	4.34	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	Acreage is based on 2 parcels adjacent to the trail.
Subtotal	28.99	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	7	0	
Total Developed	194.76																				
PARK RESERVES																					
River Road Reserve	247.66	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	The Lathrop Boat Ramp is owned/managed by Josephine County.
Nursery Park Reserve	4.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Site includes two lots on Rogue River near Tussing Park.
Hillcrest Park Reserve	10.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	High traffic noise; area adjacent to I-5.
Overland Park Reserve	9.14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Allenwood Park Reserve	9.79	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
F and Woodson Park Reserve	11.72	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Allen Creek Park Reserve	12.81	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Parkway Park Reserve	6.38	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal	312.52	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL PARK LAND	507.28	12	5	5	10	1	14	3	2	1	0	1	15	15	21	11	12	1	10	1	

¹Eckstein Park and Gilbert Creek Park are owned by Grants Pass School District 7. The City leases, manages, and maintains these sites, giving first right of use to the School District.

²Greenwood Trail is on City Utility property. However, the trail corridor is managed by the Parks and Recreation Division. The maintained acreage noted here is based on a 75-foot wide corridor for a 0.45 mile trail.

Table A - 2: Park and Recreation Facility Inventory-Other City-owned Property

PARK NAME	ACREAGE	NOTES
BEAUTIFICATION AREAS		
Kesterson Park	0.29	Rosebeds; signage
Martin Park	0.07	Signage, landscaping
Stansfield Park	0.04	Signage, landscaping
Washington Boulevard (Median Strip)	0.83	
3rd and F Street Landscape Islands	0.02	
5th Street River Overlook	0.39	Signage
8th Street Overlook	0.30	
Elm Lane River Access	0.07	
Greenwood Overlook	0.51	Signage, trail access to Reinhart Park
Subtotal	2.52	
OTHER CITY SITES		
Nebraska Property	1.89	
Wetland at Yucca Lane	2.20	Jackson Estates
Wetland at Eastwood Lane	1.00	
Wetland at Ravenwood Drive	1.20	
Wetland at Cashmere Drive	5.60	Southdown Subdivision
Subtotal	11.89	
Total	14.41	

Table A - 3: Park and Recreation Facility Inventory-Other Providers' Parks

PARK NAME	ACREAGE ¹	SPORTS FIELDS			OTHER ATHLETIC FACILITIES				BOAT RAMP	DISC GOLF COURSE	OFF-LEASH DOG AREA	FISHING POND	PICNIC SHELTER	HORSE-SHOE COURT	PARKING AREA	PLAYGROUND	RESTROOM	SWIMMING POOL	TRAIL	WATER PLAY AREA	NOTES
		BASEBALL / SOFTBALL FIELD	SOCCER FIELD	MULTI-USE FIELD	BASKETBALL COURT (Full or 1/2)	SKATE PARK	TENNIS COURT	VOLLEYBALL COURT													
JOSEPHINE COUNTY																					
Fairgrounds	52.48	-	-	1	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	Y	-	Grandstand; racetrack; football field, 30+ event buildings, covered arena, RV park; perimeter trail on west side
Lathrop Boat Ramp	0.25	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	Near River Road Reserve
Schroeder Park	24.00	1	-	1	1	-	1	-	1	-	1	-	1	-	Y	1	Y	-	-	-	Camping (29 full hook-up; 22 tent; 2 yurts); fishing platform; picnic & camping reservations; off-leash dog areas (under 20 and over 20 pounds); baseball field is in poor condition
Tom Pearce Park	108.00	1	-	1	-	-	-	1	-	1	-	-	3	1	Y	1	Y	-	Y	-	River access for fishing; equestrian access; 18-hole disc golf course; baseball field is in poor condition
Subtotal	184.73	2	0	3	1	0	1	1	2	1	1	0	4	1	3	2	2	0	2	0	
BUREAU OF LAND MANAGEMENT																					
Cathedral Hills	422.00	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	Y	-	Hiking Trail, Mountain Bike Trail, Horse Trail, 3 trailheads (one at Espey Road temporarily closed for improvements)
Highland	41.84	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	Undeveloped; site not listed as a developed BLM recreation area
Subtotal	463.84	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	0	
ROGUE RIVER-SISKIYOU NATIONAL FOREST																					
USFS Complex (SW L St.)	3.32	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No access (fenced to trespassers).
Subtotal															0						
PRIVATE																					
Boys and Girls Club	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	Y	-	-	-	-	Gymnasium, classrooms, program space, tot park
Club Northwest	-	-	-	-	1	-	Y	Y	-	-	-	-	-	-	Y	-	-	Y	-	-	Exercise and aquatics classes, weight and fitness center, racquetball, basketball, sauna, hot tub, warm pool, salt water pool.
Dutcher Creek Golf Course	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	18-hole, clubhouse, driving cages, practice putting green
Grants Pass Country Club	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	18-hole, semi-private, clubhouse
YMCA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	Y	-	-	58,682 square feet of space, swimming pool, gymnasium, exercise class room, cardio room, weight room, martial arts room, two locker rooms, a youth/game room, two drop-in child care rooms, conference room
Subtotal		0	0	0	1	0	1	1	0	0	0	0	0	0	5	1	0	2	0	0	
Total	648.57	2	0	3	2	0	2	2	2	1	1	0	4	1	9	3	2	2	4	0	

¹ Acreage data obtained online and not verified through GIS. Data were not available for all providers.

Note: These parks and facilities are provided within or just beyond the Urban Growth Boundary.

Table A - 4: Park and Recreation Facility Inventory-City of Grants Pass Schools

SCHOOL NAME	SCHOOL DISTRICT	ACREAGE	SPORTS FIELDS			OTHER ATHLETIC FACILITIES			AQUATIC	INDOOR	OTHER	NOTES
			BASEBALL/ SOFTBALL FIELD	SOCCER FIELD	MULTI-USE FIELD (Acreage)	BASKETBALL COURT	TENNIS COURT	TRACK	SWIMMING POOL	GYMNASIUM	PLAYGROUND	
ELEMENTARY SCHOOLS												
Allen Dale Elementary School	Grants Pass School District 7	13.70	1	2	1.84	1	-	1	-	1	1	Soccer fields are in good condition.
Highland Elementary School	Grants Pass School District 7	8.10	-	-	3.44	1	-	-	-	1	1	Good backstop and area for a ballfield. The infield needs improvement.
Lincoln Elementary School	Grants Pass School District 7	10.30	-	1	1.19	1	-	1	-	1	1	Soccer field in poor condition.
Parkside Elementary School	Grants Pass School District 7	14.10	-	3	2.75	1	-	1	-	1	1	Soccer field in very good condition.
Redwood Elementary School	Grants Pass School District 7	13.90	-	1	1.15	2	-	1	-	1	1	Soccer field is in poor condition.
Riverside Elementary School	Grants Pass School District 7	9.90	-	1	1.38	1	-	1	-	1	1	Soccer field is in poor condition; it is used by community groups for soccer and football.
Fruitdale Elementary School	Three Rivers School District	6.15	-	-	1 site	1	-	-	-	1	1	Playground locked - not open to public.
Subtotal		70.00	1	8	11.75	7	0	5	0	6	6	
MIDDLE SCHOOLS												
North Middle School	Grants Pass School District 7	20.10	-	1	6.54	4	-	1	-	2	-	Not used for soccer or any outside groups.
South Middle School	Grants Pass School District 7	15.80	-	1	2.39	1	-	1	-	2	-	Additional football field.
Subtotal		35.90	0	2	8.93	5	0	2	0	4	0	
HIGH SCHOOLS												
Gladiola Campus	Grants Pass School District 7	3.30	-	-	0.71	1	-	-	-	2	-	
Grants Pass High School	Grants Pass School District 7	38.80	3	2	6.51	-	4	1	-	2	-	
Subtotal		42.10	3	2	7.22	1	4	1	0	4	0	
COLLEGE												
RCC-Redwood Campus	Rogue Community College	85.54	1	1	1 site	-	-	-	-	-	-	
Subtotal		85.54	1	1	1 site	0	0	0	0	0	0	
OTHER SCHOOL PROPERTY												
Garrison Park	Grants Pass School District 7	4.70	2	-	-	-	-	-	-	-	-	Fields maintained by sports leagues for seasonal play. In the off season, fields are often in poor condition. Adjacent entry and paved parking owned by City.
Wetlands (Redwood Elementary)	Grants Pass School District 7	4.50	-	-	-	-	-	-	-	-	-	Two retention ponds, trail, viewing platforms, interpretative signage; trails; plantings.
Eckstein Park	Grants Pass School District 7	0.0 ¹										Leased to City.
Gilbert Creek Park	Grants Pass School District 7	0.0 ¹										Leased to City.
Subtotal		9.20	2	0	0	0	0	0	0	0	0	
Total		242.74	7	13	12	13	4	8	0	14	6	

¹ Grants Pass School District 7 owns both the 6.99 acre Eckstein Park and the 8.05 Gilbert Creek Park. The City leases, manages, and maintains these sites, giving first right of use to the School District. Park acreage and facilities are counted with the City's inventory.

Note: Facility data for Grants Pass School District 7 was provided in terms of square footage. These numbers were interpreted as numbers of facilities, using standard definitions for facility size. However, for multi-use fields, this data is presented here as field acreage. It is unclear whether this represents playable open space, designated fields with overlays, or delineated sport fields with multiple uses.

Table A-5: Park and Recreation Facility Inventory-City of Grants Pass Trails

TRAIL NAME	MILEAGE	PAVED TRAIL	DEVELOPED UNPAVED TRAIL	SIGNAGE	TRAILHEAD WITH PARKING	NOTES
Reinhart Volunteer Park	1.70	✓	✓	Interpretive	✓	Jogging trails - 0.3 miles of paved trails and 1.4 miles of unpaved trails. Interpretive signs around pond and on river bridge.
Allen Creek Trail	0.58	✓	-	Identification	✓	Trailhead at Garrison Park
Fruitdale Creek Trail	0.65	✓	-	Identification	✓	Parking available at Trollview.
Nebraska Canal Trail	0.32	✓	-	Identification	-	
Greenwood Trail	0.45	✓	-	Identification	✓	Rogue River overlook
West Park Street Trail	0.60	✓	-	-	-	From Tussing Park along fairgrounds to Pansy Lane.
"F" Street - Forest Hills Trail	0.60	✓	-	-	-	
Total	4.90					



Appendix B: Design Guidelines

TABLE B-1: DESIGN AND DEVELOPMENT GUIDELINES BY PARK CLASSIFICATION							
CLASSIFICATION	DEFINITION	BENEFITS	SIZE AND SERVICE	EXAMPLES	MINIMUM RESOURCES	ADDITIONAL RESOURCES	CONFLICTING RESOURCES
Mini Parks	Mini parks provide basic recreation opportunities on small lots within residential areas. Typically less than two acres in size, these parks are designed to serve residents in immediately adjacent neighborhoods. These parks provide limited recreation amenities, like playgrounds, benches, and picnic tables.	<ul style="list-style-type: none"> Provides access to basic recreation opportunities for nearby residents Contributes to neighborhood identity Provides green space within neighborhoods Protects the City's tree canopy Contributes to health and wellness Provides opportunities for outdoor recreation in developed areas 	<ul style="list-style-type: none"> Typically less than two acres Serves nearby residents 	<ul style="list-style-type: none"> Debo Park Hillside Park Lawnridge Park 	<ul style="list-style-type: none"> Children's play area (ages 2-12) ADA-compliant pathway system/sidewalks Park identification sign Site furnishings (bike rack, benches, trash/recycle receptacles, etc.) 	<ul style="list-style-type: none"> Sports courts (basketball or tennis court) Open turf area/multi-use field Small shelter or gazebo Landscaping (trees, shrubs, floral plantings) Picnic tables Restrooms (portable) Lighting 	<ul style="list-style-type: none"> Community garden Sports fields (baseball, football, soccer, softball) Destination facilities or resources with a citywide draw Large-group facilities Swimming pools (indoor or outdoor)
Neighborhood Parks	Neighborhood parks provide close-to-home recreation opportunities for nearby residents. Typically five to ten acres in size, these parks are designed to serve neighbors within walking and bicycling distance of the park. Neighborhood parks include amenities such as playground equipment, outdoor sport courts, sport fields, picnic tables, pathways, and multi-use open grass areas.	<ul style="list-style-type: none"> Provides access to basic recreation opportunities for nearby residents Provides a space for family and small group gatherings Contributes to neighborhood identity Provides green space within neighborhoods Protects the City's tree canopy Contributes to health and wellness Provides opportunities for outdoor recreation in residential areas 	<ul style="list-style-type: none"> Typically 5 -10 acres Serves residents located within walking and biking distance May include sport fields that attract users from greater distances 	<ul style="list-style-type: none"> Eckstein Park Fruitdale Park Gilbert Creek Park Morrison Centennial Park Redwood Park Westholm Park 	<ul style="list-style-type: none"> Children's play area (ages 2-12) Picnic tables ADA-compliant internal pathway system Perimeter path or sidewalks Open turf area/ multi-use field Trees Restroom (portable) Park identification sign At least two active recreation resources (see "May Include" list) Site furnishings (bike rack, benches, trash/recycle receptacles, etc...) 	<ul style="list-style-type: none"> Sports fields (baseball, football, soccer, softball, multi-purpose) Sports courts (basketball, tennis, wall ball, handball, racquetball, and/or volleyball courts) Other small-scale active recreation resources (skate spot, horseshoe pits, par course, shuffleboard lane, mini skate park) Interactive water feature (small-scale) Picnic shelter, shade structure or gazebo Picnic tables Restroom (permanent) Off-street parking Lighting Neighborhood activity building (multi-purpose) Landscaping (trees, shrubs, floral plantings) Public Art Dog exercise area 	<ul style="list-style-type: none"> Destination facilities or resources with citywide draw Sports complexes Full-service community or recreation centers Swimming pools (indoor or outdoor)

TABLE B-1: DESIGN AND DEVELOPMENT GUIDELINES BY PARK CLASSIFICATION							
CLASSIFICATION	DEFINITION	BENEFITS	SIZE AND SERVICE	EXAMPLES	MINIMUM RESOURCES	ADDITIONAL RESOURCES	CONFLICTING RESOURCES
Community Parks	Community parks provide both active and passive recreation opportunities that appeal to the entire community. Typically 25-30 acres, these sites draw residents from throughout the community. Community parks accommodate large numbers of people and offer a wide variety of facilities, such as group picnic areas and shelters, sport fields and courts, children’s play areas, horseshoes, gardens, trail or pathway systems, community festival or event space and green space or natural areas. Community parks require additional support facilities, such as off-street parking and restrooms.	<ul style="list-style-type: none"> Provides a variety of accessible recreation opportunities for all ages Provides opportunities for social and cultural activities Contributes to community identity Serves recreation needs of individual, families, small and large groups Contributes to health and wellness Connects residents to nature Provides green space within neighborhoods Protects the City’s tree canopy 	<ul style="list-style-type: none"> Typically 25-30 acres May draw residents from the entire community Provides access from a collector or arterial street Should be located to incorporate bus and transit access Supports bicycle and pedestrian access for nearby neighbors 	<ul style="list-style-type: none"> Riverside Park 	<ul style="list-style-type: none"> Children’s play area (ages 2-12) Picnic tables and benches Picnic shelter, shade structure or gazebo ADA-compliant internal pathway system Sports fields (baseball, football, rugby, soccer, softball, multi-purpose) Sport courts (basketball tennis, wall ball, and/or volleyball courts) Restrooms Off-street parking Open turf area Trees Park identification sign Site furnishings (bike rack, benches, trash/recycle receptacles, etc.) 	<ul style="list-style-type: none"> Active recreation resources (handball/racquetball court, croquet court, disc golf course, fitness stations/ par course, tennis backboard, horseshoe pit, shuffleboard lanes, mini skate park, etc.) Interactive water feature Sports complex Other facilities or resources with community-wide draw Community garden Off-leash dog area Outdoor stage Upgraded utility service to support special events Community activity building (multi-purpose) Natural areas Memorials Lighting Landscaping (trees, shrubs, floral plantings) Maintenance facilities Multi-use trails (looped path preferred), jogging trails Public Art 	<ul style="list-style-type: none"> Regional-scale facilities (large amphitheater/concert venue, arboretum, botanical garden, zoo, water park/aquatic center, regional sports/tournament complex; indoor nature center; multi-purpose recreation center) Regional-scale events

TABLE B-1: DESIGN AND DEVELOPMENT GUIDELINES BY PARK CLASSIFICATION							
CLASSIFICATION	DEFINITION	BENEFITS	SIZE AND SERVICE	EXAMPLES	MINIMUM RESOURCES	ADDITIONAL RESOURCES	CONFLICTING RESOURCES
Special Use Areas	Special use facilities include stand-alone recreation facilities not located within larger parks. Their size and service area vary depending on their use. Special use areas support single-purpose facilities, such as skate parks, boat ramps, swimming pools, community centers, urban plazas, and gardens.	<ul style="list-style-type: none"> Provides regional or citywide opportunities for recreation, social and cultural activities Serves recreation needs of families May provide other benefits depending on its purpose Contributes to community identity 	<ul style="list-style-type: none"> Ideal size is determined by use The size of the service area is determined by the type of facilities and opportunities offered The type of access required also depends on the use, but should include where appropriate pedestrian, bicycle, boat, public and private transit 	<ul style="list-style-type: none"> Baker Park Croxton Memorial Park Caveman Pool Grants Pass Skate Park 	<ul style="list-style-type: none"> Features and facilities to support a specialized recreation opportunity ADA-compliant internal pathway system Park identification sign Site furnishings (bike rack, benches, trash/recycle receptacles, etc.) 	<ul style="list-style-type: none"> Specialized active recreation facilities (skate park, tennis center, climbing wall, gymnasium) Multi-purpose community or recreation center Sport tournament complexes or stadiums Motorized or non-motorized boat launch with supporting facilities, e.g. boat trailer parking Commercial ventures or features; concessions Large-scale interactive water feature, water park or swimming pool Historical or interpretive facilities Community garden, botanical garden or arboretum Off-leash dog area Stage/amphitheatre Infrastructure to support large community events Natural areas/trees Memorials Landscaping (trees, shrubs, floral plantings) Maintenance facilities Multi-use trails, pedestrian trails Parking, lighting, restrooms 	<ul style="list-style-type: none"> Any resource, amenity, or facility that conflicts with the intended purpose of the site

TABLE B-1: DESIGN AND DEVELOPMENT GUIDELINES BY PARK CLASSIFICATION							
CLASSIFICATION	DEFINITION	BENEFITS	SIZE AND SERVICE	EXAMPLES	MINIMUM RESOURCES	ADDITIONAL RESOURCES	CONFLICTING RESOURCES
Regional Parks	Regional parks are large parks that provide access to unique natural or cultural features and/or regional-scale recreation facilities. Typically 50 acres or more in size, regional parks appeal to residents from throughout the city and beyond. These parks often include significant green space to preserve unique natural areas, riverfront corridors, wetlands, and agricultural or tree-covered areas. Regional parks also accommodate large group activities and often have infrastructure to support sporting events, festivals and other revenue-generating events to enhance the City's economic vitality and identity.	<ul style="list-style-type: none"> Provides opportunities for large-group activities and social gatherings Supports active and passive recreation Provides opportunities for experiencing nature Contributes to community identity and quality of life Enhances economic vitality of the City and region Protects valuable natural resources Contributes to the environmental health of the community, including protecting the tree canopy and improving water and air quality Provides opportunities for nature-based recreation and environmental education Promotes health and wellness 	<ul style="list-style-type: none"> Typically 50+ acres Regional service area (citywide and beyond) Provides access from an arterial street Should be located to support or incorporate pedestrian, bicycle, automotive, bus and transit access 	<ul style="list-style-type: none"> Reinhart Volunteer Park 	<ul style="list-style-type: none"> Park identification sign Site furnishings (bike rack, benches, trash/recycle receptacles, etc.) Small and large group picnic shelters ADA-compliant pathway system/sidewalk Parking (multiple lots to provide nearby access to large-group facilities) Restrooms (permanent; sufficient to support large-group facilities; additional portables may be brought in for special events) Natural areas Trees 	<ul style="list-style-type: none"> Festival space, special event venues (with upgraded utilities) Large-group areas, reunion venues, wedding space Community garden, orchard, botanical garden, or arboretum Fishing pond, fishing platform Boat ramp, boat launch Amphitheater/outdoor stage Small and large group picnic areas and shelters Dispersed picnic tables Thematic or destination children's play area (ages 2-12) Waterplay feature, pool, or aquatic center Multi-purpose fields (e.g., for Frisbee, model airplanes, kite flying, etc.) Sports field/sports court complexes Active recreation resources (handball/racquetball, disc golf, mini skate park, fitness stations/par course, horseshoe pit complex, climbing wall, shuffleboard lanes, etc.) Multi-purpose trails (looped where practical) Special use trails or pathways (jogging, mountain biking, nature interpretation, equestrian) Trailhead or entry Interpretive signage Viewpoints or viewing blinds Interpretive center, nature center, or educational facilities or classrooms (indoor or outdoor) Public art Maintenance facilities Specialized facilities to support the site's character or unique resources 	<ul style="list-style-type: none"> Facilities and landscaping should be appropriate for a diversity of park environments Active-use facilities and natural areas should be separated

TABLE B-1: DESIGN AND DEVELOPMENT GUIDELINES BY PARK CLASSIFICATION							
CLASSIFICATION	DEFINITION	BENEFITS	SIZE AND SERVICE	EXAMPLES	MINIMUM RESOURCES	ADDITIONAL RESOURCES	CONFLICTING RESOURCES
Green Space	<p>Green space provides natural or landscaped areas within the City in contrast to the built landscape. The size, shape, and service area of green space will vary depending on its function and use. Green space may be managed for different purposes, including:</p> <ul style="list-style-type: none"> Natural areas/greenways: These parks are designed to protect or conserve significant natural features, such as trees and tree canopy, rivers and streams, wetlands, steep hillsides, environmentally sensitive areas, and wildlife habitat. Where appropriate, these parks may also support outdoor recreation, such as trail-related opportunities, bird and wildlife viewing, environmental interpretation and education, and small-scale picnicking. Trail corridors: These linear-shaped parks may follow streams, abandoned railroad lines, transportation or utility rights-of-way, or elongated natural areas. These parks typically support facilities such as soft or hard-surfaced trails, interpretative and informational signage, and trailheads. Trail corridors may support non-motorized transportation, recreation, exercise, and community access by connecting significant destinations within the City. Pocket parks: These small parcels provide landscaped and/or natural green space primarily for passive uses. Typically less than 2 acres in size, these sites are designed to support green space within otherwise built environments, such as residential or commercial areas. These parks typically include amenities such as picnic tables, benches, and basic site amenities. 	<ul style="list-style-type: none"> Protects valuable natural resources and open space Contributes to the environmental health of the community, including protecting the tree canopy and improving water and air quality Contributes to community identity and quality of life Provides wildlife corridors through the City Improves the aesthetic quality and beauty of Grants Pass Encourages non-motorized transportation, such as walking and biking Improves community connectivity, by linking parks and other community destinations, such as schools, neighborhoods, shopping areas, and recreation opportunities provided by others <p>Provides opportunities for nature-based recreation and environmental education</p>	<ul style="list-style-type: none"> The size, shape, and service area of green space will vary depending on its function and use 	<ul style="list-style-type: none"> Allen Creek Trail Fruitdale Creek Trail Nebraska Canal Trail Greenwood Trail West Park Street Trail "F" Street – Forest Hills Trail Ogle Park Tussing Park 	<ul style="list-style-type: none"> Green space (landscaped or natural) Park identification sign Appropriate site furnishings (bike rack, benches, trash/recycle receptacles, etc.) 	<ul style="list-style-type: none"> Trail or pathway system Trailhead, trail kiosk, or entry Interpretive and directional signage Viewpoints, viewing blinds, or boardwalks Interpretive center or educational facilities or classrooms (indoor or outdoor) Preservation areas (with no public access) Picnic tables Shelter or gazebo Entry fountain (ornamental or interactive) Artwork Memorials, flag poles, or benches Off-street parking Restrooms (portable or permanent) Lighting Landscaping (trees, shrubs, floral plantings, including annuals and perennials) Natural areas and native trees Open turf areas 	<ul style="list-style-type: none"> Active use facilities (sports fields, paved courts, etc.) Any resource and level of development that conflicts with the intended purpose of the site

TABLE B-1: DESIGN AND DEVELOPMENT GUIDELINES BY PARK CLASSIFICATION							
CLASSIFICATION	DEFINITION	BENEFITS	SIZE AND SERVICE	EXAMPLES	MINIMUM RESOURCES	MAY INCLUDE ADDITIONAL RESOURCES	DOES NOT INCLUDE CONFLICTING RESOURCES
Beautification Areas	Beautification areas are landscaped areas typically located along street right-of-ways, medians, intersections, and entry ways. These areas provide visual benefits to the community and add to community identity, but have little or no recreational value.	<ul style="list-style-type: none"> Improves the aesthetic quality and beauty of Grants Pass Contributes to community identity and quality of life 	<ul style="list-style-type: none"> The size and shape of beautification areas will vary Serves the general community 	<ul style="list-style-type: none"> Kesterson Park Martin Park Stansfield Park Washington Park (median strip) Other designated medians throughout the City 	<ul style="list-style-type: none"> Depends on site 	<ul style="list-style-type: none"> Park identification sign Landscaping (trees, shrubs, floral plantings, including annuals and perennials) Passive use facilities (bench, picnic table) Artwork 	<ul style="list-style-type: none"> Active use facilities (sports fields, paved courts, etc.) Any resource and level of development that conflicts with the intended purpose of the site



Appendix C: User Fee Policies

USER FEES GUIDELINES

In Grants Pass, questions have been raised about the community's need to implement or increase user fees. These questions are discussed below, and recommendations are presented. Strategies and policies for implementing facility use fees are noted in Chapter 5.



Should the City charge for facility use or participating in recreation programs?

Most cities charge for the use of recreational facilities and for participating in most recreation programs. Reservation fees for facilities such as picnic shelters, wedding/event venues, sport fields, and equipment is common. However, fees vary from one community to the next as well as for various types of services within a community. These costs typically are based on a pricing philosophy and cost recovery strategy that is developed by each agency based on its values and needs.

Don't people already pay taxes for parks and recreation?

Taxes that support the City's general fund indirectly pays for some costs of park and facility development, recreation programs and maintenance. However, taxes do not cover all costs. For example, there are extra costs associated with the set-up, clean-up and maintenance of a facility reserved for a special event. Instead of raising taxes, most people feel that some costs should be shouldered by the group or individual who receives the benefit. Despite the value that parks provide to the community, taxpayers should not bear the burden of all costs, especially costs for events that mainly benefit specific individuals or community groups.

Should non-residents pay more than residents?

In many areas, non-residents, including residents of other communities and unincorporated areas use city recreation facilities and programs, but do not pay for them through city property or other taxes. In communities that offer a wide range of recreation programs and facilities, use by non-residents may be as high as 30%. Non-residents are often asked to pay a higher program or facility fee to help offset some of the costs of use. Even with this approach, non-residents typically do not pay the full cost of service.

Since Grants Pass is a regional center for parks and organized sports facilities, it serves the recreation needs of a very large area. Since non-residents are not paying for park services, it is necessary to charge higher rental and programming fees for non-residents to help offset costs for maintaining facilities.

How much should be charged?

There is no one pattern that communities follow for determining user fees. However, the national trend in parks and recreation is that most agencies are attempting to recover more costs associated with service provision and to reduce General Fund subsidy. Few rentals, events, or programs recover the true full cost of providing, operating, and maintaining a park facility. Therefore, fees often depend upon the amount the city is willing to (or can afford to) subsidize. Most cities develop pricing policies for program participation, facility use and equipment use. The policy guidelines will identify which services should be fee based and how much should be charged. The guidelines help determine an appropriate fee structure to meet cost recovery goals set by the city.

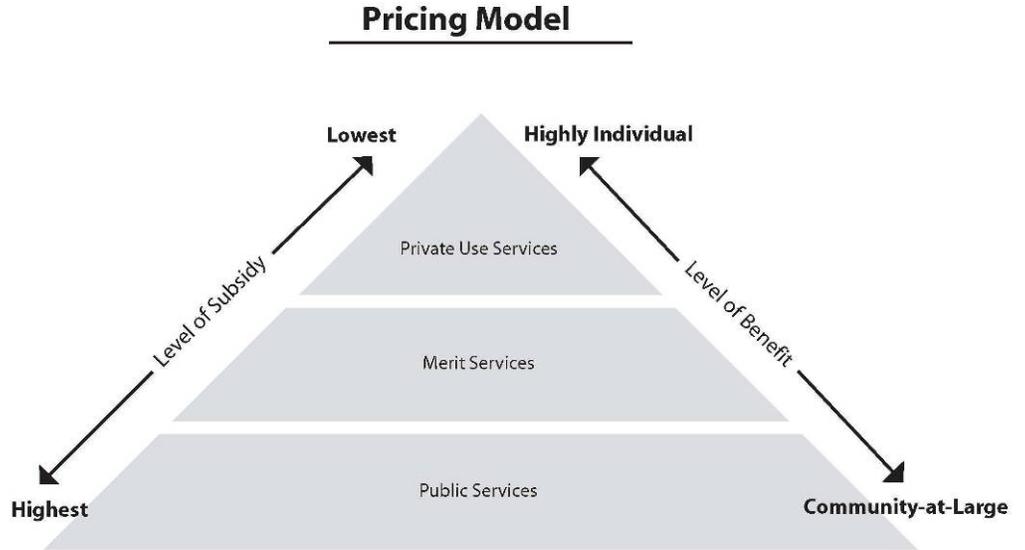
Can cost recovery goals vary by program or facility?

Cost recovery goals will vary for programs and facilities. Most cities use a pricing pyramid, such as the one on the next page, to determine appropriate fees. The pyramid can be divided into any number of tiers, and different City park services can be assigned to each tier. Services (programs/rentals) that provide the most community benefit are typically the most highly subsidized. Services that provide a high individual benefit often attempt to recover their costs (or in some cases generate a profit.) The type of service will directly determine the cost recovery or pricing strategy.

- Public services normally have little or no user fee associated with their consumption. The cost of providing these services is borne by the general tax base. These services provide all users the same level of opportunity to access the service, and often enhance the quality of life in the community. Examples may include public concerts in the park, a City event co-sponsored by Parks & Recreation (e.g., a Walk on the Rogue), etc.
- Merit services (with mixed individual/community benefits) charge a fee to recover a portion of the costs of service. The costs not covered by fees are subsidized by general taxes. The individual user receives a higher level of benefit from merit services than the general taxpayers. However, the taxpayers benefit as a whole because the service offers other public benefits as well. Examples may include a youth sports league or a senior barbecue provided by local non-profit organizations.
- Private use services (highly individualized) primarily benefit the individual user. This service requires the highest cost recovery strategy and little or no subsidy from general taxes. The community-at-large is unlikely to benefit from private use services. Examples

include weddings, concessions during events, tournament field rentals, and private parties.

Figure C-1: Pricing Model



Can we strive for 100% cost recovery?

For overall costs, cities often strive to recover 30% of their costs. This means that facility rentals and concessions may break even or generate revenue (100% +), but other services may lose money and require a subsidy. Each agency must set its own percentage for cost recovery, since service goals for specific services vary. For example, some cities who recover the direct cost of a program (instructor and materials) or facility rental (clean-up and regular trash removal) consider this 100% cost recovery. In reality, there are a variety of costs that can be associated with a facility, service or program which may or may not be considered in an agency’s cost recovery model. These include:

- **Direct Costs:** The specific costs may include instructors, materials or services (e.g., clean-up) specific to the facility or activity.
- **Direct Overhead:** Direct or indirect supervision of the program or site during the event, program, or rental. This may also include costs such as extra park clean-up before an event, mileage costs to check facilities prior to a rental/event, extra trash removal, etc.
- **Facility Overhead:** The combination of facility direct costs (the day-to-day costs maintain a facility, utilities, etc.

- **Operating Indirect Overhead:** Division level and shared costs, such as departmental management, registration/reservation staff, brochure, printing, photocopying, training, accounting support, technology, administrative office clerical support, computer, and equipment replacement charges.
- **Facility Indirect Overhead:** Calculated charges for the Parks and Recreation operational budget for routine on-going maintenance, repairs, and capital reinvestment needs based on increased use.

What percent of costs do other communities recover?

As noted above, it varies by community. The City of Ashland determined in 05/06 that their cost recovery for facilities was just over 17%. The City implemented a new pricing policy in July 2007 to attempt to recover 31% of the costs associated with operating and maintaining all facilities. The City of Medford implemented new pricing policy guidelines after a 2005 review of fees and charges. Their cost recovery plan clearly defines and assigns cost recovery targets to all services (e.g., facility rentals, programs, events, concessions) based on their pricing pyramid and goals. While some programs offer a 50% subsidy of direct costs, other target full cost recovery (including all overhead). In 2005, Josephine County implemented a day-use fee for most parks to support parks operations and maintenance. However, many parks are still maintained at a fairly low level of service. Jackson County strives to make each park location as self-sufficient as possible, using fees, grants, entitlements, revenue-generating events, concessions, volunteers, and partnerships to provide recreation experiences at the lowest cost. However, this sometimes means that facilities are operated and maintained by groups who keep these facilities gated and closed when not in use. Each jurisdiction defines its own cost recovery and pricing strategies based on the amount it can afford to subsidize.



How do facility fees in Grants Pass compare to other cities?

Since this Master Plan is focused primarily on parks and facilities, a user fee matrix was created to compare Grants Pass facility user fees to those charged by other cities (Table C-1). City and County pricing strategies vary tremendously, as does the size and condition of facilities, so it is difficult to compare across jurisdictions. In general, the City of Grants Pass appears to be slightly lower in its facility fees.

How much should program participants be charged for facility use?

Most cities include moderate charges in their program fees to help offset the cost of facility use. This rarely covers the direct cost of use. Therefore, each city must decide how much it can afford to charge, without turning participants away. This is based on market considerations, such as the supply and demand for facilities/services based on similar options available in the city. Many cities typically add a \$2-\$10 “facility fee” in with program charges. In some cases, subsidized groups (e.g., youth, seniors, and special needs populations, non-profit organizations) pay a smaller facility charge, while others (adults, business, or for-profit organizations) may be charged more.

Should user fees in Grants Pass be increased?

Given the current economic climate and the financial challenges faced by the City, Grants Pass should strive to generate more revenue from parks facilities and services, and to decrease General Fund subsidy. The City should increase user fees based on a cost recovery strategy to a reasonable amount that the market can bear. The City should also increase the number of revenue-generating facilities, such as picnic shelters, sports fields, and other rental facilities, to increase its revenue generating capacity. This will help sustain parks and recreation services for current and future users. A new pricing strategy is especially important to offset the loss of maintenance funds from other sources. User fee/rental strategies for Grants Pass are presented in Chapter 5, Section E. These recommendations are based on the considerations noted above.



Appendix D: Park System Costs

PARK SYSTEM COSTS

Appendix D presents the park costs associated with maintaining, improving, and expanding park system. This appendix includes three tables:



- Table D-1: Park System Cost Estimates identifies costs by site for maintenance, capital improvements, land acquisition, park development, and future reinvestment.
- Table D-2: City of Grants Pass Average Costs reflects the cost per acre or cost per mile for maintenance, improvements, acquisition and development for each park type. These average costs are used to calculate the total costs noted in Table D-1.
- Table D-3: Potential Park System Costs (All Existing Parks, Proposed Parks, and Proposed Partnerships) provides a total estimate of costs if every recommendation to achieve the desired park system could be implemented.

PARK COSTS

Table D-1 presents the costs associated with the current park system, as well as maintenance costs that will be incurred after sites are renovated and new parks are brought online. The goal of this table to identify the amount of funding needed to create a sustainable park system, where assets are maintained to contribute to community livability.

The table illustrates the costs for all recommended park system improvements to meet identified recreation needs over the next 20 years. The utility of this spreadsheet is that maintenance and capital can be calculated quickly if priorities and available funding changes. Consequently, this appendix provides a useful tool to gauge project costs as funding resources decline and/or rebound in the future.

All costs presented are estimated in 2009 dollars, not accounting for inflation. To assist City planners into the future, these costs should be adjusted for inflation as well as the changing market value of labor and materials.

Overview of Table D-1

In Table D-1, individual park sites are noted by their park classification, as these appear in the City's park and facility inventory. Existing park sites appear first, followed by proposed new parks and partnerships. Information in the table is organized as noted below.

Site Information

The first five columns include reference information about each site:

- *Park Name:* This is the site name as noted in the inventory. In some cases, proposed parks are identified by their proposed location.
- *Total Site Acreage:* This column reflects park acreage, as noted in the park and facility inventory.
- *Trail Miles:* An estimated length for proposed trails (in miles) is noted in this column. If a 20-foot corridor is acquired for these trails, then approximately 2.4 acres will be needed per mile of trail.
- *% of Park Currently Developed:* This percentage is an approximation of current site development. This number contrasts to the percentage of development after additional facilities are added, which appears in Column 15. Maintenance costs will increase when the site is fully developed.

Recommended Capital Development

Columns 6-15 note the estimated costs associated with recommended projects for park acquisition, development, improvements to City sites, and improvements to partner sites. Recommendations are noted by an "X" indicating the type of improvement needed. Typically, these projects are system enhancements, eligible for SDC funding. Potential improvements include:

- *Park Land Acquisition:* Land acquisition for various types of parks can be targeted in areas of identified need. (Land needs are summarized in Chapter 4.) Park land acquisition should be prioritized on a case by case basis. In some areas, it may be wise to acquire park sites in targeted areas when opportunities arise, or before the opportunity is lost. Acquisition costs vary by the type of the park land that is acquired.
- *Park Development:* Parks should be developed according to the Design and Development Guidelines presented in Appendix B. Sites may be developed in phases as funding allows. In the table, the percentage of anticipated development in the next 20 years is noted. Costs are calculated based on this percentage of development.
- *City Site Improvements:* Most park sites and facilities in Grants Pass are in good condition, so major renovations are not needed. However, several sites need minor enhancements or facility additions to expand their recreation capacity or enhance site use. This may include adding site furnishings and playgrounds as per design guidelines, improving trail access to facilities within the park, or other minor improvements.

Table D-1: Park System Cost Estimates

	Site Information				Recommended Capital Improvements and Costs								Modifier	Reinvestment Costs		Maintenance Costs			
	Acres	Trail Miles	Maintenance Tier (Existing)	% of Park Currently Developed and Under City Mgmt	Acquire	Develop	Improve City Site	Improve Partner Site	Acquisition	Development	City Site Improvement	Partner Site Improvement		Total Capital Cost	% of Park Developed (Post Development)	Future Reinvestment	Annualized Future Reinvestment	Current Annual Maintenance Cost	Maintenance Tier (Post Development)
EXISTING PARK SYSTEM																			
MINI PARKS																			
Debo Park	0.49		Standard	100%			x		\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000	100%	\$ 9,800	\$ 490	\$ 2,450	Standard	\$ 2,450
Hillside Park	1.92		Standard	100%			x		\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000	100%	\$ 38,400	\$ 1,920	\$ 9,600	Standard	\$ 9,600
Lawnridge Park	1.43		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 28,600	\$ 1,430	\$ 7,150	Standard	\$ 7,150
Subtotal	3.84								\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000		\$ 76,800	\$ 3,840	\$ 19,200		\$ 19,200
NEIGHBORHOOD PARKS																			
Eckstein Park	6.99		Standard	100%			x		\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000	100%	\$ 139,800	\$ 6,990	\$ 34,950	Standard	\$ 34,950
Fruitdale Park	6.30		Standard	50%		x			\$ -	\$ 787,500	\$ -	\$ -	\$ 787,500	100%	\$ 126,000	\$ 6,300	\$ 15,750	Standard	\$ 31,500
Gilbert Creek Park	8.05		Standard	100%			x		\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000	100%	\$ 161,000	\$ 8,050	\$ 40,250	Standard	\$ 40,250
Morrison Centennial Park	8.36		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 167,200	\$ 8,360	\$ 41,800	Standard	\$ 41,800
Redwood Park	8.41		Standard	75%		x			\$ -	\$ 525,625	\$ -	\$ -	\$ 525,625	100%	\$ 168,200	\$ 8,410	\$ 31,538	Standard	\$ 42,050
Westholm Park	3.60		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 72,000	\$ 3,600	\$ 18,000	Standard	\$ 18,000
Subtotal	41.71								\$ -	\$ 1,313,125	\$ 300,000	\$ -	\$ 1,613,125		\$ 834,200	\$ 41,710	\$ 182,288		\$ 208,550
COMMUNITY PARKS																			
Riverside Park	31.65		High Standard	97%		x			\$ -	\$ 332,325	\$ -	\$ -	\$ 332,325	100%	\$ 949,500	\$ 47,475	\$ 276,305	High Standard	\$ 284,850
Subtotal	31.65								\$ -	\$ 332,325	\$ -	\$ -	\$ 332,325		\$ 949,500	\$ 47,475	\$ 276,305		\$ 284,850
REGIONAL PARK																			
Reinhart Volunteer Park	58.19		High Standard	98%		x			\$ -	\$ 407,330	\$ -	\$ -	\$ 407,330	100%	\$ 1,745,700	\$ 87,285	\$ 513,236	High Standard	\$ 523,710
Subtotal	58.19								\$ -	\$ 407,330	\$ -	\$ -	\$ 407,330		\$ 1,745,700	\$ 87,285	\$ 513,236		\$ 523,710
SPECIAL USE AREAS																			
Baker Park	2.79		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 83,700	\$ 4,185	\$ 19,530	Standard	\$ 19,530
Croxton Memorial Park	1.70		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 51,000	\$ 2,550	\$ 11,900	Standard	\$ 11,900
Caveman Pool	0.93		High Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 27,900	\$ 1,395	\$ 8,370	High Standard	\$ 8,370
Grants Pass Skate Park	5.36		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 160,800	\$ 8,040	\$ 37,520	Standard	\$ 37,520
Mountain Bike Hill	19.60		Undeveloped	0%		x			\$ -	\$ 1,029,000	\$ -	\$ -	\$ 1,029,000	15%	\$ 88,200	\$ 4,410	\$ 9,800	Standard	\$ 20,580
Subtotal	30.38								\$ -	\$ 1,029,000	\$ -	\$ -	\$ 1,029,000		\$ 411,600	\$ 20,580	\$ 87,120		\$ 97,900
GREEN SPACE																			
Allen Creek Trail	4.00		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 40,000	\$ 2,000	\$ 20,000	Standard	\$ 20,000
Fruitdale Creek Trail	9.24		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 92,400	\$ 4,620	\$ 46,200	Standard	\$ 46,200
Nebraska Canal Trail	1.57		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 15,700	\$ 785	\$ 7,850	Standard	\$ 7,850
Ogle Park	0.25		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 2,500	\$ 125	\$ 1,250	Standard	\$ 1,250
Tussing Park	5.50		High Standard	50%		x			\$ -	\$ 550,000	\$ -	\$ -	\$ 550,000	100%	\$ 55,000	\$ 2,750	\$ 19,250	High Standard	\$ 38,500
Greenwood Trail*	4.09		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 40,900	\$ 2,045	\$ 20,450	Standard	\$ 20,450
West Park Street Trail	0.00		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	Standard	\$ -
F Street - Forest Hills Trail	4.34		Standard	100%					\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ 43,400	\$ 2,170	\$ 21,700	Standard	\$ 21,700
Subtotal	28.99								\$ -	\$ 550,000	\$ -	\$ -	\$ 550,000		\$ 289,900	\$ 14,495	\$ 136,700		\$ 155,950
Total Developed	194.76								\$ -	\$ 3,631,780	\$ 600,000	\$ -	\$ 4,231,780		\$ 4,307,700	\$ 215,385	\$ 1,214,848		\$ 1,290,160
PROPOSED PARKS AND TRAILS																			
NEIGHBORHOOD PARKS																			
Overland Park Reserve	9.14		Undeveloped	0%		x			\$ -	\$ 2,285,000	\$ -	\$ -	\$ 2,285,000	100%	\$ 182,800	\$ 9,140	\$ 4,570	Standard	\$ 45,700
Allenwood Park Reserve	9.79		Undeveloped	0%		x			\$ -	\$ 2,447,500	\$ -	\$ -	\$ 2,447,500	100%	\$ 195,800	\$ 9,790	\$ 4,895	Standard	\$ 48,950
New Site: West Grants Pass	7.5			0%	x	x			\$ 750,000	\$ 1,875,000	\$ -	\$ -	\$ 2,625,000	100%	\$ 150,000	\$ 7,500	\$ -	Standard	\$ 37,500
New Site: Northeast Grants Pass ¹	5.0			0%		x			\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,250,000	100%	\$ 100,000	\$ 5,000	\$ -	Standard	\$ 25,000
New Site: Northwest Grants Pass	7.5			0%	x	x			\$ 750,000	\$ 1,875,000	\$ -	\$ -	\$ 2,625,000	100%	\$ 150,000	\$ 7,500	\$ -	Standard	\$ 37,500
New Site: Harbeck/Grandview Area	7.5			0%	x	x			\$ 750,000	\$ 1,875,000	\$ -	\$ -	\$ 2,625,000	100%	\$ 150,000	\$ 7,500	\$ -	Standard	\$ 37,500
New Site: Nebraska Canal Area	5.0			0%	x	x			\$ 500,000	\$ 1,250,000	\$ -	\$ -	\$ 1,750,000	100%	\$ 100,000	\$ 5,000	\$ -	Standard	\$ 25,000
Subtotal	51.43								\$ 2,750,000	\$ 12,857,500	\$ -	\$ -	\$ 15,607,500		\$ 1,028,600	\$ 51,430	\$ 9,465		\$ 257,150

	Acres	Trail Miles	Maintenance Tier (Existing)	% of Park Currently Developed and Under City Mgmt	Acquire	Develop	Improve City Site	Improve Partner Site	Acquisition	Development	City Site Improvement	Partner Site Improvement	Total Capital Cost	% of Park Developed (Post Development)	Future Reinvestment	Annualized Future Reinvestment	Current Annual Maintenance Cost	Maintenance Tier (Post Development)	Post Development Annual Maintenance Cost
COMMUNITY PARKS																			
Community Park	Below								\$ -	\$ -			\$ -						
Allen Creek Reserve	12.81		Undeveloped	0%		x			\$ -	\$ 4,483,500	\$ -		\$ 4,483,500	100%	\$ 384,300	\$ 19,215	\$ 6,405	High Standard	\$ 115,290
Garrison Fields (Lease agreement)	4.70			0%			x		\$ -	\$ -	\$ 150,000		\$ 150,000	100%	\$ 141,000	\$ 7,050	\$ -	High Standard	\$ 42,300
New Acquisition	15.00			0%	x	x			\$ 1,125,000	\$ 5,250,000	\$ -	\$ -	\$ 6,375,000	100%	\$ 450,000	\$ 22,500	\$ -	High Standard	\$ 135,000
Subtotal	32.51								\$ 1,125,000	\$ 9,733,500	\$ 150,000	\$ -	\$ 11,008,500		\$ 975,300	\$ 48,765	\$ 6,405	\$ -	\$ 292,590
REGIONAL PARK																			
River Road Reserve	247.66		Undeveloped	0%		x			\$ -	\$ 43,340,901	\$ -	\$ -	\$ 43,340,901	50%	\$ 3,714,934	\$ 185,747	\$ 123,831	High Standard	\$ 1,114,480
SPECIAL USE AREAS																			
Dog park	8.00			0%		x			\$ -	\$ 280,000	\$ -	\$ -	\$ 280,000	10%	\$ 24,000	\$ 1,200	\$ -	Standard	\$ 5,600
Downtown plaza	1.00			0%	x	x			\$ 75,000	\$ 350,000	\$ -	\$ -	\$ 425,000	100%	\$ 30,000	\$ 1,500	\$ -	High Standard	\$ 9,000
5th Street River Overlook	0.39		Standard	30%		x			\$ -	\$ 95,550	\$ -	\$ -	\$ 95,550	100%	\$ 11,700	\$ 585	\$ 819	Standard	\$ 2,730
8th Street River Overlook	0.30		Standard	30%		x			\$ -	\$ 73,500	\$ -	\$ -	\$ 73,500	100%	\$ 9,000	\$ 450	\$ 630	Standard	\$ 2,100
Greenwood Overlook	0.51		Standard	30%		x			\$ -	\$ 124,950	\$ -	\$ -	\$ 124,950	100%	\$ 15,300	\$ 765	\$ 1,071	Standard	\$ 3,570
Hillcrest Park Reserve	10.12		Undeveloped	0%			x		\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000	10%	\$ 30,354	\$ 1,518	\$ 5,059	Standard	\$ 7,083
USFS Complex	3.32			0%	x	x			\$ 249,000	\$ 1,162,000	\$ -	\$ -	\$ 1,411,000	100%	\$ 99,600	\$ 4,980	\$ -	High Standard	\$ 29,880
Subtotal	23.64								\$ 324,000	\$ 2,086,000	\$ 150,000	\$ -	\$ 2,560,000		\$ 219,954	\$ 10,998	\$ 7,579	\$ -	\$ 59,963
GREENSPACE																			
Nursery Park Reserve	4.90		Undeveloped	0%		x			\$ -	\$ 980,110	\$ -	\$ -	\$ 980,110	100%	\$ 49,006	\$ 2,450	\$ 2,450	Standard	\$ 24,503
Parkway Park Reserve	6.38		Undeveloped	0%		x			\$ -	\$ 1,276,000	\$ -	\$ -	\$ 1,276,000	100%	\$ 63,800	\$ 3,190	\$ 3,190	Standard	\$ 31,900
F and Woodson Park Reserve	11.72		Undeveloped	0%					\$ -	\$ 586,000	\$ -	\$ -	\$ 586,000	25%	\$ 29,300	\$ 1,465	\$ 5,860	Standard	\$ 14,650
Rogue River Bridge/Trailhead ²	12.00			0%	x	x	x		\$ 600,000	\$ 2,400,000	\$ 150,000	\$ -	\$ 3,150,000	100%	\$ 120,000	\$ 6,000	\$ -	Standard	\$ 60,000
Rogue River Greenway Regional Trail ²																			
Segment 1: RRR Bridge to Schroeder	1.44	0.60		0%	x	x			\$ 72,000	\$ 288,000	\$ -	\$ -	\$ 360,000	100%	\$ 14,400	\$ 720	\$ -	Standard	\$ 7,200
Segment 2: Schroeder to Redwood Park	1.68	0.70		0%	x	x			\$ 84,000	\$ 336,000	\$ -	\$ -	\$ 420,000	100%	\$ 16,800	\$ 840	\$ -	Standard	\$ 8,400
Segment 3: Redwood to Fairgrounds	2.16	0.90		0%	x	x			\$ 108,000	\$ 432,000	\$ -	\$ -	\$ 540,000	100%	\$ 21,600	\$ 1,080	\$ -	Standard	\$ 10,800
Segment 4: Riverside to Parkway Bridge	1.20	0.50		0%	x	x			\$ 60,000	\$ 240,000	\$ -	\$ -	\$ 300,000	100%	\$ 12,000	\$ 600	\$ -	Standard	\$ 6,000
Segment 5: Parkway Bridge to Tom Pearce Trailhead	4.80	2.00		0%	x	x			\$ 240,000	\$ 960,000	\$ -	\$ -	\$ 1,200,000	100%	\$ 48,000	\$ 2,400	\$ -	Standard	\$ 24,000
Tom Pearce Trailhead ²	5.00			0%	x	x			\$ 250,000	\$ 1,000,000	\$ -	\$ -	\$ 1,250,000	100%	\$ 50,000	\$ 2,500	\$ -	Standard	\$ 25,000
River City Trail ²																			
Segment 1: Fairgrounds to Allen Creek Park	1.80	0.75		0%	x	x			\$ 90,000	\$ 360,000	\$ -	\$ -	\$ 450,000	100%	\$ 18,000	\$ 900	\$ -	Standard	\$ 9,000
Segment 2: Allen Creek Trail to Allenwood	0.96	0.40		0%	x	x			\$ 48,000	\$ 192,000	\$ -	\$ -	\$ 240,000	100%	\$ 9,600	\$ 480	\$ -	Standard	\$ 4,800
Segment 3: Allenwood to Cathedral Hills (238 Crossing)	0.48	0.20		0%	x	x			\$ 24,000	\$ 96,000	\$ -	\$ -	\$ 120,000	100%	\$ 4,800	\$ 240	\$ -	Standard	\$ 2,400
Segment 4: Parkway Bridge to Fruitdale Creek Trail	2.40	1.00		0%	x	x			\$ 120,000	\$ 480,000	\$ -	\$ -	\$ 600,000	100%	\$ 24,000	\$ 1,200	\$ -	Standard	\$ 12,000
Segment 5: Fruitdale Creek Trail to Cathedral Hills	1.20	0.50		0%	x	x			\$ 60,000	\$ 240,000	\$ -	\$ -	\$ 300,000	100%	\$ 12,000	\$ 600	\$ -	Standard	\$ 6,000
Subtotal	58.12								\$ 1,756,000	\$ 9,866,110	\$ 150,000	\$ -	\$ 11,772,110		\$ 493,306	\$ 24,665	\$ 11,500	\$ -	\$ 246,653
PARTNERSHIPS																			
Schroeder Park	24.00			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Fairgrounds	52.48			0%		x			\$ -	\$ 4,592,000	\$ -	\$ -	\$ 4,592,000	25%	\$ 393,600	\$ 19,680	\$ -		\$ -
Lathrop Boat Ramp	0.25			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Wetlands (Redwood Elementary)	4.50			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Redwood Elementary School Park	3.00			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Lincoln Elementary School Park	3.00			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Wetland at Yucca Lane	2.20			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Wetland at Eastwood Lane	1.00			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Wetland at Ravenwood Drive	1.20			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Wetland at Cashmere Drive	5.60			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Cathedral Hills	422.00			0%			x		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000		\$ -	\$ -	\$ -		\$ -
Subtotal	519.23								\$ -	\$ 4,592,000	\$ -	\$ 750,000	\$ 5,342,000		\$ 393,600	\$ 19,680	\$ -		\$ -
TOTAL PROPOSED	932.59								\$ 5,955,000	\$ 82,476,011	\$ 450,000	\$ 750,000	\$ 89,631,011		\$ 6,825,694	\$ 341,285	\$ 158,780		\$ 1,970,836
TOTAL DEVELOPED AND PROPOSED PARK LAND	1127.35								\$ 5,955,000	\$ 86,107,791	\$ 1,050,000	\$ 750,000	\$ 93,862,791		\$ 11,133,394	\$ 556,670	\$ 1,373,628		\$ 3,260,996

¹ The proposed new neighborhood park in NE Grants Pass includes costs for 5 acres of park development. The City will consider options such as using the Hillcrest Park Reserve or forming a partnership with the School District to meet land needs. If the Hillcrest Reserve or Lincoln Elementary are planned for this development, neighborhood park facilities can be built in addition to the other proposed development projects at these sites.

² The cost estimates associated with trails and trailheads may change significantly when actual trail routes and trailhead locations are identified.

- *Partner Site Improvements*: Where the City is recommended to establish a formal partnership with another provider, this column represents the average contribution the City may make to support site improvements or enhancements. (Note: Since the Fairgrounds are anticipated to require major renovation or re-development, these costs are noted as site development rather than a partnership.)
- *Total Capital Costs*: This column represents the sum total for recommended improvements at each site.
- *% of Park Developed (After Improvements)*: This column notes the anticipated level of park development at the end of 20 years, as a basis for calculating maintenance and capital reinvestments costs after sites are developed or improvements are made.

Reinvestment Costs

Capital reinvestment involves replacing outdated or worn facilities as scheduled based on their age and use. Funds should be set aside annually so that the City has money to replace facilities when needed. This reduces the need to remove unsafe facilities or sink funds inefficiently into facilities that are past their prime. Columns 16 and 17 note reinvestment costs for the 20-year planning horizon, including the amount that should be set aside annually. The amount of these future reinvestment costs is based on the anticipated development if the entire site was developed immediately. Total reinvestment funds should be prorated once a timeline for projects has been identified. The 20-year cost will depend on when projects are brought on line.

Maintenance Costs

Columns 18 and 19 note annual maintenance costs to take care of the park system. Maintenance costs are divided into three service tiers: high standard, standard, and undeveloped. (These service levels are defined in Chapter 6.) The assignment of sites to maintenance tiers reflects the anticipated amount of maintenance needed at the site, based on factors such as the level of development and frequency of use. These costs are presented in terms of current costs and post-development costs.

Complete System Costs

Given existing economic uncertainties, the availability of funding will play a great role in determining when new projects are initiated and completed. For this reason, complete system costs are not calculated, since total costs depend on the timeline for project implementation. Complete system costs are based on total capital costs, plus annual reinvestment costs, plus annual maintenance costs for all existing and newly developed parks. These are discussed in more detail in Chapter 6.

PARK COSTS

Table D-2 identifies average costs for park maintenance and improvements by park type. These costs are noted per acre and per mile as appropriate. Per-acre costs have been customized for the City of Grants Pass in 2009 dollars, based on their unique park system and the City's anticipated development for each park type. These costs were cross-checked against the cost assumptions used by other park jurisdictions to ensure that they are in line with comparable park agencies.



Overview of Table D-2

The following costs categories were used in the formulas created for Table D-2:

- Mini and Neighborhood Parks.
- Community, Regional, and Special Use Parks
- Green Space and Trail Corridors
- Trails (in miles)

Cost Assumptions

The costs noted in Table D-2 were developed based on past expenditures, the 2008 and 2009 Capital Improvement Project budgets, maintenance costs presented in the FY2010 Adopted Budget, and local land acquisition costs. Grants Pass costs were compared to those of nearby jurisdictions and refined by a consulting team based on costs in comparable cities throughout Oregon. In general, these costs are more conservative than those of other providers. Costs are based on the following assumptions:

- Average real estate costs for land acquisition range on average from \$50,000 - \$100,000 per acre. Parcels inside the City will be more expensive than those outside the Urban Growth Boundary or at the perimeter. These costs may need to be reduced if applied to acquisitions in the UGB expansion areas.
- Park development costs are set lower than industry standards, reflecting the efficiency at which Grants Pass park sites are developed. These costs also take into account the incorporation of green space into parks of other types. Average costs range from \$200,000 to \$350,000 per acre depending on the park type.
- Detailed cost estimates for past projects noted in the City's CIP were used to determine an average cost (\$150,000) for City site improvements. This is a flat cost, not a cost per acre.

Table D-2: City of Grants Pass Average Costs (for Park Maintenance, Improvements, Acquisition, and Development)

PARK TYPE	MAINTENANCE COSTS			CAPITAL COSTS				PARTNER SITE IMPROVEMENT
	Undeveloped	Standard	High	Acquisition	Development	Improvement	Reinvestment	
Mini & Neighborhood Parks (per acre)	\$500	\$5,000	\$7,000	\$100,000	\$250,000	\$150,000	\$20,000	\$75,000
Community, Regional, & Special Use Parks (per acre)	\$500	\$7,000	\$9,000	\$75,000	\$350,000	\$150,000	\$30,000	\$75,000
Green Space & Trail Corridors (per acre)	\$500	\$5,000	\$7,000	\$50,000	\$200,000	\$150,000	\$10,000	\$75,000
Trails (per mile)	\$1,200	\$12,000	\$16,800	\$120,000	\$480,000	\$360,000	\$24,000	\$180,000

- Costs for improvements at partnership sites were based on the assumption that the City would contribute half of the funds needed for an identified improvement (\$75,000). This is a flat cost, not a cost per acre.
- Capital replacement costs are based on an investment of \$10,000 to \$30,000 per acre (depending on the park type) for improvements every 20 years. These will cover minor repairs such as resurfacing sport courts; replacing restroom features and valves; painting and implementing concrete improvements; repairing fences, backstops, and other amenities; repaving trails, repairing and reseeding turf areas; installing high efficiency irrigation systems, etc. These costs should also contribute toward playground renovation and the replacement of facilities with an average lifecycle of 30+ years.
- Calculations from landscape architects were used to determine costs per mile associated with trail development. These are based on a 20-foot corridor, with on average, 2.4 acres per mile.

TOTAL COSTS FOR THE DESIRED PARK SYSTEM

Table D-3 summarizes the total costs for park system development if every park could be developed as desired. This creates a \$93.8 million price tag to implement all capital projects, along with \$3.8 million in annual costs to take care of this park system. Clearly, this is more than the City can afford in the next 20 years. Consequently, these costs were used to help identify priority project for the park system, which are presented in Chapter 6.

Table D-3: Potential Park System Costs (For All Existing Parks, Proposed Parks, and Proposed Partnerships)

	ESTIMATED TOTAL COSTS
Capital Improvements	
Acquisition	\$5,955,000
Development	\$86,108,000
City Site Improvement	\$1,050,000
Partner Site Improvement	\$750,000
Subtotal Capital Costs	\$ 93,863,000
Annual Capital Reinvestment	\$557,000
Annual Maintenance	\$3,261,000
Subtotal Annual Costs*	\$3,818,000

* These are estimated costs at build-out, when all projects are implemented.



Appendix E: Potential Funding Sources

POTENTIAL FUNDING SOURCES

There are a number of possible funding sources for programs, non-capital projects, parks and facilities acquisition, development, and maintenance. Most sources are limited in scope and can only be used to fund specific types of projects. Because of these limitations, the City of Grants Pass will have to carefully consider all funding options to determine the best strategy for implementing system improvements, especially those that increase the need for maintenance or operations funding. This appendix lists potential funding sources for operations and capital projects, including a brief summary of each source. It also discusses the City's method for distributing program generated resources.



A. OPERATIONS FUNDING

Securing funds for maintenance and operations is a challenge for many cities. The following funding sources may be used for ongoing maintenance and operations, as well as capital projects.

General Fund

This fund accounts for all City financial resources that are not specifically tied to another fund. Resources include beginning fund balance, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, interest on investments, miscellaneous revenues, and inter-fund transfers. General fund revenues support program expenditures for Policy & Legislation, Public Safety, Parks and Development. It also funds the Mayor, City Council, Public Safety Field Operations, Public Safety Support Services, Crisis Support, Street Lighting, Code Enforcement, Park Maintenance, Aquatics, Recreation, Planning, Building and Safety, Economic Development, Tourism, and Downtown.

The General Fund supports several internal service funds account for the financing of goods or services provided by one department or agency to another on a cost reimbursement basis. These funds include the following, which support parks and recreation.

- Administrative Services Fund
- Insurance Services Funds
- Fleet Operation Funds
- Support Services Funds

Property Tax

Property Taxes are levied against all taxable land and structures in the City. The tax requirement is based on the assessed value of the property. Approximately 93 percent of the tax levy is collected in the current fiscal year and the balance is collected over the next several years as delinquent taxes.

Other Taxes and Surcharges

Many cities use tax mechanisms to help fund park and recreation projects and services. Four tax sources currently support the General Fund: franchise tax, business license tax, amusement tax, and transient room tax. The City could explore other potential tax mechanisms as part of the City's overall revenue strategy.

- **Franchise Tax:** This tax is collected from public service agencies for the use of the City owned right-of-way. The major franchise agreements are for electric, gas, cable television, garbage collection, and telephone.
- **Business License:** This tax is levied against all businesses operating within the City based on the number of employees.
- **Amusement Tax:** This tax is levied against those establishments with amusement devices including pool tables and pinball machines.
- **Transient Room Tax:** This tax fund was created in 1982 to account for the receipt and disbursement of room tax revenues. These taxes currently support the General Fund.
- **Tourism Tax:** Several Oregon cities use broader rental, restaurant and motel taxes to support parks and recreation. These dedicated funds directly support department activities. While the City of Grants Pass applies hotel/motel taxes to its General Fund revenue, currently a portion is not dedicated to support parks and recreation.
- **Park Utility Fee:** A park utility fee creates dedicated funds to help offset the cost of park maintenance. Most City residents pay water and sewer utility fees. The park utility fee applies to all households and businesses and is collected through the utility billing system. Park utility fees have the potential to be a significant and stable revenue stream for local jurisdictions.

Licenses and Permits

This funding mechanisms support General Fund dollars in Grants Pass:

- **Liquor License:** This license is required of all establishments serving alcoholic beverages. Currently, the City will not sell a liquor license for activities within parks.

- **Peddlers License:** This license required of all retailers temporarily marketing goods and services in Grants Pass. The City could encourage

Revenue from Other Agencies

This funding mechanism refers to intergovernmental funds transferred from outside agencies, such as state or federal government as an allocated pass-through revenue source. Examples include:

- **State Revenue Sharing:** This includes a dedicated portion of state liquor tax, which is distributed to local governments to be used at their discretion. It is distributed on the bases of population and the local taxing effort.
- **Cigarette Tax:** This state shared revenue is collected through a state tax on the sale of cigarettes. It is distributed to cities on the basis of population.
- **Liquor Tax:** This state shared revenue is collected through a state tax on the sale of alcoholic beverages. It is distributed to cities on the basis of population.

Interest Earnings

Interest earnings refer to the amount of interest earned on reserved or fund balances during the fiscal year Interest is collected on temporarily idle funds in accordance with the investment policy adopted by Council. These funds are made available when the income is received before it needs to be dispersed. Interest earned in specific park funds, such as park SDCs or dedicated capital funds, is available for the same purposes as the principal being invested. Public fund investments are highly regulated in Oregon, with allowable interest yielding only limited returns.

Local Option Levy/Serial Levy



A levy is a property tax mechanism that raises funds based on an amount of assessed value. Levies are voter-approved and are subject to a double majority, except in November elections in even-numbered years, when a simple majority will suffice. Levies can be used for either capital or operations expenses. Capital levies can be imposed for ten years and operating levies can be imposed for five years. If the local option levy combines capital and operating expenses, the levy is subject to a five year limit. Local option operating levies can be used for general operations or for a specific purpose. If used for a general purpose, they will be receipted directly in

into the City's General Fund. If used for a specific purpose, a special revenue fund must be established.

Cities can place up to four local option levies on a ballot within a calendar year. Potential revenue from a local option levy may be reduced due to the \$10/\$1,000 of real market value property tax rate limitations for general government taxes. If the \$10 limitation is exceeded for any individual property, all general government-taxing authorities receive only a prorated share of their tax levy, so that the total general government taxes remain within the cap. This situation is called compression. Compression occurs in two stages, with local option levies compressed first, followed by the compression of permanent tax rates.

For FY2010, the City's levy rate is at a combined total of \$6.32/\$1,000 tax assessed value. This includes a permanent rate of \$4.13, the recently renewed Public Safety Levy at approximately \$1.79, and Debt Services funds that are now estimated at \$0.40. This overall rate is slightly higher than many comparable cities in Oregon.

Fees and Charges

User fees and earned income generate revenue for the City are described below. See Appendix C for additional information on the collection of fees and charges from facilities and programs.

- **Facility-Use Charges:** Facility charges generate revenue for parks by charging for the use of City facilities (e.g., sport fields, picnic shelters, meeting rooms, community garden plots). These charges may cover direct costs generated by facility use, such as field lighting or trash removal. Rates may also be set higher to subsidize parks maintenance and address the long-term impacts of facility use. Grants Pass can increase revenue for park services by expanding rental facilities (picnic shelters, meeting rooms, etc.) or by increasing rental fees and other facility-use charges.
- **Programming Fees:** User fees for recreation programming generate revenue by charging users for some or all of the costs of providing services and materials. Charges for programming are often based on a cost-recovery strategy determined by the City. Some program areas, such as youth and senior programs, may be partially subsidized, while programs for adults may be more suitable for higher fees and charges. Some programming fees also include built-in charges for facility use and maintenance.
- **Entry Fees:** Park entry fees, day-use fees, or parking fees are used by some larger jurisdictions to generate revenue for parks. These are not typically recommended for City park sites and can be difficult to enforce. However, entry fees can be charged for some special events, where appropriate. The decision to charge entry

fees at community events and festivals is often based on cost recovery goals for this type of recreation opportunity. Entry fees are charged at many Josephine County and Jackson County Parks.

- **Concessions (Earned Income):** Food, beverage, and merchandise vendors or concessionaires that operate restaurants, coffee-kiosks, or other revenue-generating facilities in parks can also generate excess revenues to support the park system. The City can set-up specific arrangements with vendors and concessionaires for these services. Vendors are also required to obtain a Peddlers License from the City.
- **Park Sponsorships:** The City may solicit sponsors who are willing to pay for advertising, signage, facility naming rights, etc., generating funds to support operations. In addition, sponsors are often sought to support a particular event or program.
- **Miscellaneous Rentals:** Many cities are evaluating a variety of opportunities to generate revenue in parks. For example, the City of Grants Pass provides opportunities for organizations to rent display space, such as street banners or flags in urban plazas to advertise events. The City could rent space for cellular phone towers in parks or for vendor pads with hookups, where carts can be parked. (This rental space is different from taking a portion of proceeds from vendor sales.)

Public/Private Collaboration

Many cities are recognizing the need to collaborate with volunteers, businesses, public and private agencies, and others to support parks and recreation. These collaborative efforts can bring in significant revenue, labor, and other resources for projects. Depending on the nature of the partnership, these efforts also can increase City expenditures to support park land owned by other park and recreation jurisdictions.



- **Volunteers:** Grants Pass is a role model in using volunteers to help with capital improvements, maintenance, programming, and special events. Volunteers can increase the quality and quantity of public services at a minimal cost, and provide an opportunity for citizens to contribute to the betterment of their community. Studies suggest that for every \$1 invested in volunteers, a city can realize as much as \$10 in benefits. With tight fiscal conditions, more local governments are expanding volunteer programs.

- Volunteer programs include individuals or groups who agree to take on specific tasks or perform certain services, such as maintenance, restoration, programming, capital development, and special event support. Volunteers may provide direct and indirect support to the park system. For example, a volunteer clean-up crew directly saves on paid maintenance tasks. Volunteer safety patrols (community groups) may indirectly reduce facility damage and vandalism, protecting City assets.
- **Partnerships (Businesses and Non-Profits):** Partnership agreements allow the City to work with a private business or non-profit entity to help fund, build, and/or operate a public facility. Generally, the three primary incentives the City can offer potential partners are free land to place a facility (usually a park or other piece of public land), certain tax advantages, and access to the facility. For example, some cities have partnered with the YMCA or private health clubs to build multi-purpose recreation centers/aquatic facilities at city parks. These facilities are larger or more comprehensive than the city could have developed alone. In other cases, a business non-profit may be contracted to manage and operate a city-owned facility.
 - **Partnerships with Neighborhood Associations:** The City may craft agreements with various neighborhood associations for park operations and maintenance. Neighborhood groups may also volunteer to take on basic maintenance tasks, such as mowing and litter removal.
 - **Grants and Foundations:** Private grants and foundations provide money for a wide range of projects, such as unique capital projects or projects that demonstrate extreme need. They sometimes fund specific programs and, therefore, are noted here. However, grants and foundations rarely provide funds for park maintenance.

Park and Recreation Districts

The State of Oregon allows park and recreation districts to levy taxes on the population within their boundaries. These are noted as long term options if the City can no longer fund parks and recreation. There are three types of districts that may be formed:

- **Special District:** Special districts are special-purpose taxing districts established to provide limited public services to people residing within the taxing district. An economic feasibility study must be completed prior to filing a petition for formation, to propose a permanent rate limit for operating taxes, expressed in dollars per thousand dollars of assessed value. The



petition also requires the consent of a percentage of property owners or electors within the proposed district area. If the petition is approved, an election is required for the formation of the special district. Creating a district and establishing permanent property tax authority can be done as a single ballot measure, requiring a majority vote for approval. A district may also adopt other financing sources that may not require a vote.

- **County Service District:** A county service district is similar to a special district in formation and operation. However, County service districts are under the supervision of the County Board of Commissioners for management, rather than a separate board. Through a county service district, Multnomah County Commissioners would govern Grants Pass's Parks and Recreation Services. The county would form a separate budget committee during budget season and would establish an advisory board for parks and recreation.
- **Economic Improvement Districts:** An Economic Improvement District (EID), also known as a Business Improvement District (BID), can be formed in commercial or business areas, but not residential areas, to fund specific services. An EID is funded through a business license surcharge levied against property square footage in commercial and industrial zones. The surcharge cannot be levied against residential square footage. In order to establish an EID, the City must establish a specific purpose or project for EID funding. The business license surcharge may not exceed 1% of all real market assessed value within the district. Property owners may opt out of the surcharge. However, the district cannot be created or renewed if 33% of the total assessed area opts out of the surcharge. An EID has a five year minimum lifespan and can be renewed at the end of this period. In addition, an EID does not affect the creation of an Urban Renewal District. Cities collect surcharge revenue and distribute it to an advisory group comprised of business representatives from within the district. Once collected, EID funding can be used for:
 - Planning or management of development or improvement activities;
 - Landscaping or other maintenance of public areas;
 - Promotion of commercial activity or public events;
 - Activities in support of business recruitment and development; and
 - Improvements in parking or parking enforcement.

B. FUNDS FOR CAPITAL PROJECTS

The following funding sources may be used for capital expenses only. Cities should be cautious in pursuing capital development unless funds are available to maintain new assets.

System Development Charges

Systems development charges (SDCs) are applied to all new residential development and are an important source of funding for the acquisition and development of new parks and facilities. Since SDCs are paid for by new development, the fees can only fund capacity enhancement projects that are needed as a result of the development. SDCs cannot be used for the preservation and maintenance of existing parks and facilities.

The City of Grants Pass has adopted two SDCs for parks. Adopted in 1997, the Parkland Acquisition SDC pays for the purchase of park land, trails, and green space. A Park Development SDC was adopted in 2007 to help fund capital improvements and development of the park and recreation system. In 2002, City Council also adopted a Cost of Living (COL) Adjustment for SDCs, based on a COL index applied annually.

SDCs are charged for both residential and non-residential development. The current residential rates per unit are as follows:

- Parkland Acquisition (\$1,321)
- Park Development (\$1,296)
- Total (2,617)

Parks SDCs for non-residential development are based on the number of new parking spaces to serve the development. These rates per parking space include:

- Parkland Acquisition (\$121)
- Park Development (\$118)
- Total (\$239)

The economic slowdown has decreased the revenue generated by SDCs. In time, the City's SDC methodology should be reviewed for necessary future rate revisions.

Bonds

Voter approved bonds allow the City of Grants Pass to sell bonds and secure payment with revenue from increased property taxes. This assessment can be communicated as a rate per thousand of assessed value. In Oregon, the use of bond debt for capital construction and capital improvements excludes anticipated maintenance and repairs, and

supplies and equipment that are not intrinsic to the structure. The process for placing a bond on a ballot is similar to a levy, however the city must pay for a bond rating and then conduct a feasibility study. These costs can be included in the bond amount.

Local Improvement Districts (LID)



An LID is a geographic area in which real property is taxed to defray all or part of the cost of a public improvement. The unique aspect of a LID is that its costs are apportioned according to the estimated benefit that will accrue for each property. The three primary principles that guide LIDs are: direct service, obligation to others and equal sharing. With these principles, the LID charges a special assessment to property owners who receive special benefits from an improvement beyond general benefits received by all citizens of the community. In Oregon, LIDs are governed by local

ordinances. In order to create an LID, the City of Grants Pass would need LID participant's approval to issue bonds to pay for improvements. The assessment would be in relation to the property owner's share of the specific improvements. Bonds could then be sold in the amount of the improvement, secured directly by the assessments charged to the property owners, or indirectly by the lien against the assessed property.

Urban Renewal/Tax Increment Financing

This funding mechanism allows for the redevelopment of communities using public investment to stimulate private investment in areas that otherwise would have remained stagnant or undeveloped. This funding mechanism allows the City of Grants Pass to freeze property tax rates at the adopted level, using the incremental increase to fund priority projects predefined by the city. An example is the Parkway Redevelopment Agency, which has an independent fund to account for revenues related to construction of various infrastructure projects. Property tax provides the major source of revenue.

Donations

Donations of labor, land, materials, or cash by service agencies, private groups, or individuals is a popular way to raise small amounts of money for specific projects. Service agencies often fund small projects such as picnic shelters or playground improvements, or they may be involved in larger aspects of park development.

Grants

- **Community Development Block Grants (CDBG):** These grants from the Federal Department of Housing and Urban

Development are available for a wide variety of projects. CDBG funds have limitations and are generally required to benefit low and moderate income residents. Grants can cover up to 100% of project costs.

- **Land and Water Conservation Fund:** This is a federal grant program that receives its money from offshore oil leases. The money is distributed through the National Park Service and is administered locally by the Oregon Parks and Recreation Department. The funds can be used for acquisition and development of outdoor facilities and require a 50% match.
- **Local Government Grants:** This Oregon program uses Lottery dollars to fund land acquisition and development and rehabilitation of park areas and facilities. A 50% match is required for larger agencies and a 40% match for small agencies (cities/districts with a population of less than 5,000 and counties with a population of less than 30,000). The Oregon Parks and Recreation Department staff reviews and approves small projects of \$50,000 or less. Large projects exceeding this amount, but less than \$500,000, are reviewed and approved by the Local Government Advisory Committee. The funds for this program are available on a biannual basis.
- **Oregon Safe Routes to School (SRTS) Program:** The Oregon Safe Routes to School (SRTS) Program provides funding to schools and local governments for projects that increase the ability and opportunity for children to walk and bicycle to school. Program funding is also available for development and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption and air pollution within two miles of the school. The SRTS application requires local governments applying for grant funding to coordinate the application process with local school districts. For infrastructure related project funding, the project must be within two miles of an affected school.
- **Oregon Watershed Enhancement Board:** The Oregon Watershed Enhancement Board (OWEB) is a state agency led by a policy oversight board. Together, they promote and fund voluntary actions that strive to enhance Oregon's watersheds. The Board fosters the collaboration of citizens, agencies, and local interests. OWEB's programs support Oregon's efforts to restore salmon runs, improve water quality, and strengthen ecosystems that are critical to healthy watersheds and sustainable communities. OWEB administers a grant program that awards more than \$20 million annually to support voluntary efforts by Oregonians seeking to create and maintain healthy watersheds.

- **Recreation Trails Program:** This is a grant program funded through the Oregon Parks and Recreation Department. Projects eligible under this program include 1) maintenance and restoration of existing trails; 2) development and rehabilitation of trailhead facilities; 3) construction of new recreation trails; and 4) acquisition of easements and fee simple title to property. Grants are distributed on an annual basis and require a 20% match.
- **Pedestrian and Bicycle Grant Program:** This program provides funding for the design and construction of pedestrian and bicycle facilities. The program lists pedestrian/bicycle bridges as an example of project type, eligible for project funding. Project proposals must meet ODOT guidelines. ODOT staff then determines whether the project should be advanced for final review by the Oregon Bicycle and Pedestrian Advisory Committee. Grant opportunities are available on an annual basis and require a 5% match from the City.
- **Rivers, Trails and Conservation Assistance Program:** Also known as the Rivers & Trails Program or RTCA, this grant is administered by the National Park Service and federal government agencies so they can conserve rivers, preserve open space and develop trails and greenways. The RTCA program implements the natural resource conservation and outdoor recreation mission of the National Park Service in communities across America.
- **Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU):** Enacted in 2005, SAFETEA-LU allocated almost \$290 billion for infrastructure to maintain transportation infrastructure, including bicycling and pedestrian facilities. This program will expire in September 2009.
- **Transportation Enhancement Program:** This program provides federal highway funds for projects that strengthen the cultural, aesthetic, or environmental value of the transportation system. The intent of the program is to fund special or additional activities not normally required on a highway or transportation project. Funds are available for twelve "transportation enhancement activities", including pedestrian and bicycle projects. Transportation Enhancement or "TE" projects are selected through a competitive process. The funds are provided through reimbursement, not grants. Participation requires matching funds from the project sponsor, at a minimum of 10.27%. Applications are accepted only from public agencies. All projects must have a direct relationship to surface transportation.
- **Urban Forestry Grants:** There are several grant programs that provide money for urban forestry projects. One is funded by the

U.S. Small Business Administration and provides grants to purchase and plant trees. This program sometimes funds urban street tree planting programs.

Trusts, Estates and Exchanges

- **Land Trusts:** Private land trusts such as the Trust for Public Land and the Nature Conservancy employ various methods, including conservation easements, to work with willing owners to conserve important resource land. Land trusts assist public agencies in various ways. For example, land trusts may acquire and hold land for eventual acquisition by the public agency.
- **National Tree Trust:** National Tree Trust provides trees through two programs: America’s Treeways and Community Tree Planting. These programs require that volunteers plant trees on public lands. In addition, America’s Treeways requires that a minimum of 100 seedlings be planted along public highways.
- **Lifetime Estates:** This is an agreement between a landowner and the city that gives the owner the right to live on the site after it is sold to the city.
- **Exchange of Property:** An exchange of property between a private landowner and the city can occur to provide park space. For example, the city could exchange a less useful site it owns for a potential park site that is currently under private ownership.

C. PROGRAM GENERATED RESOURCES

In Grants Pass, all revenues that are directly attributable to Parks and Recreation are allocated to that program. This is different from the arrangement in many cities where revenue goes back into the General Fund. This arrangement provides a great incentive for the Parks and Recreation to increase revenue-generating facilities and programs and employ higher cost recovery rates in their management. As noted in the FY2010 Budget, the following resources, if implemented, would be dedicated support for parks and recreation:

- **Taxes** include property taxes which are collected and allocated for a specific program. This includes special levies, bonded debt and other program taxes.
- **Licenses and permits** are those fees required by programs. A majority are for the various building permits.
- **Fines and forfeitures** are those fines collected by programs, primarily parking and court fines.



- **Revenue from other agencies** is collected for services to other agencies.
- **Use of assets** includes revenues from rent or sale of city property, and interest on funds.
- **Fees and charges** include charges for services provided by programs.
- **Other revenues** are those revenues which can not be appropriately charged elsewhere.
- **Direct charges for services** are the charges from one operating program to another program for services.
- **Transfers** are interfund accounting transactions made only on Council approval. Generally, they are transfers of resources from a special revenue fund to an operating fund.

