

City of Ashland  
PARKS AND RECREATION COMMISSION  
**Regular Meeting**  
Minutes  
February 25, 2019

**Present:** Commissioners Bell, Gardiner, Heller, Landt, Lewis; Director Black; Parks Superintendent Oxendine; Recreation Superintendent Dials; Senior Services Superintendent Glatt; Analyst Cottle; Assistant Manuel

**Absent:** City Council Liaison Mayor Stromberg

**CALL TO ORDER**

Chair Gardiner called the meeting to order at 7:00 p.m. at Council Chambers, 1175 E. Main Street, Ashland

**APPROVAL OR ACKNOWLEDGEMENT OF MINUTES**

Pool Ad-Hoc Subcommittee

January 16, 2019

Landt stated that there would be a correction to the Pool Ad-Hoc Subcommittee Minutes: Commissioners present were recorded as three, when only two Commissioners attended. Former Commissioner Miller was present as a citizen member.

Golf Course Subcommittee

February 6, 2019

Gardiner reported that there would be a correction to the Golf Course Subcommittee Minutes: Two Commissioners were present – not the three reported.

Both sets of Minutes with the corrections noted, were acknowledged.

**PUBLIC PARTICIPATION**

- *Open Forum*

Eric Mitchener of 492 Willow St. Ashland, OR. was called forward.

Mitchener noted that the Rogue Valley Bike Polo Club was requesting conversion of Court #5 in Hunter Park into a multi-use court. He stated that in his opinion, Hunter Park was underutilized by other users as well. Mitchener suggested that the Park be upgraded to better serve a myriad of users – not just bike polo.

Kelly Marcotulli of Ashland, OR. was called forward.

Marcotulli stated that she was the founder of an organization called Oregon for Safer Technology. She noted that the organization represented a growing number of concerned citizens nationwide that believe that science has uncovered strong evidence that wireless technology is dangerous. She stated that the wireless technology and infrastructure that supports it was creating an excess of harmful radiation. Marcotulli shared data that depicted the effects of radiation on plants and animals - most particularly on bees.

Marcotulli noted that cell phones in Lithia Park were a distraction in a place meant for the enjoyment of nature. She suggested signs that say “Keep Lithia Park pure and natural -no cell phone use allowed except for emergencies” be erected throughout the Park

She stated that APRC could contribute to a cell phone safe Ashland.

**ADDITIONS OR DELETIONS TO THE AGENDA**

There were none.

**UNFINISHED BUSINESS**

There was none.

**NEW BUSINESS**

**a. Calle Guanajuato Space Agreement (Action)**

Dials noted that seating agreements are approved annually by the Commissioners. This year eight restaurants and the Lithia Artisans Market have requested space. She outlined the space requests per restaurant, noting the amount of square feet per entity and the number of days per week that the space would be utilized. Dials displayed a map that distinguished between shared spaces – typically shared between restaurants and artisans, exclusive restaurant spaces and exclusive artisan spaces.

Dials reviewed fees charged by APRC for the spaces as follows:

Restaurants:	\$8.00 per square foot	for 7 days per week	(red)
	\$5.00 per square foot	for 5 days per week	(blue)
Lithia Market:	\$5.50 per square foot	for 2 days per week	(purple)

The season requested for approval runs from March 12, 2019 to November 10, 2019. Dials asked that the Commissioners approve the boundary map, the assigned seating arrangements and the season.

In response to a question from Heller about changes in boundaries, Dials noted that there was a 2 ½ month window between the time when applications were received and the application deadline. Respondents could request a change during that timeframe.

Landt highlighted the pricing – stating that inequities such as the cost of weekend use were apparent. He noted that restaurants were paying \$3.00 per square foot for weekend coverage while the artisans were paying \$5.50. He suggested that the matter be taken under consideration by the Commissioners. Gardiner noted the establishment of a Calle Guanajuato Subcommittee that had reviewed the pricing and decided against a change at the time. The Subcommittee did address several other issues. Landt replied that it was time to ask the Subcommittee to review and refine the pricing.

**Motion:** Landt moved to approve the 2019 season from March 11, 2019 through November 10, 2019. Lewis seconded.

The vote was all yes.

**Motion:** Landt moved to approve the nine seats as presented. Gardiner seconded.

The vote was all yes.

**Motion:** Landt moved to approve the boundary map as presented by staff for the 2019 season. Bell seconded.  
The vote was all yes.

***b. Calle Guanajuato Commercial Use Policy (Action)***

Dials reported that the current policy was approved by the Commissioners in December of 2016. She stated that the draft proposal of changes had been approved by the City attorney as written. She stated that one restaurant had singular access only onto the Calle – an unprecedented situation that initiated the policy change. Dials noted that because there was no other way to access the restaurant or building, the property owner (and landlord) had requested first right of refusal for the space allotted in front of the restaurant entrance.

Dials reported that a second change to the policy would allow any landlord or property owner to secure the space directly behind their building with the understanding that the space must be filled within a three-month period during the season of operation.

Commissioner Discussion

Landt questioned the connection between the single entry and the proposed change to allow the landlord right of first refusal. He stated that in his opinion, all landlords would prefer the option to secure the space behind their building. Dials replied that in the case of the Sandler building, the space was a shared space and without the right of first refusal, assignment to another restaurant was possible resulting in catastrophic loss for a restaurant residing in the Sandler building. Bell clarified that this would mean that people approaching any other restaurant along the Calle would have the option to enter from two locations whereas in the Sandler case, if the space was reassigned, people would essentially walk through someone else's business environment in order to reach the restaurant. Gardiner noted that the Sandler restaurant could not be accessed from East Main Street, while all of the other buildings have access from both sides.

Bell indicated that if the other businesses had no objections, then in his opinion, the solution was reasonable enough to be acceptable. Dials agreed, stating that the draft policy had been presented to the restaurants several times without protest.

**Allan Sandler** of Ashland, OR. was called forward.

Sandler noted that he was the landlord and property owner. He stated that the rationale for right of first refusal was due to the potential risk that if the space in front of his building was not spoken for and another restaurant was assigned to the space, then the restaurant in his building would most likely not survive. People would choose the outdoor seating instead. Sandler indicated that the policy changes were acceptable to him. He was appreciative of Superintendent Dials who had been working on this change for the past two years.

Sandler explained that there were times when no restaurant was in residence at the beginning of the season – and it was during those times that he wanted the option to purchase the permit to secure the space. If it were to happen that no restaurant was present in his building for the season, another restaurant could expand their space accordingly but only for that particular season.

Commissioner Discussion

Landt stated that his preference would be to offer the same provisions to all of the property owners rather than a single exception. He proposed continued consideration even if the policy changes are approved.

Gardiner reiterated that no other business had a situation similar to the singular access of the Sandler building. All remaining restaurants had space on the Calle that is behind their business. Landt noted that there was a potential for all building owners to find themselves without a restaurant when a season begins. Because they do not have the right of first refusal, they forfeit that space without the option to reclaim it. Dials replied that all property owners have the right of first refusal within a three-month period. Black emphasized the additional benefit that the space would be continually rented.

Landt proposed that Article VI. under Conditional Use Review Criteria be amended to read: "A Calle restaurant and/or Landlord/Owner with singular access onto the Calle Guanajuato will have the right of first refusal **for the space directly behind their building (immediately adjacent to their building)** as long as it does not interfere with the already established concessionaire areas."

Landt called for further clarification concerning the unique privilege given to the property owner of the Sandler building. There followed additional discussion regarding exercising the right of first refusal. Black noted that in past times, the Sandler building did not have a restaurant and in that case, their space was occupied by artisans.

**Motion:** Landt moved to approve the draft policy as brought forward by staff with the change to VI as previously stated and that within the calendar year that a Subcommittee would be appointed to review the policy. Lewis seconded.

The vote was Commissioners Landt, Lewis, Gardiner, and Bell voting affirmatively and Commissioner Heller against.

Heller explained that he voted against the motion because in his opinion, the policy could be reviewed in-house – thereby shortening the process for amendment.

***c. Harassment and Non-Discrimination Policy Adoption (Action)***

Cottle asked that the Commission review and adopt the policy by reference.

In response to a question by Landt, Black noted that the phrase "by reference" meant that even if the policy were to change, it would remain valid as amended.

Commissioner Discussion

Lewis commented that the policy was updated in 2005 and subsequently adopted by the City Council. It was agreed that the policy reflected current protocols without further updating.

Landt called for an explanation of the request to adopt the Harassment and Non-Discrimination Policy that was addressed to the City of Ashland rather than APRC. Black explained that the MOU (Memorandum of Understanding) between APRC and the City of Ashland specified that APRC would abide by all City of Ashland administrative policies for risk management purposes.

Black stated that the policy was brought before the Commissioners to publicly acknowledge that APRC values diversity and works to ensure that the workplace is a safe work environment for all employees. Black indicated that administering two policies – one from the City of Ashland and one from APRC would be unnecessarily awkward, given that both would have legal implications.

Landt agreed, noting the public acknowledgment of support.

**Motion:** Landt moved to accept and support the City of Ashland's Harassment and No-Discrimination Policy by reference. Lewis seconded.

The vote was all yes.

**d. Cost & Revenue Analysis (Informational)**

Dials stated that in 2006, APRC set a goal to review cost and revenue data annually. The information that Dials was presenting before the Commissioners represented data from fiscal years 2017/2018. She explained that the units of measurement varied according to the program or service offered. The information captured includes direct and indirect costs for each program or service, staff, materials and services, utilities and maintenance. Capital improvement costs were excluded from the analysis.

Dials emphasized that the report represented the amount of subsidization of the program but not its value to the community. Dials presented a list of the facilities and programs offered by APRC along with the fund subsidy, the cost recovery %, and the cost, revenue and subsidy per unit. (see Attachment I)

Landt questioned the cost per unit for the Calle – noting that the fees were approximately \$1.25 less than charges for the space. Dials replied that it was adjusted for weekend rentals.

In response to a question by Bell, Dials reported that the Daniel Meyer Pool data included the three months that the pool was open to the public as well as the lease agreements with the Ashland and Phoenix/Talent School Districts and the Rogue Valley Master Swimmers who lease the pool during the off season.

Bell presented ways to quantify the value of the program or service based upon the staff time, the number of people who visit and the amount of time they are there. Dials noted the many different reasons people visit the parks or participate in programs and services – indicating that it might be difficult to assign a value because of individual preferences. Bell noted that the differences between popular programs such as the Ice Rink and the Daniel Meyer Pool and the community gardens was striking. Lewis stated that another factor would be the total cost of the program – noting that the gardens cost APRC much less than the more heavily used facilities such as the Ice Rink and pool. Lewis agreed with Bell that attempting to quantify the value would assist Commissioners in responding appropriately to the programs and services that are paid for with tax payor dollars. Not only would doing so be more transparent, a rough measure of the value to the community could be more closely tied to the community's preferences.

Dials highlighted the breakdown of services offered by the Nature Center – stating that the amount of subsidy varied from service to service. The Nature Center as a stand-alone service, experiences approximately 14 707 visitors annually, but generates no revenue and considerable expense. Expenses include staffing for the Nature Center and Parks staff time in maintenance costs for the Park. The Nature Center School programs, on the other hand, produce revenue that results in approximately cost-recovery of approximately 27%. The Nature Center community programs generate a greater percentage of revenue with a greater percentage of cost recovery - approximately 40%. The Community gardens return about 19% in cost recovery

Dials detailed data for the Grove, APRC ball fields, Park rentals, Pioneer Hall, the Community Center and Oak Knoll Golf Course as well as the Daniel Mayer Pool, the Calle Guanajuato, the Nature Center and the Ice Rink. Dials noted that revenue for Pioneer Hall had decreased significantly each year due the cost of maintenance. and the deteriorating condition of the building.

Landt stated that given the labor-intensive expenses with regard to APRC rental programs, it might be cost efficient to allow access without a fee – thereby saving staff time. There followed a brief discussion about other factors that affect the cost of doing business, such as accountability for the use and the tracking of facilities that offer specific services such as electricity. Dials noted that Pioneer Hall also functioned as a homeless shelter three days per week during the winter. That use was technically a *non-paid* facility rental. There followed a discussion regarding inconsistencies between the shelter use and Park’s mission to provide recreational programs to the public.

Dials talked about the Community Center – a building that was typically rented 7 days per week. With cost recovery at 116%, the facility was highly sought after by the public. Cost recovery for the golf course was at 44%. Dials stated that the new manager had prepared a substantial business plan that should increase revenue and contribute to an increased cost-recovery rate. In response to a question by Lewis, Dials stated that it was possible that the capital expense for the cart path had been reflected in the expenses for 2017/2018. Lewis noted that it was important to determine whether any CIP improvements had been included in the analysis – because of the need for consistency in the data report. It was agreed that major improvement projects should not be reflected in the data.

Dials presented recommendations for cost recovery that were dependent upon the project 2019/2021 budget, and factors such as consideration of wildfire smoke in reducing program revenues, as well as an increase in the percentage of cost recovery for the Oak Knoll Golf Course based upon manager Oropallo’s projected expansion of programs and services. A decrease was projected for Pioneer Hall rentals due to the condition of the building. Dials presented a summary of the current goals compared to projected goals – explaining the rationale in some detail.

In response to a question by Gardiner, Dials stated that the only increase under consideration was a fee increase for visitors to the Ice Rink. In addition, Nature Center staff would be reviewing contracts with instructors with a goal to reduce costs associated with the contracts.

Gardiner asked about rental percentages at the Grove. Dials stated that there was some unscheduled time available – and that staff was actively working on partnerships to fill the Recreation Center to capacity.

Landt suggested increasing the cost recovery goal for the Ice Rink to 75%. He stated that goals should be reaching to encourage innovation and creativity.

In response to a question by Heller, Dials indicated that rental rates for the Community Center were approximately \$25.00 per hour during the week days and \$30.00 per hour during the weekends for regular renters. Dials noted that rental costs for the Community Center could be evaluated for increased rates.

The Commissioners reviewed the timing of reports on cost recovery. Heller stated that the report could be generated bi-annually in conjunction with the budget. Gardiner’s preference was an annual report because of the importance of the data in a continually changing environment. Lewis indicated that the report was a helpful tool in determining the value that the community received for their tax dollars.

Dials agreed that an annual report was possible as long as the timing did not conflict with administration of the Calle Guanajuato contracts. Black suggested that the analysis could become a consent calendar item. Gardiner agreed, stating that the information was particularly meaningful in tight budgetary times.

Landt noted that adding depreciation of the facilities into the analysis could be an important decision-making factor. Black suggested that the data be harvested from the master planning for Parks. Once obtained, depreciation could

be tracked for future infrastructure investment. Landt noted that depreciation tracking would be particularly appropriate for the Calle Guanajuato given APRC's role as landlord.

**ITEMS FROM COMMISSIONERS/STAFF**

Gardiner called for Park Views articles.

**UPCOMING MEETING DATES**

S-PAC	March 11, 2019	@ Ashland Senior Center - 1699 Homes Ave.	3:30 p.m.
Study Session	March 18, 2019	@ The Grove - 1195 E. Main	5:30 p.m.
Pool Ad-Hoc Subcommittee	March 6, 2019	@ Ashland Senior Center - 1699 Homes Ave.	3:30 p.m.
Regular Meeting	March 25, 2019	@ Council Chambers - 1175 E. Main	7:00 p.m.

**ADJOURNMENT**

There being no further business, the meeting adjourned at 8:50 p.m.

Respectfully submitted,

Betsy Manuel, Assistant

These Minutes are not a verbatim record. The narrative has been condensed and paraphrased at times to reflect the discussions and decisions made. Ashland Parks and Recreation Commission Study Sessions and Regular meetings are digitally recorded and are available upon online.



# Cost and Revenue Analysis

February 25, 2019

Rachel Dials, Recreation Superintendent

- 2006 -APRC set an annual goal of reviewing costs and revenue.
- 3 years since the last review.
- Assumptions as part of the review include:
  - Expenses and Revenue for FY 17/18
  - Unit measurements=amount of visits to the park or facility, amount of square feet, number of garden plots, rounds of golf
  - Direct and indirect costs for each program or service part time staff, full time staff assistance, materials and services , Utilities, park maintenance staff time

This analysis represents the amount of subsidization of the program.

It does not represent the value that is placed on the program by the Commission and/or the community.

Facility or Program	Unit Measurement	Revenue	Expense	Units	Fund Subsidy	Cost Recovery %	Cost per unit	Revenue Per Unit	Subsidy per Unit
Daniel Meyer Pool	Visits	\$ 94,919.68	\$ 172,241.79	13504	\$ 77,322.11	55%	\$ 12.75	\$ 7.03	\$ 5.73
Calle Guanajuato	Square Feet	\$ 32,019.50	\$ 22,634.00	4733.75	\$ (9,385.50)	141%	\$ 4.78	\$ 6.76	\$ (1.98)
Ice Rink	Visits	\$ 118,869.37	\$ 174,000.87	21309	\$ 55,131.50	68%	\$ 8.17	\$ 5.58	\$ 2.59
Golf Course	Visits	\$ 223,383.87	\$ 502,116.84	11400	\$ 278,732.97	44%	\$ 44.05	\$ 19.60	\$ 24.45
Nature Center	Visits	\$ -	\$ 273,295.81	14707	\$ 273,295.81	0%	\$ 18.58	\$ -	\$ 18.58
Nature Center School P.	Participants	\$ 11,850.00	\$ 44,660.47	2352	\$ 32,810.47	27%	\$ 18.99	\$ 5.04	\$ 13.95
Nature Center Comm. P	Participants	\$ 17,692.69	\$ 44,017.66	879	\$ 26,324.97	40%	\$ 50.08	\$ 20.13	\$ 29.95
Community Gardens	Garden Plot	\$ 3,670.25	\$ 19,183.39	81	\$ 15,513.14	19%	\$ 236.83	\$ 45.31	\$ 191.52
Facilities - Grove	Visits	\$ 52,900.06	\$ 86,601.78	8000	\$ 33,701.72	61%	\$ 10.83	\$ 6.61	\$ 4.21
Facilities - Ball Fields	Visits	\$ 52,287.00	\$ 106,719.48	20200	\$ 54,432.48	49%	\$ 5.28	\$ 2.59	\$ 2.69
Facilities - Park Rentals	Rentals	\$ 9,675.00	\$ 17,147.00	103	\$ 7,472.00	56%	\$ 166.48	\$ 93.93	\$ 72.54
Facilities - Pioneer Hall	Rentals	\$ 7,129.00	\$ 26,170.73	401	\$ 19,041.73	27%	\$ 65.26	\$ 17.78	\$ 47.49
Facilities - Comm. Center	Rentals	\$ 37,942.00	\$ 32,600.14	558	\$ (5,341.86)	116%	\$ 58.42	\$ 68.00	\$ (9.57)

## Daniel Meyer Pool

13,504 Visits

Revenue: \$94,919.68

Expense: \$172,241

Cost Recovery: 55%

## Calle Guanajuato

4733.75 Square Feet

Revenue: \$ 32,019.50

Expense: \$ 22,634.00

Cost Recovery: 141%

## Ice Rink

21,309 Visits

Revenue: \$ 118,869.37

Expense: \$ 174,000.87

Cost Recovery: 68%

## Nature Center

14707 Visits

Revenue: 0

Expense: \$ 273,295.81

Cost Recovery: 0%

## Nature Center

School P.

2352 Visits

Revenue: \$11,850

Expense: \$44,660.47

Cost Recovery: 27%

## Nature Center

Comm. Programs

879 Visits

Revenue: 17692.69

Expense: \$44017.66

Cost Recovery: 40%

## Community

Gardens

81 Gardens

Revenue: \$3,670.25

Expense: \$ 19,183.39

Cost Recovery: 19%

## Grove

8000 Visits

Revenue: \$52,900.06

Expense: \$86,601.78

Cost Recovery: 61%

## Ballfields

20,200 Visits

Revenue: \$52,287.00

Expense: \$106,719.48

Cost Recovery: 49%

## Park Rentals

103 Rentals

Revenue: \$9,675

Expense: \$17,147

Cost Recovery: 56%

## Pioneer Hall

401 Rentals

Revenue: \$7,129

Expense: \$ 26,170.73

Cost Recovery: 27%

## Community Center

558 Rentals

Revenue: \$37,942

Expense: \$ 32,600.14

Cost Recovery: 116%

## Oak Knoll Golf Course

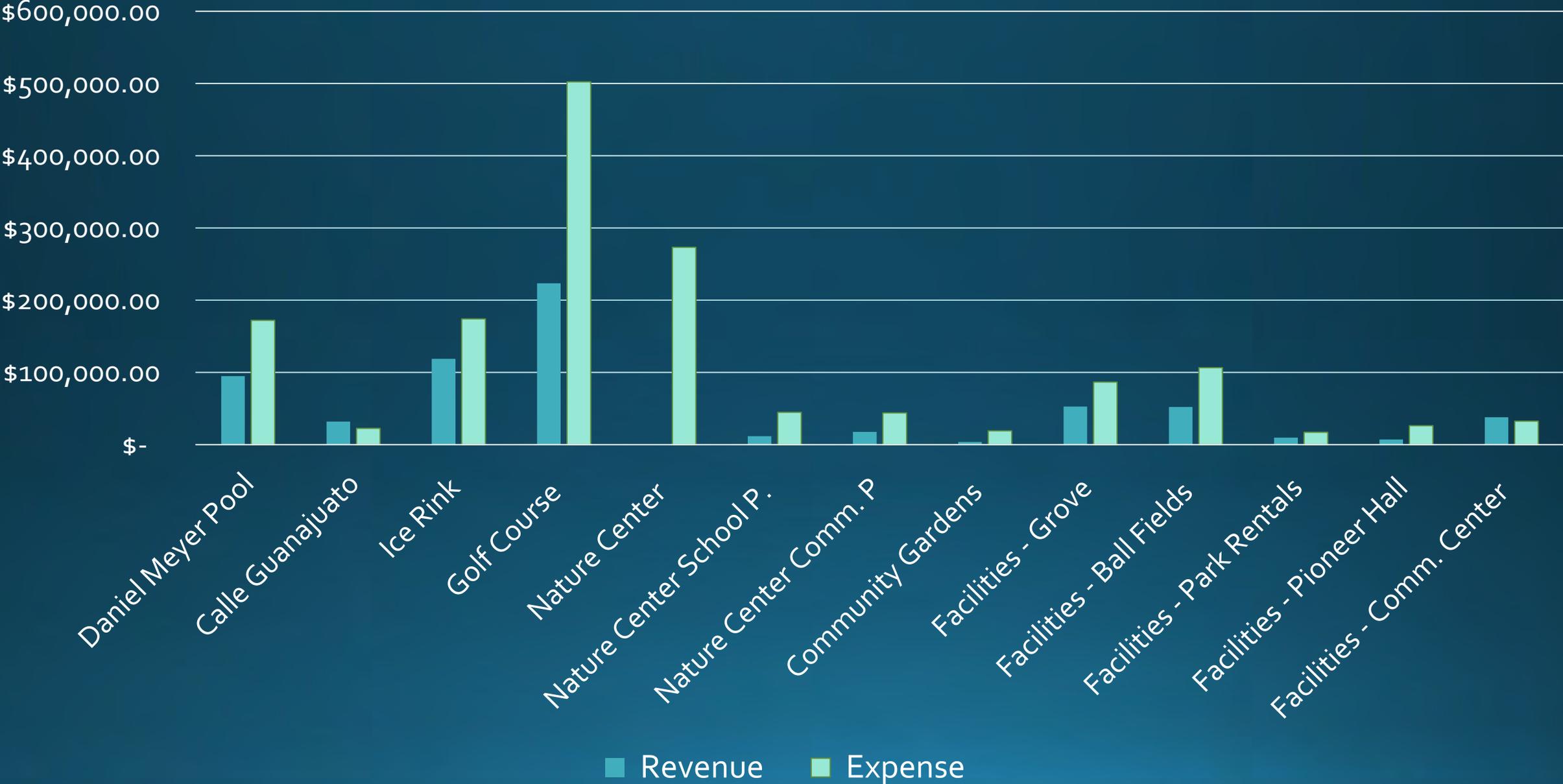
11,400 Visits (rounds)

Revenue: \$223,383.87

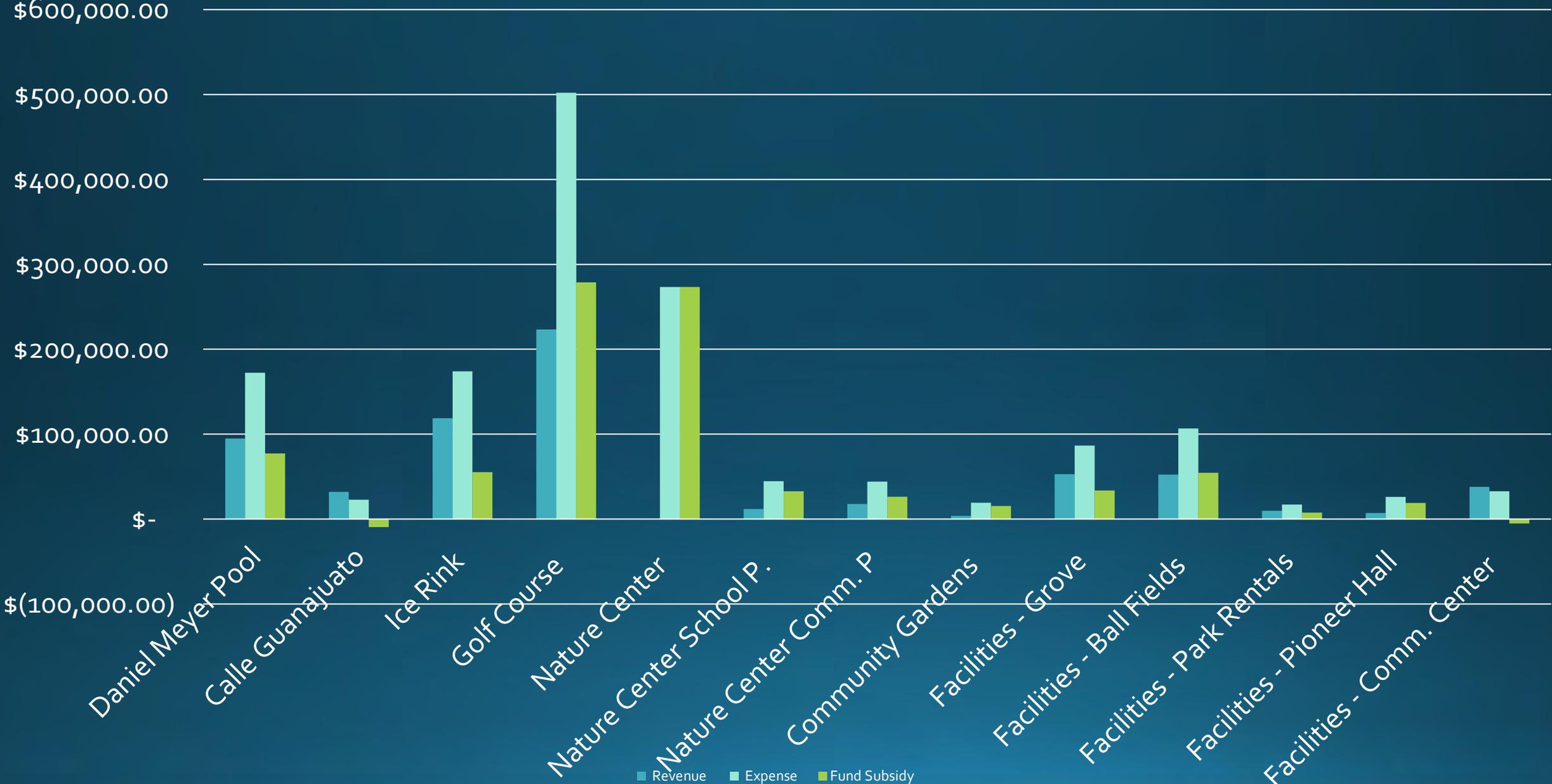
Expense: \$ 502,116.84

Cost Recovery: 44%

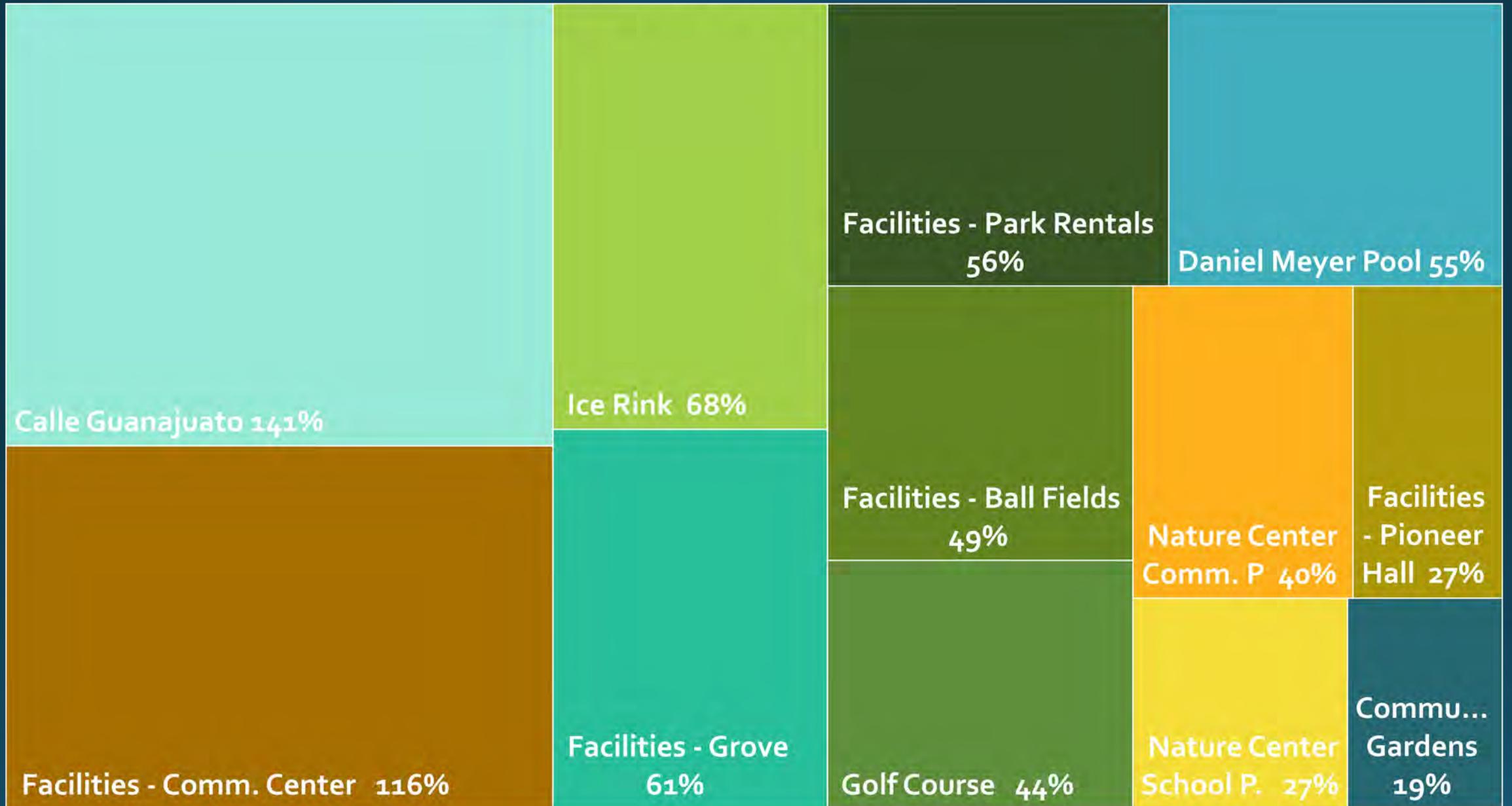
# Revenue vs Expenses



# Fund Subsidy



# COST RECOVERY



# Recommendations

The cost recovery goals are based on:

- The current budget and future 19-21 biennium budget. With expenses into the next biennium expected to remain flat with little or no increase in staffing numbers we are projecting little gains in revenue and in some cases, a decrease in revenue.
- Consideration of wildfire smoke. Smoke affected programs and revenue at the Daniel Meyer Pool and OKGC.
- A projected cost recovery goal increase for the OKGC because of staffing changes and implementation of new programs and revenue streams as part of a business plan.
- A projected decrease in rentals at Pioneer Hall due to building conditions.

Program	GOAL	CURRENT
Daniel Meyer Pool	55%	55%
Calle Guanajuato	141%	141%
Ice Rink	68%	68%
Golf Course	70%	44%
Nature Center	0%	0%
Nature Center School P.	27%	27%
Nature Center Comm. P	40%	40%
Community Gardens	19%	19%
Facilities - Grove	61%	61%
Facilities - Ball Fields	49%	49%
Facilities - Park Rentals	56%	56%
Facilities - Pioneer Hall	20%	27%
Facilities - Comm. Center	116%	116%

# Next Steps

- Review cost recovery on a bi-annual basis as part of the budget process
- Approval of cost recovery goals at a future APRC meeting