



Eugene City Council

125 E. 8th Ave., 2nd Floor
Eugene, OR 97401-2793
541-682-5010 • 541-682-5414 Fax
www.eugene-or.gov

EUGENE CITY COUNCIL AGENDA

January 10, 2018

12:00 p.m. CITY COUNCIL WORK SESSION

Harris Hall

125 East 8th Avenue

Eugene, Oregon 97401

**Meeting of January 10, 2018;
Her Honor Mayor Lucy Vinis Presiding**

Councilors

Mike Clark

Greg Evans

Emily Semple

Jennifer Yeh

Betty Taylor

Chris Pryor

Claire Syrett

Alan Zelenka

12:00 p.m. CITY COUNCIL WORK SESSION

Harris Hall, 125 East 8th Avenue

The Mayor calls the January 10, 2018, City Council work session to order.

A. WORK SESSION:

Parks and Recreation System Plan Implementation -

Funding for Operations and Maintenance and Capital Improvements

Adjourn.

The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

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EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Parks and Recreation System Plan Implementation - Funding for Operations and Maintenance and Capital Improvements

Meeting Date: January 10, 2018
Department: PW/LRCS
www.eugene-or.gov

Agenda Item Number: A
Staff Contact: Carolyn Burke
Contact Telephone Number: 541-682-4914

ISSUE STATEMENT

In 2015, the Parks and Open Space and Recreation Services divisions launched a process to establish a plan for the future of the parks and recreation system. Two outcomes of this process include a 30-year vision for parks and recreation to benefit current and future generations and a 10-year implementation plan that identifies priorities and funding strategies.

This work session will focus on funding strategies for both maintenance and operations and capital improvements. Options are offered to facilitate City Council's discussion and direction.

If the Council decides to send one or more parks and recreation funding measures to the May 2018 ballot, as has been discussed previously, that action would need to occur by February 12. A Council work session is currently scheduled for January 24.

BACKGROUND

At Council's November 13, 2017, work session, representatives from the Trust for Public Land and FM3 consulting presented results from a poll of likely voters in the May 2018 election regarding their views of potential parks and recreation funding measures. The presentation of results is included as Attachment A.

At the same meeting, the findings of a Council Subcommittee that was formed to explore the current operations and maintenance funding gap and available funding mechanisms were also discussed. The Subcommittee's report is included as Attachment B with complete documentation at <https://www.eugene-or.gov/3670/Parks-Rec-Subcommittee>.

Staff have drawn on the findings of the polling results, the Council Subcommittee work, three years of public engagement through the Parks and Recreation System Planning effort, and additional precedent research to identify options for addressing the existing shortfall in operations and maintenance funding as well as capital improvements.

Operations and Maintenance Funding

The following table identifies the current parks operations and maintenance shortfall that if addressed, can improve the cleanliness, safety and general condition of Eugene's parks.

Issue	Potential Solution	Activities	Annual Cost
Park Safety	Park Safety and Security	<ul style="list-style-type: none"> Two dedicated EPD officer for Parks <ul style="list-style-type: none"> Includes bike patrols in parks Two year-round Park Ambassadors 	\$590,000
	Illicit Activity Response	<ul style="list-style-type: none"> Illegal camp clean-up Graffiti removal Vandalism 	\$300,000
Park Maintenance	Developed Park Maintenance	<ul style="list-style-type: none"> Reopen restrooms Trash and litter pick-up Turf mowing Landscape bed care Infrastructure maintenance (irrigation, lighting, walkways, site furniture) Seasonal weekend/after-hours maintenance 	\$700,000
	Natural Area Maintenance	<ul style="list-style-type: none"> Trail maintenance Trash and litter pick-up Invasive weed management Native tree and shrub planting Hazard tree abatement Wildfire risk abatement Infrastructure maintenance (access roads, fences, gates) 	\$250,000
	Future Developed Park Maintenance*	<ul style="list-style-type: none"> Santa Clara Community Park (RR/SC) Ferndale Park (RR/SC) West Bank (RR/SC) Mattie Reynolds Park (SW) Striker Field (WK) Riverfront Park (CC) 	\$550,000
	TOTAL NEED		\$2,390,000
*Future Developed Park Maintenance costs to be phased in as development occurs.			

Private Foundation Endowment

It was generally agreed upon by the Council Subcommittee that establishing a private foundation endowment to fund Parks and Recreation operations and maintenance is both desirable and limited in the amount of revenue it is likely to generate in the immediate future. As such, it is recommended that this be considered a mid- to long-range strategy and that the necessary capacity enhancement of potential partners, such as the Eugene Parks Foundation, be pursued. A potential near-term action is to identify partial funding for a Development Coordinator to assist in the establishment of such an endowment.

Funding Mechanisms

Options for addressing the existing Operations and Maintenance need of \$2.4 million can be addressed through a couple of options. Given the strong polling results of a fee, the inherent funding sustainability of a fee, and numerous precedents of a monthly fee for parks maintenance in other municipalities throughout Oregon, a fee is a preferred option. However, a cost-effective collection mechanism does not currently exist. A five-year tax levy could be implemented in a cost-effective manner in a relatively short time frame. While not a long-term solution because of the five-year funding limit, a levy could serve as a stop gap measure while a more sustainable solution is identified and implemented, such as a parks and recreation fee or sugary beverage tax.

Capital Improvement Funding

System Development Charge Funding-

The operations and maintenance funding table on the previous page identifies maintenance costs of six new parks that could be developed using existing System Development Charge (SDC) funds if maintenance funds are secured. Additional SDC funds can be used to leverage potential bond funds, stretching a moderate-size bond of \$30-\$40 million to a total investment of over \$50 million.

Proposed Bond Measure Funding

October's polling results show that in addition to strong support for additional funding to maintain parks, 63% of likely voters would support a \$30 million bond measure to improve parks, trails, natural areas, community centers and pools. Based on the community priorities identified in the October poll as well as the past three years of analysis and community engagement for the Parks and Recreation System Plan, the following types of projects could be considered for inclusion in a capital funding measure:

- Park and Trail Renovation Projects
- Habitat Restoration Projects
- Safety Improvements
- Repairing and Improving Restrooms and Irrigation Systems
- Matching funds for School Districts Partnership
- Community Center and Pool Renovations and Improvements
- New Park Development in Underserved Neighborhoods

If funding for additional capital projects is identified, the accompanying levy would need to be increased to fund the operations and maintenance of some improvements. Currently, it is estimated that a \$30 million bond would require an increase of \$800,000 in operations and maintenance expenses and a \$40 million bond would require an increase of \$1 million over the previously identified \$2.4 million.

Because operations and maintenance funding is important to secure prior to committing to additional capital improvements, it is highly advisable that a capital funding bond measure only take effect if an accompanying operations and maintenance levy is successful.

Oversight and Transparency

A Citizen Advisory Board to oversee and report on the implementation of a capital and/or operations and maintenance funding measure is recommended. There are several models the City has utilized in recent years that can inform the formation and charge of this committee. Additional information will be brought to council at an upcoming work session.

RELATED CITY POLICIES

- Council goal for Accessible and Thriving Culture and Recreation (a community where arts and outdoors are integral to our social and economic well-being and are available to all).
- Council goal for Fair, Stable and Adequate Financial Resources (a government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services).

COUNCIL OPTIONS

- A. Refer to Eugene voters, a \$2.4 million operations and maintenance levy on the May 2018 ballot, to maintain parks trails, natural areas, rivers and recreation facilities, including increased security patrols.
- B. Refer two measures to Eugene voters on the May 2018 ballot, the first a \$3.2-\$3.4 million operations and maintenance levy to maintain parks trails, natural areas, rivers and recreation facilities, including increased security patrols; and the second a \$30- \$40 million capital funding bond measure package to improve parks, trails, natural areas, community centers and pools.
- C. Develop a revised funding strategy based on City Council direction.
- D. Take no action at this time.

CITY MANAGER'S RECOMMENDATION

Discussion only, recommendation to be provided at January 24 work session.

SUGGESTED MOTION

No motion at this time.

ATTACHMENTS

- A. Eugene Voter Views of Potential Parks Measures Polling Results, October 2017
- B. Council Subcommittee for Parks and Recreation Security and Maintenance Funding Report, October 30, 2017

FOR MORE INFORMATION

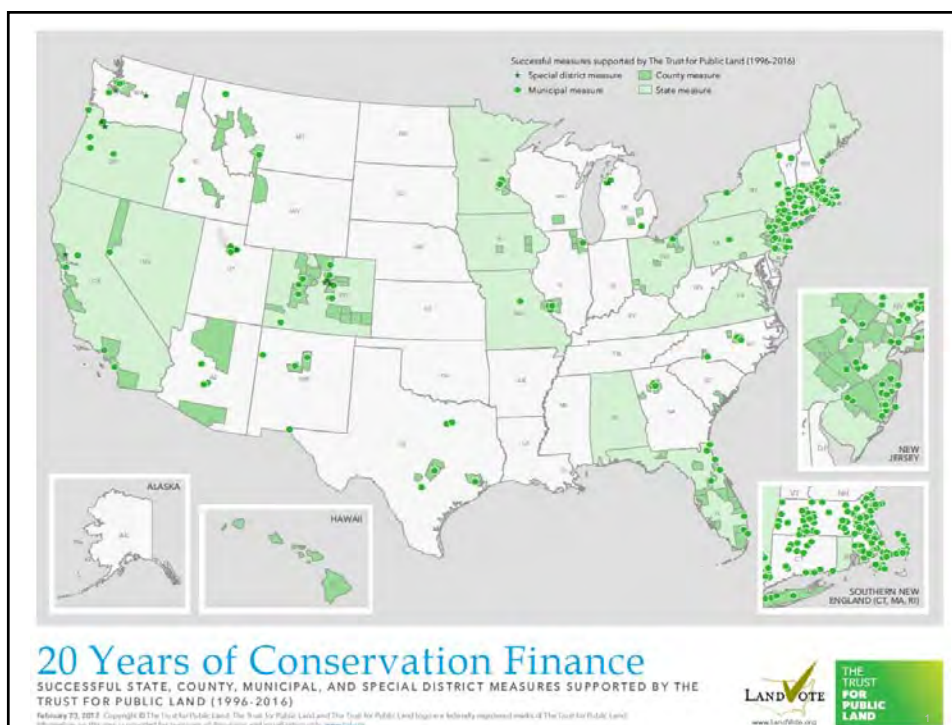
Carolyn Burke, Project Manager, (541) 682-8816, carolyn.j.burke@ci.eugene.or.us

Craig Carnagey, POS Director, (541) 682-4930, craig.t.carnagey@ci.eugene.or.us

Craig Smith, Recreation Director, (541) 682-5334, craig.h.smith@ci.eugene.or.us

Creating Dedicated Parks and Recreation Funding in Eugene

November 13, 2017



FM3 Oregon parks experience

- Statewide measure #66 in 1998
- Statewide measure #76 in 2010
- Portland Metro bond in 2006
- Portland Metro levy in 2013
- Portland Metro in levy 2016
- Bend PRD \$29 million bond in 2012
- Willamalane \$20 million bond in 2012
- THPRD \$100 million bond in 2008



Eugene Voter Views of Potential Parks Measures

Key Findings of a Survey Conducted Among Eugene Voters

October 19-22, 2017

Fairbank, Maslin, Maullin, Metz & Associates – FM3

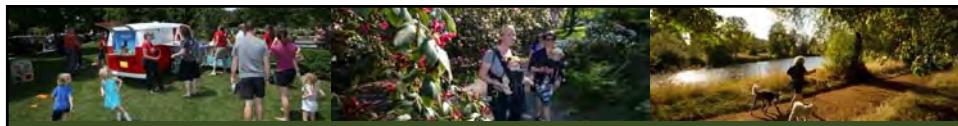
PUBLIC OPINION RESEARCH & STRATEGY

220-4866

Methodology

- 400 interviews with Eugene voters likely to participate in the May 2018 election
- Conducted October 19-22, 2017, via landline and cell phones
- Margin of sampling error of $\pm 3.1\%$ at the 95% confidence interval
- Due to rounding, some percentages do not add up to 100%

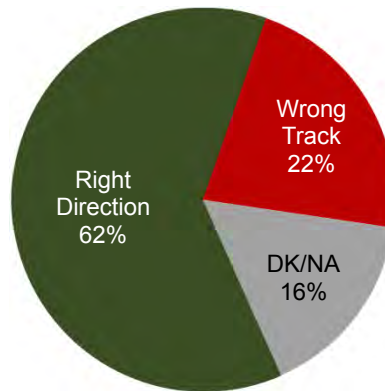
Fairbank, Maule, Maule, Metz & Associates - FMA
PUBLIC OPINION RESEARCH & STRATEGY



Issue Context

Eugene voters largely believe the city is headed in the right direction.

Would you say things in the City of Eugene are generally headed in the right direction, or do you feel that they are pretty seriously on the wrong track?



Parson, Maize, Maudlin, Metz & Associates - PMG

PUBLIC OPINION RESEARCH & STRATEGY

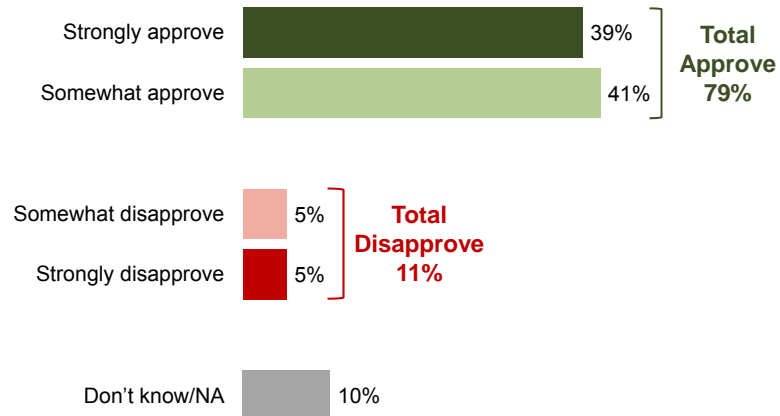
Q1.

6

About four in five approve of the performance of the Parks and Recreation Services Department.



Do you approve or disapprove of the overall performance of the City of Eugene Parks and Recreation Services?



Parson, Maize, Maudlin, Metz & Associates - PMG

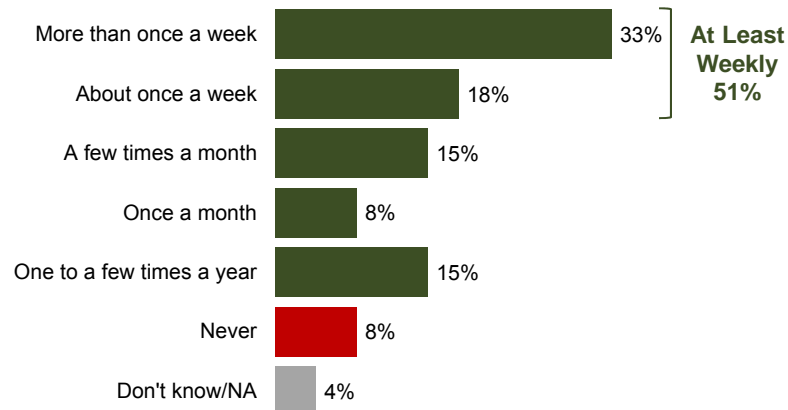
PUBLIC OPINION RESEARCH & STRATEGY

Q2.

7

A majority of voters visit their parks and trails or use recreation services at least weekly.

On average, how frequently do you visit Eugene neighborhood parks, recreation centers, or trails, or use their programs and services: would you say it's more than once a week, about once a week, a few times a month, once a month, one to a few times a year, or never?

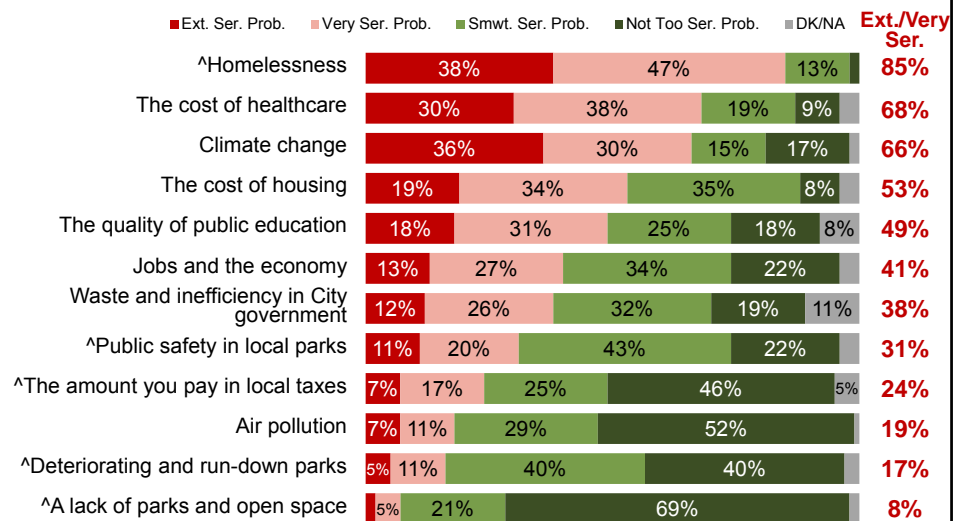


Parkland, Maolin, Maolin, Metz & Associates - PMA

PUBLIC OPINION RESEARCH & STRATEGY Q17.

8

Homelessness is a leading concern for Eugene voters.



Parkland, Maolin, Maolin, Metz & Associates - PMA

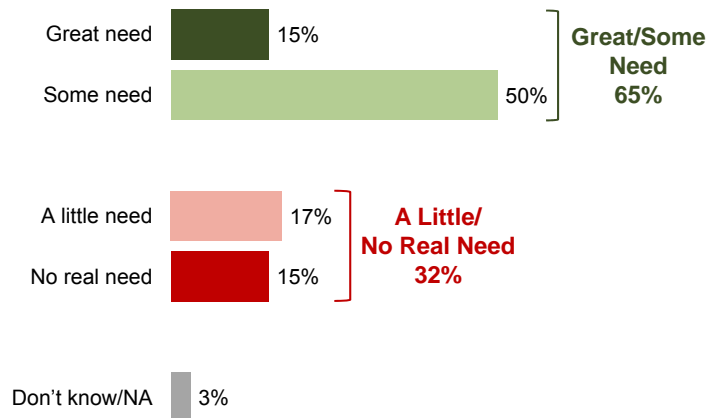
PUBLIC OPINION RESEARCH & STRATEGY

Q6. I'd like to read you some problems facing your area that other people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in your area. Split Sample

9

About two-thirds see at least some need for additional funding.

Generally speaking, would you say that the City of Eugene has a great need, some need, a little need, or no real need for additional funding for neighborhood parks, open space, community centers, and pools?



Parsons, Maize, Mauldin, Metz & Associates - PMG

PUBLIC OPINION RESEARCH & STRATEGY

Q7.

10

Survey Approach

- ✓ All respondents were presented with descriptions of two different measures:
 - a \$30 million bond measure
 - a \$3 monthly fee
- ✓ The order was rotated so that half heard the bond measure first, and half heard it second.
- ✓ Voters then heard positive arguments and were asked again how they would vote on each.
- ✓ Finally, they heard negative arguments and were asked once more how they would vote.



Parsons, Maize, Mauldin, Metz & Associates - PMG

PUBLIC OPINION RESEARCH & STRATEGY

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Testing Support for a Bond Measure

12

Text of Bond Measure Tested

BONDS TO IMPROVE PARKS, TRAILS, NATURAL AREAS, COMMUNITY CENTERS, POOLS.

Shall Eugene renovate community centers, pools; enhance parks, trails, water access and safety using \$30 million in general obligation bonds? If the bonds are approved, they will be payable from taxes on property or property ownership that are not subject to the limits of sections 11 and 11b, Article XI of the Oregon Constitution.

Parsons, Maize, Moulton, Merz & Associates - P.O.

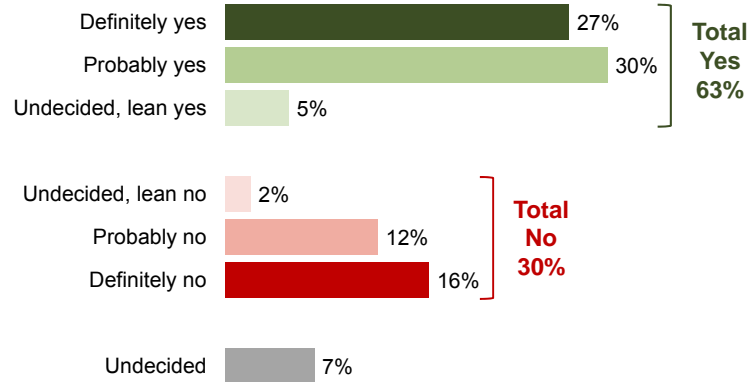
PUBLIC OPINION RESEARCH & STRATEGY

Q3. If the election were held today, would you vote yes in favor of this measure, or no to oppose it?

13

The bond measure begins with a two-to-one advantage.

\$30 Million Parks Bond



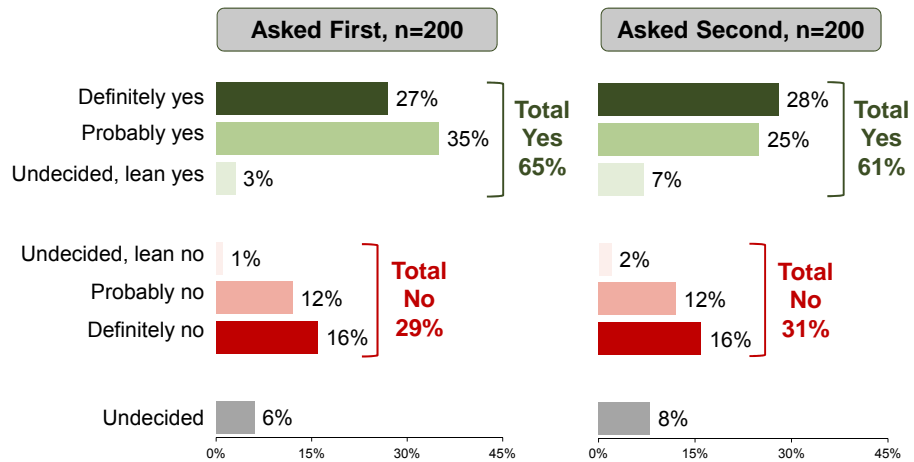
Parkland, Austin, Mauldin, Metz & Associates - PMA

PUBLIC OPINION RESEARCH & STRATEGY

Q3. If the election were held today, would you vote yes in favor of this measure, or no to oppose it?

14

There is little difference in support for a bond measure based on its placement relative to the fee measure.

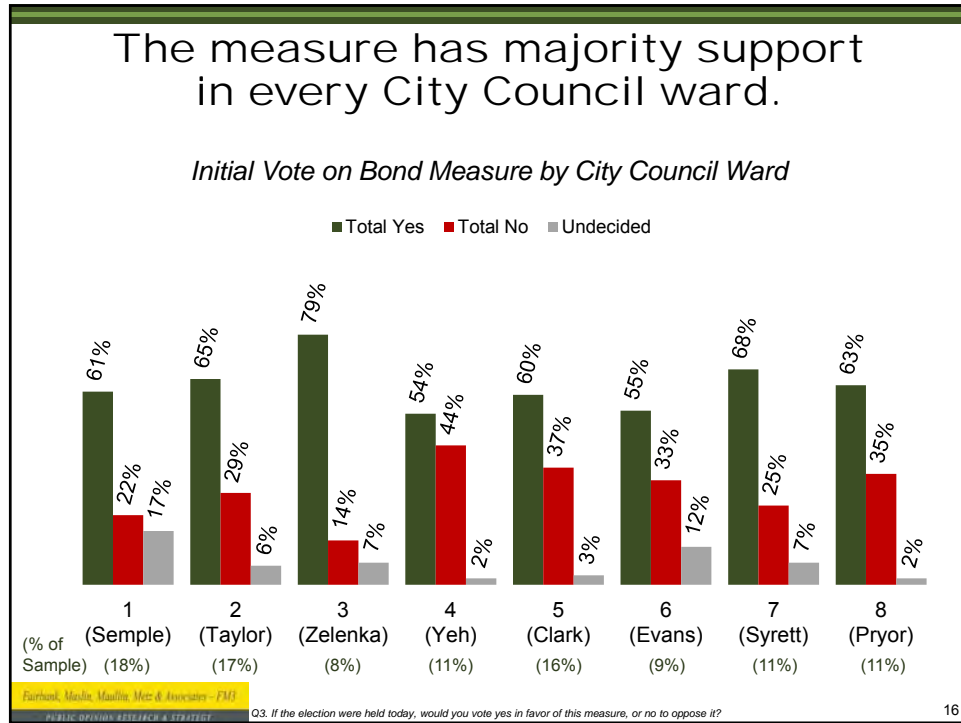


Parkland, Austin, Mauldin, Metz & Associates - PMA

PUBLIC OPINION RESEARCH & STRATEGY

Q3 Split C & Split D. If the election were held today, would you vote yes in favor of this measure, or no to oppose it?

15



Text of Fee Measure Tested

FEE TO MAINTAIN PARKS, TRAILS, NATURAL AREAS, RIVERS, RECREATION FACILITIES.

Shall Eugene maintain and cleanup park facilities, trails, natural areas; increase security patrols with fee capped at \$3 per month for residences?

Parsons, Maize, Mauldin, Metz & Associates - PMA

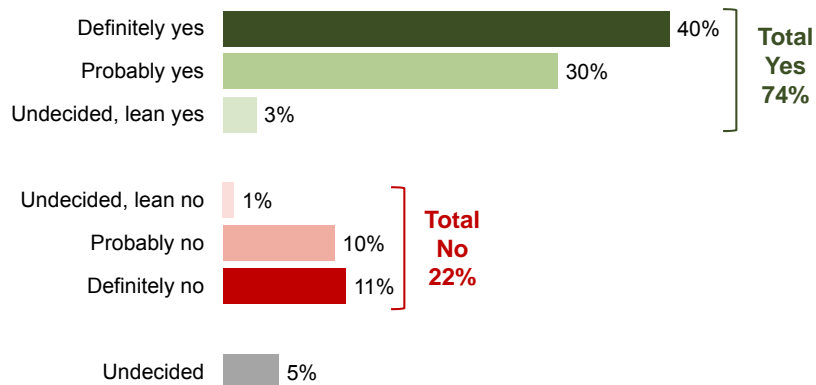
PUBLIC OPINION RESEARCH & STRATEGY

Q4. If the election were held today, would you vote yes in favor of this measure, or no to oppose it?

18

Support for a fee is even broader and stronger than for the bond measure.

\$3 Monthly Fee



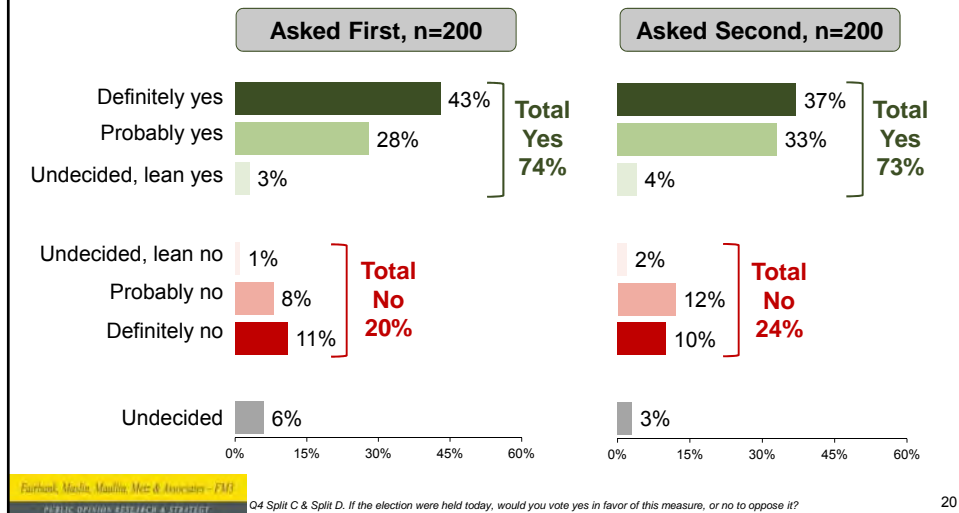
Parsons, Maize, Mauldin, Metz & Associates - PMA

PUBLIC OPINION RESEARCH & STRATEGY

Q4. If the election were held today, would you vote yes in favor of this measure, or no to oppose it?

19

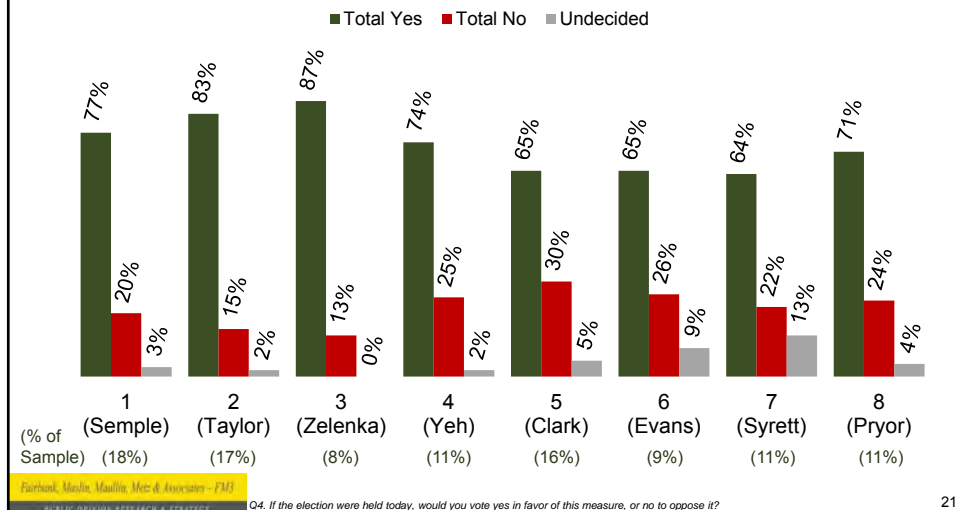
Again, there is little difference in support based on placement relative to the bond measure.




20

Support for the fee tops two-thirds in nearly every City Council ward.

Initial Vote on Monthly Fee by City Council Ward

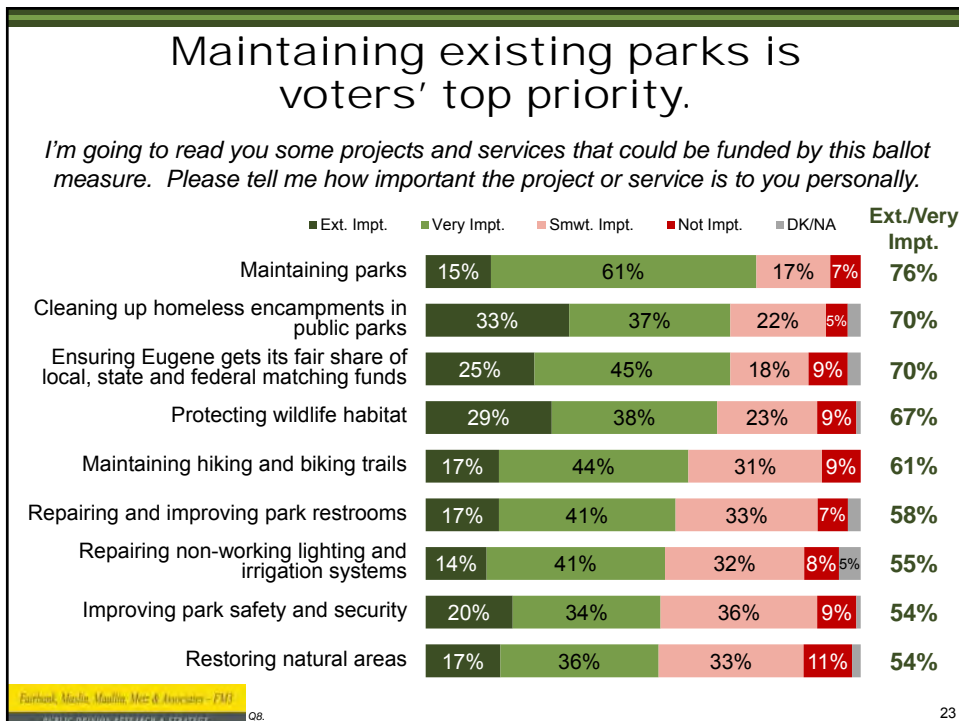


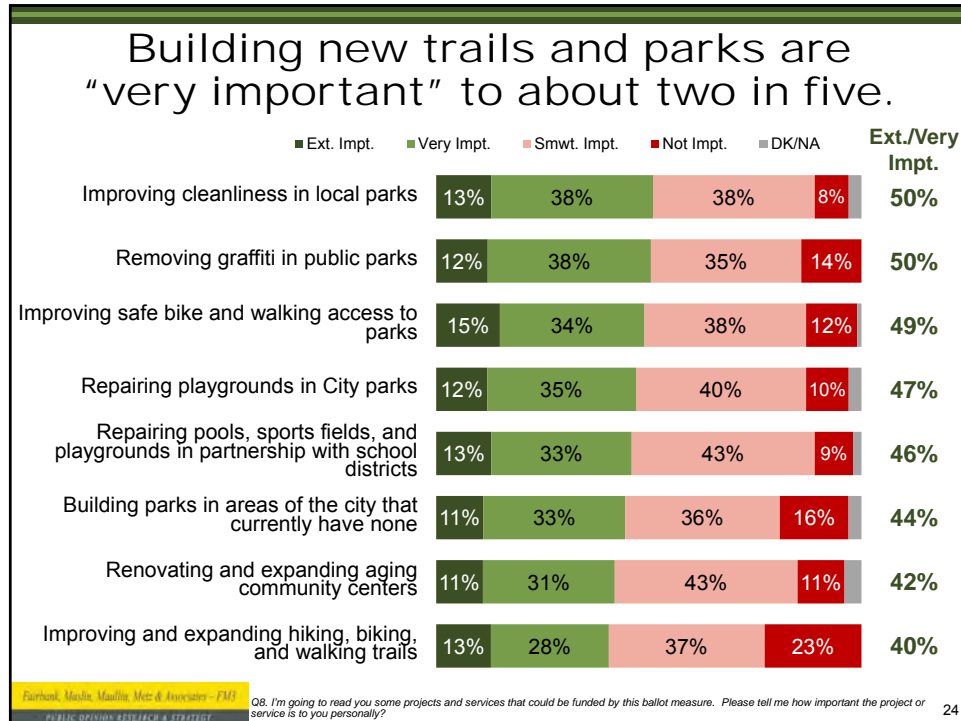
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Voter Priorities

22

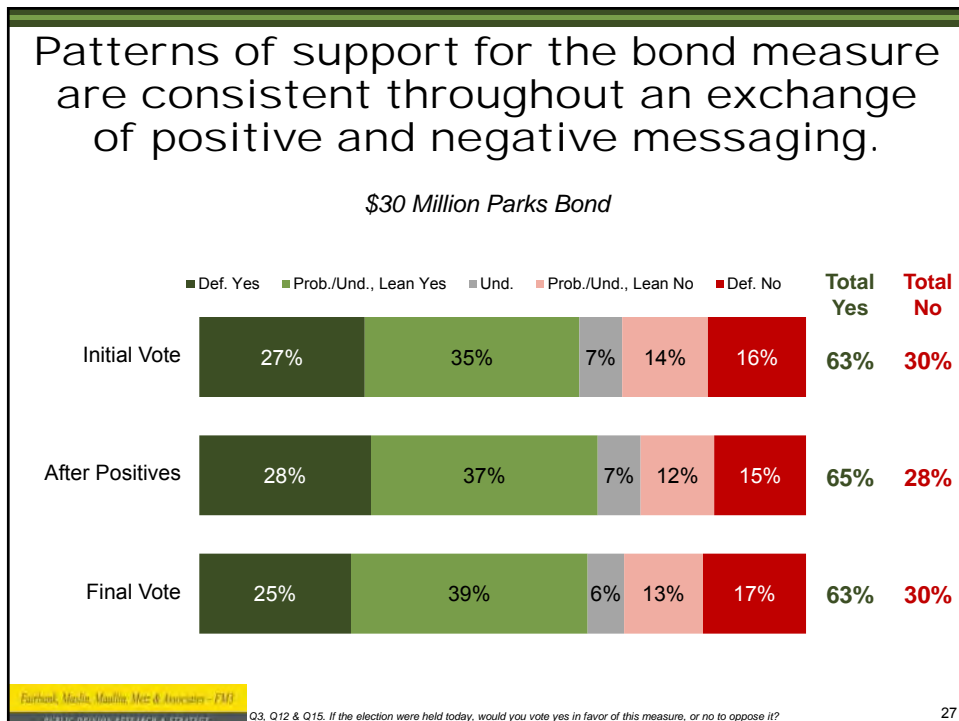


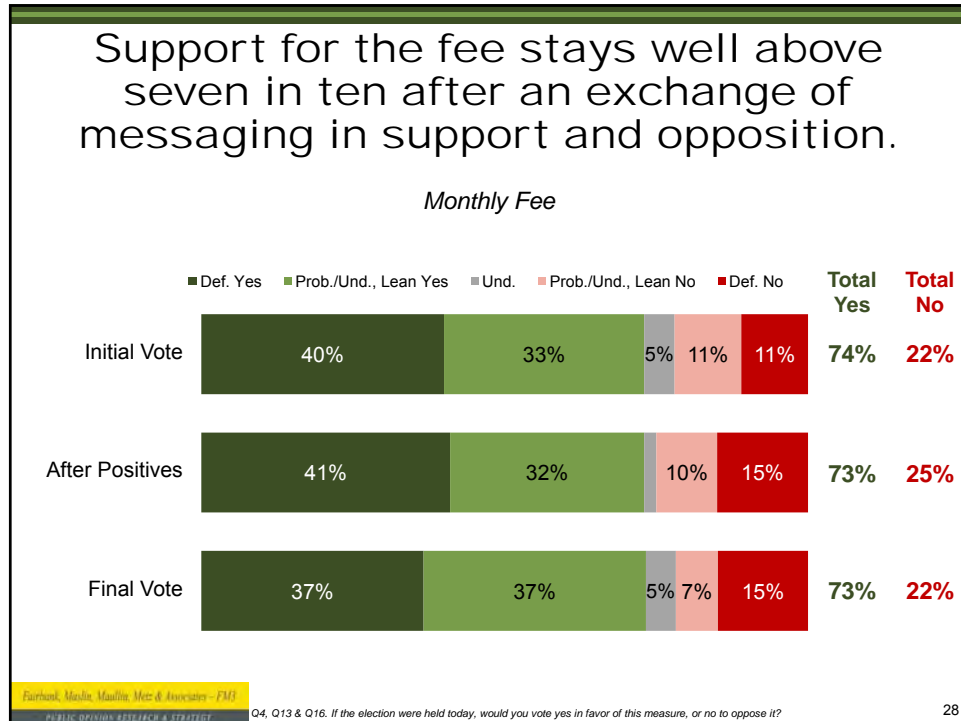




Messaging and Movement

26

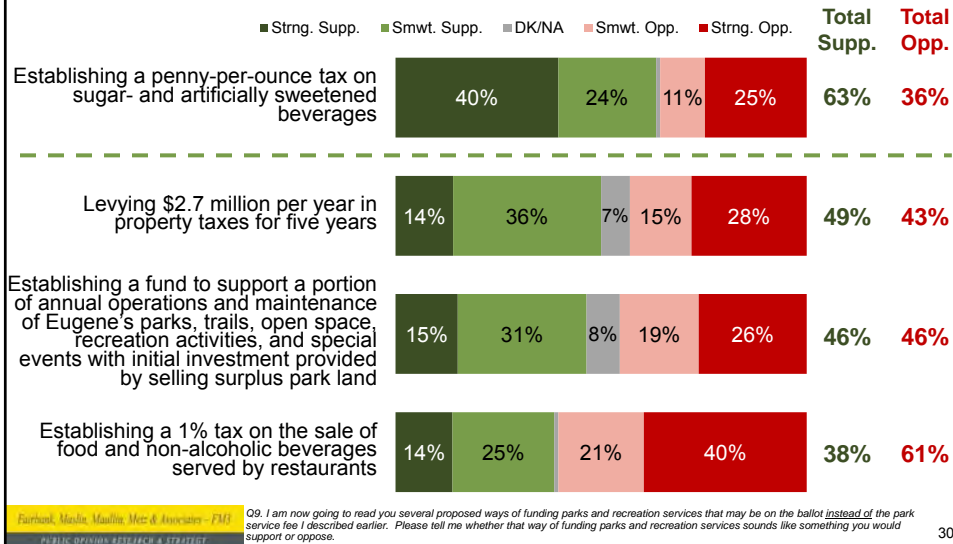




Alternative Funding Mechanisms and Willingness to Pay

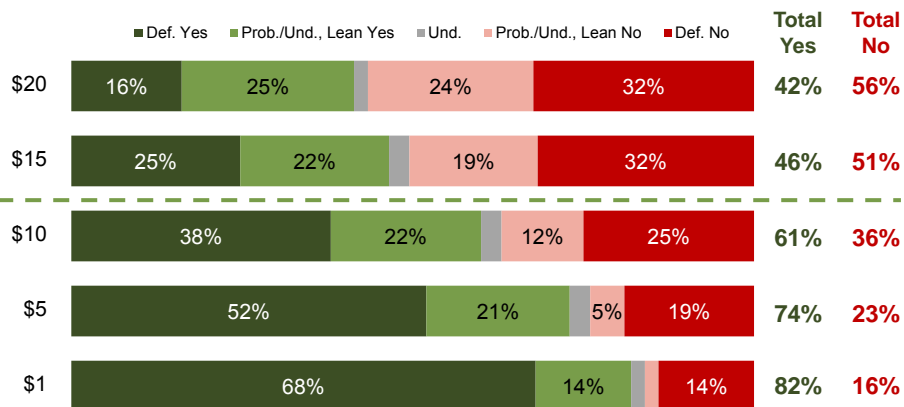
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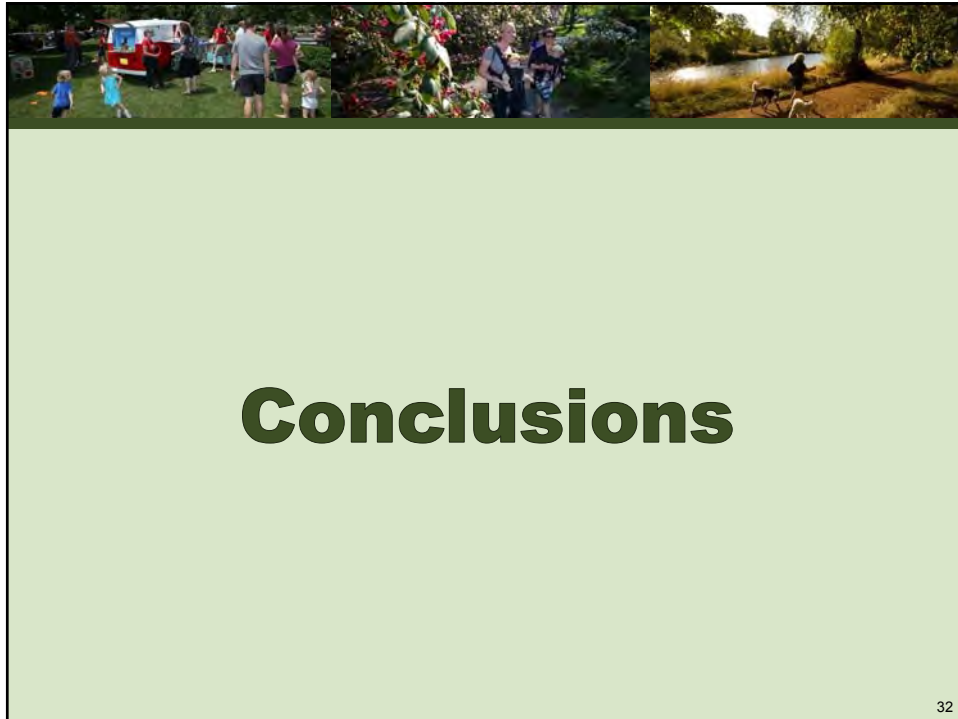
Among other mechanisms briefly tested, a soda tax is popular.



Majorities are willing to invest up to \$10 monthly per household to improve parks.

Regardless of how the money was raised, what if proposals to fund maintenance and improvement of parks and recreation facilities and services resulted in a total cost of _____ in additional taxes for your household each month? Would you vote yes in favor of it, or no to oppose it?





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Conclusions

- ✓ A \$30 million bond and \$3 monthly fee are viable for a future election, with well over majority support for each measure.
- ✓ Support for each is consistent throughout an exchange of pro and con messaging. However, the fee shows much stronger support, with four in five saying they would “definitely” vote yes.
- ✓ While a lack of or safety in parks and open space is not an urgent concern compared with other local issues, about two-thirds see at least “some need” for more funding for parks, open space, community centers and pools. Majorities are willing to pay up to \$10 monthly in principle.
- ✓ Voters in Eugene overwhelmingly approve of the Parks and Recreation Services Department. They also use its facilities and services quite often – one-third more than once a week.
- ✓ Maintaining existing parks, ensuring the City gets its share of matching funds, protecting wildlife habitat, and cleaning up encampments are voters’ top priorities.
- ✓ Parks’ impact on quality of life and the need for basic repairs resonate most broadly as reasons to support the measures.

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For more information, contact:



Carolyn Burke
Carolyn.J.Burke@ci.eugene.or.us



Date: October 30, 2017

To: Mayor and City Council

From: Council Subcommittee on Parks & Recreation Security & Maintenance Funding

Subject: Subcommittee Report

A subcommittee of the Eugene City Council was formed to look more closely at two of the challenges facing Parks and Recreation in Eugene; insufficient maintenance funding to care for existing and future planned parks and recreation facilities and safety concerns in some parks due to illegal activity and vandalism. This report describes the cost of addressing these challenges and summarizes information on various revenue sources. The complete packet of subcommittee materials can be found in the report appendix.

OVERVIEW OF CHALLENGES

- There are safety concerns in some parks due to illegal activity and vandalism. Illegal activities, such as camping, drug use, graffiti and dumping deter residents from using some urban neighborhood parks, the Willamette River, and the Fern Ridge Bike Path.
- Current funding is insufficient to care for existing parks. Two successful bond measures in 1998 and 2006 have allowed us to almost double our parks system in the last 18 years, protecting lands for public use. This additional open space is a critically important part of our city's development and growing population. While our land has grown, maintenance funds have not kept pace to care for these additional parks and natural areas.
- Maintenance funding is needed to support growth of the system. Without identified funding to maintain and operate new parks and recreation facilities, it is impossible to grow the system. This means that we cannot proactively keep pace with population growth or address the existing equity issues in some neighborhoods.

POTENTIAL SOLUTIONS AND FUNDING NEED

Potential solutions have been identified and the types of activities needed to address these challenges. Annual costs have been estimated totaling \$2.4 million dollars. Information on the activities and costs are provided in the following table.

January 10, 2018, Work Session - Item A

Issue	Potential Solution	Activities	Annual Cost
Park Safety	Park Safety and Security	<ul style="list-style-type: none"> Two dedicated EPD officer for Parks <ul style="list-style-type: none"> Includes bike patrols in parks Two year-round Park Ambassadors 	\$590,000
	Illicit Activity Response	<ul style="list-style-type: none"> Illegal camp clean-up Graffiti removal Vandalism 	\$300,000
Park Maintenance	Developed Park Maintenance	<ul style="list-style-type: none"> Reopen restrooms Trash and litter pick-up Turf mowing Landscape bed care Infrastructure maintenance (irrigation, lighting, walkways, site furniture) Seasonal weekend/after-hours maintenance 	\$700,000
	Natural Area Maintenance	<ul style="list-style-type: none"> Trail maintenance Trash and litter pick-up Invasive weed management Native tree and shrub planting Hazard tree abatement Wildfire risk abatement Infrastructure maintenance (access roads, fences, gates) 	\$250,000
	Future Developed Park Maintenance	<ul style="list-style-type: none"> Santa Clara Community Park (SC) Ruby Park (SC) Ferndale Park (SC) Mattie Reynolds Park (SW) Striker Field (WK) 	\$550,000
	TOTAL NEED		\$2,390,000

A few clarifications about this table:

- The table is not representative of a capital bond funding scenario. If capital resources are identified to move forward with other high priority projects such as building new pools, community centers and parks in areas that are currently underserved, additional operations and maintenance funding will be required.
- The activities and costs for Developed Park Maintenance outlined in the table represents a modest proposal that addresses the most critical system needs. It does not address funding for the following activities:
 - Preventative tree maintenance in developed parks
 - Additional portable toilets
 - Increased community gardens maintenance and support
 - Increased ornamental gardens maintenance
- The Future Developed Park Maintenance category outlined in the table represents high priority park development projects. If maintenance funding is identified, existing System Development Charge (SDC)

funds can be used, in part, for capital costs. It should be noted that SDC's do require matching funds. This funding need would be phased in over four to five years as new parks were developed.

POTENTIAL FUNDING SOURCES AND CONSIDERATIONS

While no formal recommendations were discussed, it was generally agreed that a single funding source will likely not fill the need, favoring a multi-pronged approach instead. The following table is a generalized summary of the pros and cons discussed for each funding source. A matrix of additional information is attached. Additional analysis and full discussion summaries are included in the appendix.

Revenue Options	Pros	Cons
Parks and Recreation Fee	Sustainable, ongoing funding source.	New fee for residents and uncertainty about collection method.
Local Option Property Tax Levy	Most common form of providing additional operational funding locally.	Levy needs to be renewed by voters every 5 years creating a high degree of uncertainty for ongoing funding.
Marijuana Tax	Council has already identified this as a partial funding source for Parks.	Uncertainty about how much revenue this will generate.
Restaurant Tax	Sustainable, ongoing funding source.	Local willingness to support this new tax is likely low.
Sugary Beverage Tax	Other jurisdictions across the nation are finding success with this approach.	Local willingness to support this new tax is unknown.
Transient Room Tax	Already established revenue source with identifiable nexus to parks.	Limitations to how much revenue this will generate.
Admissions/Entertainment Tax	Many potential permeations of this tax.	UO events exempt by State Law. Need to balance with keeping arts and recreation affordable.
Private Foundation Endowment	Not a tax on residents.	Limitations to how much ongoing revenue it will generate. It will require additional resources for the Eugene Parks Foundation to launch and sustain a campaign.
Sale of underutilized park property	Provide one-time seed money for endowment.	The future potential of a park site is lost once the land is sold. Additionally, identifying park land as surplus and selling can be unpopular with some members of the public.
Special District	Dedicated funding source for Parks and Recreation.	This approach will likely increase the cost of providing parks and recreation services and reduce operational efficiencies. Could result in revenue loss for other services, including Lane County.

Park and Recreation Security and Maintenance Funding Alternatives
Evaluation Matrix

Revenue Options	Amount or Rate (can be scaled up or down)	Annual Revenue Capability (\$ millions or H/M/L)	Action Needed to Implement	Administra tive Effort to Implement and Manage	Revenue Stability and Reliability	Sustainable /ongoing Revenue	TBL: Healthy Business Climate	TBL: Burden on Low Income Community Members	TBL: Impact on Environme nt	Impact on Other Council Goals	Nexus with Services Funded	Nexus Explanations
Parks and Rec Fee	\$3/month \$1/month	\$2.5 (gross) .8 (gross)	Council	?	£	..	£	Ÿ	—	—	£	All households would pay and all would benefit from having more robust parks & recreation services. Parks provide green infrastructure with multiple utility benefits.
Local Option Property Tax Levy	\$3/month	\$2.3 (net)	Voter Approval	£	£	Ÿ	—	—	£	Property taxes are the current method used for paying for the bulk of parks & recreation services
Marijuana Tax	Current	L-M	None	..	£	£	Ÿ	£	—	—	..	Council directed spending for three specific purposes, including park maintenance & security
Restaurant Tax	1%	\$3.1 (gross)	Council	£	£	..	Ÿ	£	—	£	£	Indirect nexus: tourists will pay a portion of the tax
Sugary Beverage Tax	1 cent/ounce	\$4.7 (gross)	Council	£	£	£	Ÿ	£	£	£	£	Could work together with park and recreation activities to create opportunities to improve health
Transient Room Tax Increase	1%	\$0.2 (net)	Council	..	£	£	Ÿ	£	—	£	£	Indirect nexus: tourists will pay a portion of the tax
Admissions/Amusement/Entertainment Tax	?	?	Council	£	£	£	Ÿ	£	—	Ÿ	£	Could apply to activities that occur in parks and recreation facilities, such as park rentals, leagues, etc.
Private Foundation Endowment	?	L-M	Foundation	..	£	£	—	People who support parks make a choice to donate to their cost
Sale of underutilized park property	?	H	City Manager and Council	..	Ÿ	Ÿ	Ÿ	£	..	Revenue from sale of park property can provide seed money for endowment to maintain parkland
Special District	?	H	Council, Voter Approval, and Metro Plan Amendment	Ÿ	..	£	£	Ÿ	—	Ÿ	..	Created specifically for funding and managing park and recreation services

.. = Meets All Criteria/Favorable/Yes

£ = Meets Some Criteria/Neutral/Maybe

Ÿ = Does Not Meet Criteria/Unfavorable/No

— = Not applicable

? = Not known

H = \$1 million or greater; M= \$100,000 to \$1 million; L = less than \$100,000

Gross = no cost of administration taken into consideration; Net = net of administration costs

Park and Recreation Security and Maintenance Funding Alternatives
Evaluation Matrix

Revenue Options	Amount or Rate	Annual Revenue Capability (\$ millions or H/M/L)	Action Needed to Implement	Administra tive Effort to Implement and Manage	Revenue Stability and Reliability	Sustainable /ongoing Revenue	TBL: Healthy Business Climate	TBL: Burden on Low Income Community Members	TBL: Impact on Environme nt	Impact on Other Council Goals	Nexus with Services Funded	Nexus Explanations
Bicycle Registration Fee	\$ amt per sale	L	Council	£	£	£	£	Ÿ	£	Ÿ	£	46 miles of off-street bike path, most of which are in parks
Business Gross Receipts Tax	0.1% tax on gross receipts	H	Council	Ÿ	£	£	Ÿ	Ÿ	—	Ÿ	Ÿ	No nexus
Business License Fee	varies	L (net)	Council	£	£	£	Ÿ	—	—	Ÿ	Ÿ	No nexus
Commuter Tax	varies	M-H (gross)	Council	Ÿ	£	£	Ÿ	£	¨	Ÿ	Ÿ	No nexus
Corporate Income Tax	1% income tax	\$2.7+ (gross)	Council	£	£	£	Ÿ	£	—	Ÿ	Ÿ	No nexus
E-Cigarette Tax	?	L	Council	£	£	£	Ÿ	£	—	—	Ÿ	No nexus
Luxury Tax	?	?	Council	Ÿ	Ÿ	Ÿ	£	¨	£	—	Ÿ	No nexus
Paper Bag Fee	\$0.05-\$0.20/bag	L	Council	£	£	£	—	£	¨	—	Ÿ	No nexus
Parking Tax	varies	M	Council	£	£	£	£	£	—	—	Ÿ	No nexus
Payroll Tax	varies	H	Council	£	£	£	Ÿ	£	—	£	Ÿ	No nexus
Personal Income Tax	varies	H	Council	£	£	£	£	Ÿ	—	—	Ÿ	No nexus
Red Light Cameras	?	L	Council	£	£	£	—	—	—	¨	Ÿ	No nexus
Sales Tax	varies	H	Council	Ÿ	£	£	Ÿ	Ÿ	—	£	Ÿ	No nexus
Solid Waste Collection Fee	varies	L	Council	¨	¨	¨	£	Ÿ	£	—	£	Pay for cleanup of solid waste in parks
Utility Consumption Tax	1% surcharge	H	Council	Ÿ	£	£	Ÿ	Ÿ	¨	—	Ÿ	No nexus
User Fees and Service Charges for Parks & Recreation	varies	L	City Manager	¨	£	£	£	Ÿ	—	Ÿ	¨	Users pay for the cost of the services

10/30/2017

¨ = Meets All Criteria/Favorable/Yes

£ = Meets Some Criteria/Neutral/Maybe

Ÿ = Does Not Meet Criteria/Unfavorable/No

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Gross = no cost of administration taken into consideration; Net = net of administration costs

Criteria for Evaluation of Funding Alternatives

These criteria are intended be used by subcommittee members and staff to analyze various revenue options and to get a quick picture of how the various options meet certain important criteria.

Amount or Rate: The evaluation is based on a particular amount or rate for the alternative. For some alternatives, the amount or rate can't be determined at this point.

Revenue Raising Capability: Will this revenue source produce sufficient revenue to make a significant contribution to the funding need? Some estimates take into account the cost of administration ("net"), while others do not ("gross").

Administrative Effort: The revenue sources included in the funding strategy should be efficient to implement and administer. There should be practical sources of tax- or fee-related data, and the implementation and on-going program management should not be overly complex. The revenue sources included in the funding strategy should have low to moderate costs for administration, relative to the total revenue generated.

Revenue Stability and Reliability: Funding sources should have a high degree of long-term predictability, stability and reliability in order to ensure that the services funded can be maintained over the long run. They should be stable through economic cycles and not subject to political changes.

Sustainable/ Ongoing Revenue: Funding sources should produce an ongoing funding stream that has the capability to expand and generate additional funds to support growth in the parks and recreation system over time.

Triple Bottom Line: Funding solutions should take into account the "triple bottom line," which includes social equity, economic and environmental impacts. The **economic** aspect of sustainability address the question of whether the revenue source supports a healthy business climate (*e.g., by not imposing an inequitable burden on business*). The **social equity** impacts relate both to how the income is derived as well as how the revenue is used. What is the potential impact on low-income community members? From an **environmental** standpoint, would there be a positive impact on the environment (*e.g., by reducing waste, encouraging alternate modes, etc.*) from implementing this revenue source?

Impact on Other Council Goals: Would this funding solution impact other City Council Goals:

- ***Safe community:*** a community where all people are safe, valued and welcome
- ***Sustainable development:*** a community that meets its present environmental, economic and social needs without compromising the ability of future generations to meet their own needs.
- ***Accessible and Thriving Culture and Recreation:*** a community where arts and outdoors are integral to our social and economic well-being and are available to all.
- ***Effective, Accountable Municipal Government:*** a government that works openly, collaboratively, and fairly with the community to achieve measurable and positive outcomes and provide effective, efficient services.
- ***Fair, Stable and Adequate Financial Resources:*** a government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services.

For this analysis, it is assumed that all options would help achieve the goal of Fair, Stable and Adequate Financial Resources, so the evaluation is based on the direct or indirect impact on the other goals.

Nexus with Parks and Recreation Services: Does the funding strategy have a direct or indirect relationship to specified park and recreation system services and/or the benefit derived from the parks and recreation system to the community as a whole.