JACKSON COUNTY SPORTS PARK

FINAL MASTER PLAN

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THE JACKSON COUNTY SPORTS PARK is a regionally unique recreation area, focused on motor and shooting sports. The 715-acre site is east of White City in the Agate Desert area, north of Medford (Map 1: Context Map). The park is located along State Highway 140, which borders much of the property to the north. The main access to the park is provided by Kershaw Road, which bisects the site and its facilities. Originally, the Jackson County Sports Park site was a World War II military rifle training range, known as Camp White. In 1969, the site was leased by Jackson County from the Army Corps of Engineers to develop as a park. The historic rifle range opened for limited shooting that year, and in 1970, other sport uses were considered. In 1971, plans to develop the site as a Sports Park Complex were submitted to the Bureau of Outdoor Recreation. Once the plans were approved, the site was transferred to Jackson County at no cost for sports park development. The last adopted Jackson County Sports Park Master Plan was created in 1991 to provide guidance for Sports Park development and improvements for a period of 10 years. A 1999 update of the 1991 Master Plan was completed but not adopted.

Today, the Sports Park attracts thousands of people with specialized facilities for motor sports, shooting, ATV/OHV, and other activities. Although the park is owned by Jackson County, most facility operations are handled by six leaseholders, who operate and maintain
designated facilities according to contracted lease agreements. This 2011 Master Plan represents the next iteration of the evolution of the Sports Park as a specialized activity area for all of Jackson County.

JACKSON COUNTY’S PARK PROGRAM
Operating out of the Recreation Enterprise Fund, the Jackson County Parks Department does not receive General Fund support. The goal of the Parks Department is to operate its overall program on a break-even basis. Within this context, the Sports Park must generate at least enough revenue to cover any costs incurred by the Parks Department in association with operation of the park. However, because of the unique uses at the site, the Sports Park may be able to generate positive revenue for the Parks Department.

The 2005 Jackson County Parks System Master Plan calls out the County’s collaboration with concessionaires: “While these relationships differ from true collaborations in that they are based on binding contracts and business interests, the Parks Department currently could not operate some of its facilities without these contracts because of limited funding and staff. The Sports Park’s history as a public park is tightly linked to the contractors who have helped build the facilities found at the site today.

Within the County’s park system, the Sports Park is unique in the activities supported, as well as the special noise overlay zoning that allows noise-generating uses to be sited there.
MASTER PLANNING PROCESS

The 2011 Sports Park Master Plan was prepared over approximately 2 years in three phases. Two groups met during each phase to provide direction for the master planning process:

- The Expanded Staff Committee included staff from multiple County Departments, as well as from other agencies.

- The Advisory Committee for the project included citizen representation of different sports supported at the site, as well as general County interests.

Phase 1 included an assessment of site opportunities and constraints, an evaluation of the current economics of the site and the investigation of several case studies of motor sports parks and shooting sports parks. This phase included broad-based community outreach at the Jackson County Fair as well as targeted leaseholder/stakeholder engagement and the first committee meetings. The goal of this phase was to identify a menu of design program and operating model options. This phase occurred between July and December 2009.

Phase 2 included development of a draft design program based on the results of Phase 1, followed by generation of three concepts for the site that represented a spectrum of site programs and operational models. Option 1 focused on a variety of motor sports, including the addition of a new two-mile road course, autocross and motocross facilities. Shooting
sports and other activities were also supported. Option 2 optimized the arrangement of existing uses to include some new ones. The option showed a balance of motor sports, shooting sports, and other activities, such as softball, BMX, picnicking, trail-use and a play area. Option 3 incorporated motor sports, shooting sports, and a revenue-generating wetlands mitigation bank.

These alternatives were presented to the Expanded Staff Committee, Advisory Committee, the general public and the Board of County Commissioners in February 2010. The initial scope of work for the master plan update was designed to result in the selection of a preferred concept for the site in Phase 2, with detailed economics and operations projections completed for the preferred concept in Phase 3. However, the Board of County Commissioners requested more economic information to assist them in making the decision about the preferred concept for the site. Therefore, the design team worked with County staff to revise the remaining work tasks for the Master Plan effort to incorporate this additional economic assessment, refocusing the original work plan for the remainder of Phase 2 and the forthcoming Phase 3 to accommodate this effort. Phase 2 commenced in January 2010 and continued until July 2010.

Phase 3 began with the presentation of the findings of the economic assessment. This assessment explored the financial viability of the various program elements under consideration for the Sports Park, comparing the cost of operations with the revenue generation potential of different uses and factoring in the impact of capital improvement costs. The design team also revised the three alternatives based on the public involvement preferences, refining them to two alternatives (one with a 2-mile road course and the other without that element). Following a presentation of the economic assessment results in August, the Board of County Commissioners reviewed the revised alternatives and identified...
the preferred concept for the site in September 2010. Due to the high level of financial risk associated with the 2-mile road course, the Commissioners approved the option without the road course.

The final Advisory Committee meeting was convened in October 2010 to obtain input as the design team moved into refinement of the master plan. After consultation with the Planning Department in November 2010, the Parks Department directed the design team to proceed with development of the master plan document. This document was first presented for County review in January 2011, and it was refined based on staff, Board, and public feedback until its adoption. Phase 3 began in August 2010 and continued through adoption of the plan.

PROGRAM ELEMENTS CONSIDERED AND NOT ADVANCED
A key element of the Sports Park Master Plan was the evaluation of program elements based on economic viability, site capacity, compatibility of uses, public preferences and other factors. During the planning process, several elements that were included in the three options developed during Phase 2 were not advanced into the master plan as a result of the evaluation process.

A 2-mile road course was considered in the two of the three options prepared in Phase 2, further evaluated in the economic feasibility assessment, and included in one of the two options considered by the Board of County Commissioners in September 2010. The road course element was not advanced due to the high level of financial risk for Jackson County, the impacts this use would have on other sports uses already in existence on the site, the land use complexities, and the likelihood of needing County funding to pay for infrastructure and other costs.
Retaining the existing high power rifle range was considered in several options as well. Because the high power range is overlaid in the same location needed for drag strip parking and staging, the two uses have had a temporal conflict and cannot take place at the same time. This situation has limited the use of both the high power range and the drag strip. The final master plan calls for moving the high power range to another location that is more secure and better integrated into the shooting sports area, and eliminating the high power range from its current location.

PUBLIC INVOLVEMENT

Jackson County Sports Park attracts thousands of visitors each year, as well as people associated with the concessionaires and organizations that use the park. The park has been known as a motor and shooting sports hub over its almost 40 years as a public park. Involving the public in the master planning effort was a critically important component of the work plan. Specific public outreach and involvement opportunities are highlighted below.

• Jackson County Fair Intercept Booth: To kick off the project, the design team organized an intercept booth at the Jackson County Fair on Friday, July 24, from 2:00 to 6:00 PM. Although the master planning effort was not formally underway, Parks staff recognized the opportunity this well-attended county wide event presented for reaching a broad spectrum of County residents. Responding to interactive display boards, participants provided feedback regarding their past participation in activities at the Sport Park, their ideas for park improvements and development, other County parks they have visited, and their preferences for the character of the park.
Event attendees indicated use of many park facilities in Jackson County.

Questions above included: 1) What additional activities would you like to see at the Sports Park? 2) What other Jackson County Parks have you visited in the last 2 years? 3) Are there any other comments you would like to make about the Sports Park?

• Stakeholder Interviews: The design team conducted in-person stakeholder interviews on September 9th and 10th, 2009. Interviewees include nine leaseholders or facility representatives and three County Commissioners. The purpose of these interviews was to get input on issues and opportunities with regard to uses, management, and financial performance of the site, as well as gain a deeper understanding of the existing operations at the Sports Park.

• Public Workshop: During Phase 2, the design team developed three different concepts for the future use and operation of the Sports Park. As part of the alternatives evaluation, the alternatives were presented to the public at a workshop held on Tuesday, February 9, from 6 - 7:30 PM, at the Mace Building at the Jackson County Expo Center. An estimated 150-200 people attended, and 129 people registered for the County’s mailing list. A brief Power Point slide show provided an overview of the three options. The options were also highlighted on display boards, and community members were given comment cards to note their preferences and feedback on each option. County staff and consultants were on hand to answer questions. By the close of the meeting, a total of 101 comment cards were collected. The responses generally favored “Option 2”, and comments indicated this was because the option retained and enhanced the existing uses.

• County Website: Throughout the master planning process, Jackson County Parks updated the County’s website with information about the Sports Park. This portal also provided an address for e-mailed comments. Since the beginning of the project, e-mailed comments have been collected via posted information on the County’s website. Between July 2009 through the end of February 2010, a total of 46 comments were e-mailed (with 39 sent after the Public Workshop).
Advisory Committee: As noted in the description of the planning process, an Advisory Committee was convened for the Sports Park Master Plan. This committee met three times (once during each phase) to discuss the master plan and give their feedback.

Parks and Recreation Advisory Committee: Jackson County’s Parks and Recreation Advisory Committee was involved throughout the process, and the PRAC was represented on the project Advisory Committee described above.

GOALS OF THE SPORTS PARK MASTER PLAN
The goals of this 2011 Sports Park Master Plan are:

- Provide a concept for the site that meets the County goal of financial sustainability, resulting in the park’s operating on at least a break-even basis;
- Define site uses and their location, scale and character;
- Outline the proposed management for the Sports Park; and
- Provide implementation recommendations that enable County staff to move forward with advancing the Sports Park.

The next chapter of the Master Plan document describes the uses planned for the Sports Park, the overall site circulation and parking, the overall identity of the park, and the organization and management. Chapter 3 describes each of the four use areas in greater detail. Chapter 4 provides architectural guidance for the entire site. The final chapter presents implementation recommendations, including a discussion of planning and land use considerations.
AS REITERATED BY THE PUBLIC and underscored by the economic reviews completed during the master planning process, Jackson County Sports Park (JCSP) is both a local and regional attraction supporting an eclectic mix of activity uses that serve the recreational needs of residents of and visitors to Jackson County.

Since the park’s inception in 1971, conflicts between uses and user groups have arisen as new uses have been introduced to the site. These conflicts have limited the potential of all of the uses at the site, by limiting the duration of some activities and inhibiting the expansion of others. The existing and planned activity areas and uses within the park belong to one of four broad categories: motor sports uses, shooting sports uses, wetland mitigation uses and community activities uses. One key element of this 2011 master plan is the clarification of use zones to maximize the benefits of compatible adjacencies, reduce conflicts among uses, and create a site plan that allows individual concessionaires more flexibility within their lease area.

ACTIVITY AREAS
Map 3 shows the locations of the use areas on the site. Each use area is described below, with greater detail provided in Chapter 3.
Motor Sports Activities

Motor sports activity areas are located in two places: a large area in northeastern corner and a smaller area at the park's western boundary along Merry Lane. In general, most motor sports activity users bring their competition and recreational vehicles into the park using trailers pulled by other motor vehicles (trucks, RVs, SUVs). Because of this functional requirement, each motor sports activity will have its own participant parking and staging area that can accommodate trailers, as well as spectator parking. Each motor sports area will also have spectator amenities, such as grandstands, bleachers, restrooms, shade canopies and concessions.

Motor sports activities at Jackson County Sports Park include the following:

- Off highway vehicle (OHV) stunt and staging areas
- Kart Track and staging areas
- ¼ mile drag strip and pit area
- 1/3 mile dirt oval track and staging areas
- New all-terrain vehicle (ATV) course
- New motocross (or other motorized course) zone and staging areas
- New autocross zone
- New recreational vehicle campground with hook-ups, dump station and support facilities
- Support uses (e.g., concessions, gas sales for participants, garage space, spectator parking, wash-down stations)

Shooting Sports Activities

The southern portion of JCSP is dedicated to shooting sport activities, building on the excellent shooting facilities that have been developed by Rogue Valley Shooting Sports Association (RVSSA) over time. Outdoor public shooting ranges, archery ranges, reserve training ranges, a proposed indoor shooting range facility and high power (550 yard) rifle range are accessed from a frontage road extending southeast from the intersection of Kershaw and Corey Roads. The reserve range for law enforcement training is maintained for private or scheduled use with a gated access road east of the frontage road. The high
power rifle range has been relocated from its historic location between the drag strip and oval track to the southernmost portion of the park, past the reserve range, where its users will not experience conflicts with motor sport events and where access can be more controlled.

Other Community Use Activities

Near the park’s major central access point (Kershaw Rd. and Lake Hwy. 140) is the community use area that includes up to six redesigned ball fields, concessions and restrooms, a landscaped park area with playground and picnic shelters, caretaker’s residence and a flexible community activity zone that could include community-initiated and operated park features such as a BMX course. The ball fields are designed for efficient use of space, competitive play and streamlined maintenance. A central paved parking lot serves the ball fields, the community park, playground and picnic areas, Hoover Ponds and the flexible community-initiated park features. Centrally located within JCSP, the community use area provides core traditional park amenities that have not previously existed on the site with enhance ball fields that better support local league play.

This area will include a new recreational vehicle park and campground managed by Jackson County. The RV park will provide in-park accommodations to overnight spectators visiting Jackson County Sports Park or other nearby attractions. The RV park is equipped
with full hook ups, pull-through and pull-in spaces, as well as a number of camping spots with pull-in vehicle parking. Conveniently located within walking distance to the motor sports venues, the RV park also provides easy access to the shooting ranges, Hoover Ponds and the community ball fields and picnic areas.

**Wetland Mitigation Activities**

Vernal pool wetlands are found throughout the region, providing habitat for fairy shrimp, a listed species. When construction projects (public or private) impact these wetlands, mitigation is required. A mitigation bank allows public or private entities to purchase “credits” of mitigation at a certified mitigation banking site, instead of providing mitigation on their own site. The State of Oregon may grant up to one-third credit per acre for retained wetlands, and one full credit per acre for restored wetlands. In 2010, the average cost for off-site mitigation in Oregon was $85,000 per credit. The costs associated with setting up the bank, restoring the wetlands, and setting aside funds in an endowment for long-term maintenance would be subtracted to determine the net value or “profit” from these areas. Based on the economic feasibility assessment, the vernal pool mitigation bank element has the potential to generate net revenue for the County for as long as nine or ten years, until all the credits are sold.

At Jackson County Sport Park, the vernal pools are concentrated between the OHV zone and the community park-ball field area. In this area, a vernal pool mitigation bank will be located. Here, the mitigation bank provides seasonal vernal pools, ponds and wetland features as an attraction for wildlife and bird watchers, fisherman and hikers. Contained within the wetland mitigation area, the Hoover Ponds are upgraded with new stabilized pathways, boardwalks, overlook platforms and native planting masses. Uses in the wetland mitigation area are generally passive activities (including walking, running, fishing and bird-watching) that do not conflict with the primary mitigation bank use.

**OVERALL SITE PLAN**

The illustrative site plan (Map 4) presents the long-term vision for the physical design of Jackson County Sports Park. Major park destinations overlay with circulation elements to highlight important boundaries, access information and use area adjacencies. The following section describes key features at various destinations in JCSP, with more detailed area plans presented in Chapter 3.
Other Community Use Activities

The community use activities area groups recreation uses (including reconfigured ball fields) in the central portion of JCSP, creating a more diverse range of activities and a stronger entrance to the park than is currently provided.

• RV Campground: A proposed RV campground will include up to 65 pull-through and pull-in hook up sites on paved roads for overnight RV accommodation. This area will also include up to 15 pull-in camping spaces, centralized ingress/egress, check-in booth, barbecue facilities, a dump station, restrooms and showers.

• Ball Fields: The proposed ball field layout uses space more efficiently than currently and will streamline maintenance operations to support youth league play. The plan calls for up to six ball fields equipped with energy efficient event lighting, scoreboards and irrigation systems, located to avoid conflicting with the existing cell tower. Users will access ball fields from a paved, landscaped parking lot and from a north-south paved promenade between the fields. Along this promenade will be a new concession building also providing a small office space, maintenance storage, a community bulletin board and public restrooms. A vegetated buffer along Kershaw Road will create physical separation between the ball fields, traffic and adjacent private property.

• Community Parking Lot: The parking lot in the community use area fills multiple roles. This paved, landscaped (shaded) parking lot will have 250 standard 90-degree spaces and include a number of oversize parking spaces. The lot will feature a drop-off and loading zone along its western edge where pathways link to ball fields, open space, picnic area, playground, Hoover Ponds and wetland areas, RV park and BMX flexible use zone.
• Open Space and Picnic Area: A proposed 2.5 acre open space will be a flexible venue for outdoor gathering and open format recreation. The open space and picnic area’s location is accessible from a path system around the parking lot, playground, ball fields and Hoover Ponds. A vegetated buffer along the open space’s western perimeter will separate active uses around the ball fields/playground and passive uses around Hoover Ponds and wetland areas. Restroom access is at ball field concession area.

• Playground: A proposed ½ acre playground will be located near the parking lot, open space and picnic shelters. The playground will feature both nature-play elements and classic play structures for children aged 2-5 and 6-12 years old. The playground is accessible by a path from the parking lot, RV campground, ball fields and Hoover Ponds. Engineered wood fiber will be the safety surfacing used at the playground. As with the picnic area, restroom access is at ball field concession area.

• BMX and Other Community-Initiated Recreation Uses: A 5-acre area south of the ball fields, open space, playground and picnic areas will be reserved as a flexible use area for such activities as dirt surface BMX and radio-controlled car use. In the past, a variety of community-initiated recreation uses have been sited in the park. This area provides a designated space that can accommodate a variety of community-initiated and operated recreation uses, taking advantage of the restrooms, parking and other features in the community use area.

• Caretaker’s Residence: Jackson County may provide a residence for an on-site caretaker, an arrangement that already exists at the Sports Park. Vehicle access provided from the main parking lot.
THIS PAGE LEFT INTENTIONALLY BLANK Z-FOLD MAP
• Hoover Ponds and Wetland Mitigation Areas: As the largest portion of the park under County administration, the Hoover Ponds and wetland mitigation areas offer park users activities and scenic amenities not available in other portions of JCSP. These areas also provide revenue generation to help the Sports Park be financially self-supporting. Future design of the area should improve the quality and amount of native vegetation around the ponds and wetlands and to construct an ecologically-sensitive path system that improves access for hikers, fishermen and birdwatchers. Edges of the Hoover Ponds may be reshaped where appropriate to add habitat for waterfowl and fish species. The looping path system will feature overlook platforms, bird blinds and interpretative signage addressing local flora and fauna and the park’s place in the wider landscape. The entire Hoover Ponds and wetland mitigation area will be buffered from active uses on either side and along Hwy. 140 with vegetation to reduce noise, dust and visual impacts from the OHV area, and the ball fields/community use area. If and when the proposed Foothill Road extension is constructed through this portion of the park, a pedestrian crossing (bridge or tunnel) should be provided to maintain linkages across the road.

**OHV Motor Sports Area**

A dedicated OHV zone will anchor the western side of JCSP, building on the crawling course already in that location. This new OHV zone is envisioned as southern Oregon’s best venue for off highway vehicle competitions and stunt activities. Vegetated berms and screens will buffer OHV uses from impacts of Hwy. 140 and create needed separation from the Hoover Ponds area. Two parking lots are open to OHV users, with the southern one under concessionaire control and containing oversize stalls for truck/trailer; the northern parking lot is open to the general public and also provides access to the Hoover Ponds from the park’s west side. OHV course design will include features stunts such as rock crawls, mud bog, tractor pull, dirt drag strip and an obstacle course. A staging area, grandstands, restrooms and overflow parking are also proposed features. While the parking area may be paved, the OHV area will primarily be unpaved to meet the requirements of the Off Highway Vehicle features included here.

**Motor Sports Activities**

The motor sports activities area is built around the existing kart track, drag strip and oval track, incorporating new motor sports features and allowing for better management, revenue generation and circulation.
- Kart Track Area: The kart track is located north of the shooting ranges. This area retains the existing paved karting course approximately 4500’ in length, featuring optimized turning radii and a variety of short or longer routes for go-kart users. The asphalt kart track is designed for small, lightweight go-kart vehicle use only. A vegetated berm/screen will be constructed along the track’s north boundary where walking paths around Rickard Pond are planned. An asphalt parking lot designed to accommodate participants (including trucks/trailer combinations) and spectators will be made accessible from Kershaw Road. Participant and spectator support facilities, including bleachers, viewing areas, and restroom facilities will be provided for seasonal use.

- Drag Strip Area: The improved drag strip, known as Champion Raceway, is a 1/4 mile drag strip with staging lanes, grandstands, spectator amenities and an adjacent 8.6 acre pit area. The pit area will be a paved surface just east of the drag strip where competitors repair and prepare their vehicles for races, and may be open to spectators to observe racing teams in action. Upgrades to the drag strip include concrete and asphalt resurfacing (where needed), improvements to pedestrian circulation, upgraded concession/restroom facilities, improvements to spectator lighting and scoreboards and formalizing zones for pit area activities and spectator parking. The master motor sports concessionaire will have procedures in place to manage overlapping/end-to-end events in the drag strip, motocross, autocross and oval track zones.

- Autocross/Parking: An autocross area is planned for the southern portion of the spectator parking lot serving the drag strip and overflow oval track parking. Autocross has flexibility because the course layout can easily be adjusted to work in various portions of the parking lot depending on space demands of adjacent motor sports activities. The master concessionaire will have procedures in place to manage
overlapping/end-to-end events in autocross, motocross, oval track and drag strip zones. Autocross does not have designated spectator amenities such as restrooms or grandstands, but will share access to some of these amenities at nearby venues such as ATV and oval track. Autocross is an activity that will occur within the larger flexible use paved area (with lighting) that also accommodates not only spectator parking but also auto uses such as road school and police training. Lighting on this paved area will support the illumination levels needed for autocross, training activities, and parking.

- **Oval Track**: The 1/3 mile dirt track, known as Southern Oregon Speedway, hosts wheel to wheel car races on a dirt track and includes a large grandstand facility and spectator amenities. The adjacent upgraded spectator parking lot can accommodate 350 standard size vehicles. The parking lot is repainted and landscaped to accommodate more cars and provide additional shade. The track will be more accessible to pedestrians with improvements to sidewalks that link to the large parking area and other motor sports venues.

- **Motocross (or other compatible motorized uses)**: A proposed one-mile dirt motocross course in the northeastern corner of JCSP will provide cross country motorcycle (and other compatible motor sports) enthusiasts a place to compete and practice. The course layout should include tight turns and straightaways. Site circulation will allow participant vehicles access, with trucks/trailer parking in the spectator parking/autocross lot. Future motor sports concessionaires could opt to provide other compatible motorized activities at this location as long as they are compatible with intent of motocross uses.

- **ATV Course**: A proposed ATV course is located in the hilly oak woodland along the park’s southeastern boundary. The approximately 1.3 mile long course will feature steep elevation climbs and descents and terminates at a gravel parking lot that will feature an ATV hose-down station and restroom facilities. The parking lot for ATV is accessible from the new internal park road running between oval track and autocross activity areas. This location could alternatively be used for motocross or other motorized trail activities.

**Shooting Sports Activities**

The shooting sports activities area builds on the anchoring RVSSA facilities built off Kershaw Road, providing one of Oregon’s top shooting facilities.

- **Public Shooting Ranges**: Public shooting sports facilities include nine outdoor shooting ranges for archery, shotgun, rifle and pistol use at distances spanning 25 to 200
yards. An improved gravel parking lot running the length of the public shooting ranges will have three access points along the new frontage road. Between the firing lines and the parking lot will be a landscaped path that allows safe pedestrian access between ranges. Shooting range firing lines and canopy covers are generally open, modest wood structures with metal roofing set on concrete or asphalt pads. Permanent restrooms may be provided to serve the public ranges.

- **Reserve Shooting Ranges**: A reserve shooting range with specialized training equipment and facilities will remain at its current location as a restricted access venue available for rent to various law enforcement agencies and other similar groups. The reserve shooting range is a critical component of public safety in Jackson County.

- **High Power Rifle Range**: A 550-yard high power rifle range is planned at the southern terminus of the proposed frontage road. Moved from its original site near the drag strip, the new high power range will have more secure access and will not subject to scheduling conflicts with motor sports activities. The site will include significant buffers along both sides of the range’s linear span to create physical separation between the range, traffic and adjacent private property. The high power range will be accessible by vehicle traffic only and will include a small gravel parking lot.

- **Indoor Range**: In the future, a proposed 20-position indoor range will be housed in a 60’x100’ two-story building that includes indoor restroom facilities and office space for a rangemaster. The indoor range will be accessible from a paved frontage road that serves all shooting sport activities in the southern portion of the park. Located just south of the kart track zone, the indoor range can also be reached from a landscaped path linking to community use areas. A small gravel parking lot will be provided for the indoor range.

**PARK CIRCULATION AND PARKING**

The Circulation and Parking Plan (Map 5) describes how pedestrians, bicyclists and all vehicles (from cars to RVs to truck/trailer combinations) gain access to and navigate between activity areas and venues in the sports park. Main vehicular routes will be 2-lane two-way and one-way asphalt roads (solid white lines). Secondary vehicle routes may be made of compacted gravel, except where paving is required by specific uses (e.g., paving required for drag strip return roads to avoid engine damage). A new pedestrian circulation system will consist of two path types (depicted by orange and yellow lines). An integrated system of paved paths (sidewalks) with crossing facilities will serve high use areas (drag strip, RV campground, ball fields). Improved soft paths and boardwalks (in Hoover Ponds,
along shooting ranges) provide pedestrians safe, clear and direct routes to park venues and between parking facilities. Any future Foothill Road extension between Corey Road and Hwy. 140 will require eventual construction of a pedestrian footbridge or underpass structure to maintain connectivity and prevent further fragmentation of the site.

The primary park gateway at Highway 140 and Kershaw Road is improved with uniform signage, intersection improvements and upgraded lighting. The intersection at Kershaw Road and Legend Drive is also a well-traveled secondary gateway into the motor sports and shooting ranges, as is the OHV entrance at Merry Lane.

Roads internal to the park (Legend Drive, frontage road extending from Kershaw Road along shooting ranges, roads between motor sports activity zones, etc.) should be improved and in some cases rerouted with asphalt surfacing or compacted gravel to facilitate better circulation during high use periods. Conceptual track and race course layouts illustrate the desired activity footprint for motor sport and related activities. Lastly, an easement agreement between Jackson County and Knife River quarry may be pursued to allow for as-needed use of a private road at the park’s northeast corner. This access point would be used primarily for traffic exiting the park to Hwy. 140 during high attendance events. An easement agreement with Knife River should aim to guarantee safety of park users and minimize disruption of existing quarry traffic.
The size and character of existing parking facilities will be upgraded to allow the park to serve a larger number of park users. More information about the proposed parking facilities within each area is described in the detailed area plans in Chapter 3.

**PARK IDENTITY**

A park signage and wayfinding system helps park users to find venues, entrances, parking facilities and other attractions within JCSP. A wayfinding hierarchy works at many levels to notify park users of critical information including directions, locations of events and facilities, operating hours, use guidelines, posted schedules and event scorekeeping.

Additionally, the wayfinding system establishes a unique brand identity for Jackson County Sports Park through consistent, local and contextual use of signage materials, logos, color palette, technology and illustrative themes. Smaller branded spaces, such as the drag strip or the OHV area, utilize signage that is specific to the particular venue but also conforms with parkwide signage standards.

The below list describes the basic hierarchy of the JCSP wayfinding system and relates standards for where it should be located within the park landscape.

- **Gateway Signage**: main gateway at intersection of Kershaw Road/Hwy. 140; secondary gateways at Merry Lane and intersection of Legend Drive/Kershaw Road
- **Vehicular/Pedestrian/Bike Directional Signage within park boundary**: at any road or pathway intersection
- **Vehicular/Pedestrian/Bike Directional Signage outside of park boundary**: at closest Medford exit along I-5; at intersection of Hwy. 62 and Hwy. 140; at intersection of Merry Lane and Hwy. 140; at intersection of Hwy. 140 and Kershaw Road
- **Building Identification Signage**: grandstands, restroom and concession facilities, park control booths, caretaker’s residence, etc.
- **Rules/Norms Signage**: parking lots/entrances of motor sports and shooting sports activity areas
- **Collateral Signage used to identify special programming, events, held on specific dates**: ball field bulletin board, etc.
• Dynamic Signage that offers time-sensitive information to park users: main park gateway and within spectator parking lots

• Branded Space Signage: entrances to specific venues such as drag strip or RV park

PARK ORGANIZATION AND MANAGEMENT

The diversity of events and venues in JCSP with high participant and spectator volumes, crowding, traffic and noise requires strong management to avoid conflicts between user groups. Additionally, a management plan for all park lands must be adopted to ensure safety, sound financial performance, and adequate staffing.

The past management of JCSP has been accomplished through a series of lease agreements. Current concessionaires vary from businesses to non-profits to interest groups. In addition, the concessionaire boundaries as articulated in the lease agreements in effect during the master planning effort only accounted for 40% of the site, leaving 60% essentially unmanaged. A key element of this 2011 master plan is the clarification and redefinition of the activity use boundaries so that the entire site is assigned to a specific entity that is responsible for all land management within the lease boundaries.

This master plan recommends streamlining the management of the Sports Park to provide three lease areas that are income generating enterprises requiring technical expertise, a sound business model, knowledge of user needs/expectations and ability to manage complicated event logistics. Non-leased lands in JCSP are managed by the County, although the County may contract with entities to perform specific tasks or functions.

The concessionaire areas as well as the County operated non-leased land are depicted on the Concessionaires map. Each concessionaire shall have a geographic area of influence within the park (Map 6: Concessionaires). The purpose of limiting the number of master concessionaires is to minimize conflicts that have historically occurred between and within motor sport and shooting activity portions of the park. With active use areas being redefined and geographically consolidated through this master plan process, this concessionaire arrangement will add another layer of assurance of the orderly and fair management of park lands. Geographic boundaries of the three master concession areas are extended to include adjacent lands whether or not they are part of the active use area. This arrangement ensures that no park land goes unmanaged. The three concessionaire areas are as follows:

• Shooting Sports Concessionaire Area. The shooting sports concessionaire area generally coincides with the area managed by the RVSSA. Currently, they hold a 10-year lease, which expires at the end of 2014. RVSSA has been responsible for all
operations within their lease area. With the relocation of the high power range within the shooting sports area, the organization can take on the scheduling of that facility.

- **OHV Concessionaire Area.** An OHV concessionaire will be charged with capital construction, operations, management, upkeep and logistics of the OHV area. This is a new concessionaire area, designed to operate the type of higher level OHV competitive facility that public involvement in the master plan indicated has strong market potential. This area is envisioned to be a turn-key operation, where the selected concessionaire will build and operate the OHV facility according to his or her business model.

- **Motor Sports Concessionaire Area.** This master plan envisions a single motor sports operator for all of the motor sports activities located east of Kershaw road, including the kart track, drag strip, oval track, and other motor sports uses. This direction is a change from the most recent operations, where three separate leaseholders are responsible for different facilities, with a radio controlled car organization also holding a lease on a small portion of land. Further in the past, a single operator managed both the drag strip and oval track. The multiple leaseholders have required significant County coordination, and there have been conflicts between some leaseholders because of concurrently scheduled high attendance events (and the lack of coordinated visitor traffic control). Case studies have shown that motor sports venues function most effectively when a single operator has responsibility for all motor sports activities, maximizing use of the facilities while working to minimize traffic and event conflicts. Because there are three leaseholders within the recommended motor sports concessionaire area, Jackson County should issue an RFP for a comprehensive motor sports operator and time the RFP so that the selected operator is in place to take over motor sports operations when the existing leases expire.
Within each concessionaire area, the concessionaire will be responsible for developing a business plan and model to best meet their area’s specific sporting needs. Chapter 5 provides additional recommendations on concessionaire policies for JCSP.

Areas of the park not under management by the three master concessionaires shall be under County management. The areas under County administration include the following active and passive uses: wetland mitigation bank, Hoover Ponds, ball fields, picnic area, community park, playground area, RV park, campground and Rickard Pond natural area.
FUTURE PLANNING AND DESIGN for Jackson County Sports Park should address goals described in the following detailed area plans for motor sports, OHV, shooting sports and community use areas.

The five area plans provide suggestions for siting and orientation of new park features and buildings, proposed circulation, landscape improvements, materials selection, parking design and proposed site amenities for Jackson County Sports Park. Proposals aim to retain and attract new park users and to increase the quality of experience within the park. Plans have detailed labeling and notes. The following page consists of a list of detailed points, grouped by category, that provide more information to guide design and planning choices at Jackson County Sports Park. Each detail map includes a key map that locates the area within the larger park site.
COMMUNITY USE AREA

Map 7 illustrates details for the Community Use Area, which is described below:

General Landscape

- Park’s external entrance at Hwy. 140 and Kershaw Road should use a combination of lighting, signature landscape elements and branded signage to direct visitors south into the park.
- Tree-lined, paved pedestrian promenade linking youth ball fields, parking lot, playground and open space should function as a vibrant social space during sports events with addition of furnishings such as rustic wood benches, water fountains, pedestrian-scaled lighting, wooden bollards, concession buildings and wooden trash receptacles.
- Planting choices should reflect overall goal to reduce water use and maintenance while also providing necessary screening, erosion control, visual interest, gateway accents and site definition. In the Community Use area, planting selection will include more ornamental trees, shrubs, grasses and other perennials because of the proposed park features. Use of non-invasive, native species is preferred.

Sports & Play

- Up to six youth ball fields feature adjustable pitcher’s mounds to accommodate all-league play.
- Ball fields each feature team dugouts, spectator bleachers, field lighting and coaches’ boxes.
- Ball fields should be arranged in a pinwheel layout to ease maintenance and make it possible to share concession and spectator facilities between fields.
- Two-story concessions building at intersection of pinwheel should include restrooms, concessions window, announcer’s booth, administration office and utilities control box for lighting and irrigation. Structure should conform to architectural guidelines outlined in Chapter 4.
- Restrooms, storage and utility controls for lighting and irrigation for northern ball fields should be housed in a single structure along pedestrian promenade.
- Modern ball field lighting and scorekeeping facilities should be specified to allow night time events (50 foot candles preferred).
- Playground area should feature a wide range of structures for children of different age groups and skill levels.
- Traditional playground elements should be balanced with high quality nature play elements such as boulders, logs, planting and water features.
- Two rustic wood picnic shelters (30’x50’) should be located near playground and open space areas to provide weather protection, barbeque grills, picnic tables and trash receptacles.
NOTES:
The Community Park will feature a children's play area designed for various age groups. The play area will be adjacent to 2 picnic shelters and within reasonable distance from the parking lot.

North of the Community Park, up to 6 ball fields will feature support amenities such as 2 restrooms, concessions, office, maintenance shed and ballfield plaza/promenade.

RV Park and Campground will feature a combination of up to 80 pull-through, pull-in and tent camping spaces, with support amenities such as a registration booth, dump station, 3 restrooms, shower facilities and landscaping to provide shade, buffers and privacy.
Circulation

- Soft paths near and through ball field should be made of decomposed granite and compacted pea gravel.
- Soft paths should transition into wooden boardwalks and stabilized dirt paths in wetland and Hoover Ponds areas. Paths in these areas are intended to blend into their surroundings and minimally disturb habitat areas.
- Sidewalks should link all parking facilities together for improved accessibility through the community use area.
- Landscaped asphalt parking lot with approximately 250 90-degree standard parking spaces should include a convenient, unobstructed loading and drop off zone along pedestrian promenade.
- Six asphalt parking pods along Legend Drive provide day-use only, shaded vehicle parking for 24 standard-size vehicles and close access to kart track, drag strip, RV park and ball fields.

Other

- A park caretaker residence near the playground area may be provided.
- A series of elevated berms planted with a variety of landscape trees and screening shrubs should separate the ball fields from the wetland mitigation areas.
- RV park should include full hook-ups and dump station facilities. Preliminary planning allows a combination of 80 pull-through, pull-in and standard tent camping spaces.
- RV park has significant landscaping to create enclosure, shade and separation from vehicle traffic along Kershaw Road and Legend Drive.
- RV park circulation should be a system of one-way asphalt roads with turning radii designed for oversize vehicles and trucks pulling trailers.
- 14 “premium” RV spots feature upgraded privacy along pond area.
- Camping area should provide accommodations for larger groups of 8-15 people with upgraded privacy at RV park’s perimeter.
- Upgraded Kart Track parking lot should include approximately 30 oversize 10’x40’ asphalt parking sports for vehicles pulling trailers.
- To maintain track surface, kart track should only be used by smaller go-kart vehicles. Full-size car racing should be relocated to the proposed autocross zone.
- Rickard Pond should be separated from noise, dust and visual presence of kart track through construction of an elevated, planted berm.
ABOVE:
Design examples for the Community Use Area
PUBLIC SHOOTING RANGES

Map 8 illustrates details for the Public Shooting Ranges, which are described below:

General Landscape

- Outdoor shooting ranges share a gravel parking lot with perimeter lighting (minimum of 1 foot candle, 2 foot candles preferred).
- Planting choices should reflect overall goal to reduce water use and maintenance while also providing necessary shade and buffering. In the Public Shooting Ranges area, planting selection will include more shrubs for screening and improved site definition between ranges.

Circulation

- A stabilized gravel or decomposed gravel pedestrian path punctuated with drought tolerant plantings should connect outdoor public shooting ranges.
- Shooting range restroom facilities should be located between path and parking lot where access points to frontage road are present.
- Shooting range signage should clearly identify range boundaries, user requirements and posted rules.

Buildings

- A future 60’x100’ two-story, indoor 20-position shooting range should be designed to respect the architectural guidelines outlined in Chapter 4.
- A small gravel parking lot with direct access from the new frontage road will provide parking for indoor shooting range users. Parking lot should be shaded with appropriate landscape trees.
- Archery range users should be directed to park in either indoor shooting range lot or in large shared gravel lot along frontage road.
- Shooting ranges should continue to support a variety of distances and styles including archery, shotgun, rifle and pistol shooting.
- Covered shooting canopies should be installed for outdoor shooting ranges where appropriate to provide weather protection for marksmen.
- Shooting canopies should respect architectural guidelines outlined in this planning document, but canopies, counters and seating should be designed to fit the needs of the particular shooting style.
NOTES:
Up to 9 shooting ranges with support amenities such as 3 restrooms with adjacent landscaping for shade and screening, up to 10 shooting canopies, combinations of safety baffles, bullet traps and berms, as needed.
HIGH POWER AND RESERVE RANGES

Map 9 illustrates details for the High Power and Reserve Ranges, which are described below:

General Landscape

- The reserve range will be accessed from a paved driveway spur off the new frontage road. The reserve range will remain a restricted access area in JCSP.
- Planting choices should reflect overall goal to reduce water use and maintenance while also providing necessary buffering. In the Reserve Shooting Range and High Power Rifle Range areas, planting selection will focus on hedges and shrubs that can provide screening between uses and the road.

Circulation

- The reserve range should have a gravel parking lot with adjacent pedestrian path linking the six different range areas.
- A locking gate across the reserve range access driveway should respect the architectural guidelines described in this planning document (rail pipe gate with decorative arch detail).
- The reserve range’s terminal range should be modified to ensure appropriate safety distance from the new high power rifle range immediately to the south.
- High power rifle range is located where the new paved frontage road dead ends into a small gravel parking lot.
- Vegetated earthen berms should be constructed along the north and south perimeter of the high power range to reduce sound impacts and limit physical access across the site.
- Landscaped gravel parking lot should have perimeter lighting with a minimum of 1 foot candle (2 foot candles preferred) maintained coverage.

Buildings

- Covered shooting canopies should be installed where appropriate to provide weather protection for marksmen.
- Shooting canopies should respect architectural guidelines outlined in this planning document, but shooting canopies, counters and seating should be designed to fit the needs of the particular shooting style.
ABOVE
Map 9: High Power & Reserve Ranges
MOTOR SPORTS AREA

Map 10 illustrates details for the Motor Sports Area, which is described below:

General Landscape

Planting choices should reflect overall goal to reduce water use and maintenance while also providing erosion control on hillsides and necessary buffering. In the Motor Sports Area, planting selection will include more shrubs for visual screening and site definition between venues.

Circulation

- Improved grandstands and bleachers should be constructed to accommodate more spectators for drag strip events accessible from pedestrian paths.
- Paved spectator parking lot accommodates up to 2,030 standard vehicles while also providing an unobstructed venue for autocross courses. Parking lot should be partially landscaped to provide shade. This parking area is achieved through the lead abatement as described in Option 3 of the EMS report.
- Lighting in all paved parking lots should achieve a minimum 1 foot candles (with 2 foot candles preferred) for safety and pedestrian visibility. In the autocross sports area, foot candles should be increased to 50 in order to accommodate night time races and spectator visibility.
- Perimeter lighting in gravel parking lots should achieve a minimum of 1 foot candles (with 2 foot candles preferred).

Drag Strip

- Drag strip spectators should be able to pass through pit area on foot to view contender vehicles on their way to grandstand seating.
- Vegetated berm should be heightened along west side of drag strip to reduce noise and dust pollution into Rickard Pond and RV park.
- Starting area of drag strip should be resurfaced with concrete to better withstand wear and tear from drag vehicles.
- Pedestrian crossing at staging lanes entry should have timed crossing signals with flashing safety lights.
- Both sides of drag strip should feature spectator concessions, restrooms, pedestrian lighting, grandstands/bleachers and direct access to parking lots to eliminate pedestrian need to cross race way and staging lanes.
NOTES:
The Motocross area includes bleachers, restrooms and hose down stations accessible from the Oval Track's staging area. Course layout may vary.

The Oval Track features support amenities such as spectator grandstands, 2 restrooms, storage, concessions, ticket office and vehicle hose down stations.
ATV

- Gravel ATV parking lot should include a vehicle hose down area where users can rinse off their ATVs before loading them onto trailers. An air station could also be provided to course users that deflate their ATV tires for better handling on the dirt course.
- A shared restroom should be constructed between ATV and autocross zones shaded by landscape trees.
- Oak woodland hillsides should be replanted to fill in sparsely vegetated areas. Perimeter of ATV course should be replanted and temporarily fenced to discourage riders from making new paths and protect vegetation while it becomes established.

Motocross

- Vegetated earthen berm should be constructed along north edge of motocross zone to create separation from Knife River truck traffic and enclose the site.
- Improved gravel staging lot for oval track should include two hose down stations near access points, a shared restroom and pedestrian crossings to motocross area.

Oval Track

- Oval track gravel staging area is shared with motocross users. Lighting for gravel lot is provided along perimeter and at points in the interior of the lot to maintain a minimum coverage of 1 foot candle.
- Motocross area should include spectator bleacher seating around the course perimeter.
- South parking lot for oval track fits 221 standard size vehicles and should include plentiful landscape elements to provide shading for vehicles.
- Oval track spectator area should include additional grandstands, continued high quality restroom and concessions facilities and areas for picnics.
ABOVE:
Design examples for the
Motor Sports Area
OHV & WETLAND MITIGATION AREAS

Map 11 illustrates details for the OHV and Wetland Mitigation Areas, which are described below:

General Landscape

- Future design of OHV area should include measures to strengthen its north, east and southern boundaries with vegetation enhancements and topographic features (i.e. berms) to minimize noise, dust and traffic impacts to surrounding park venues, neighborhoods, agricultural land and wetland mitigation areas.
- OHV users must park all vehicles in concessionaire-run parking lot.
- Drivers with trucks and trailers will deposit vehicles in OHV staging area and return to paved south parking lot via OHV access road.
- OHV parking lot design should aim to accommodate need for easy access and exit of oversize and towing vehicles.
- A landscaped, shaded parking lot north of the OHV access road will be open to public use with the exception of oversize vehicles or vehicles pulling trailers.
- Planting choices should reflect overall goal to reduce water use and maintenance while also providing erosion control on hillsides and necessary buffering. In the OHV area, planting selection will include shrubs for screening and site definition between venues. In the wetland mitigation area, native shrubs and perennials will provide wildlife habitat and help naturalize the Hoover Ponds landscape.

Circulation

- A staffed security booth along the OHV access road will function to check in arriving vehicles, collect user fees and direct traffic to appropriate parking areas during events. OHV concessionaire will be responsible for entry control booth staffing.
- Overflow spectator parking is located just past security booth and north of OHV access road in dirt lot.
- OHV site will be accessible to pedestrians from a perimeter path system constructed from stabilized, compacted pea gravel and lined with drought tolerant vegetation.
- OHV area design should include space for events such as barrel race, rock crawls, frame twister, mud bog, tank traps, obstacle course, tractor pull area and 1/8 mile dirt drag strip.
- Elevated metal bleachers or a grand stand structure should be located within OHV area between rock crawl zone and mud bog area. A lightweight seating canopy or structure should be considered for spectator shade.
- Aside from main grand stand, additional metal bleachers should be installed where spectators gather to watch OHV events with canopies for weather protection where appropriate.
NOTES:
OHV area may include a variety of stunt areas such as barrel race, frame twister, mud bog, obstacle course, pit area, rock crawl, tank trap and 1/8 mile drag strip. OHV area will include support amenities such as 2 restrooms, a security booth, bleachers by all stunt areas and fencing along walking trails.

ABOVE:
Map 11: OHV & Wetland Mitigation Areas
• Restrooms for OHV area should be located along path system near parking lot and in grandstand zone.

• A wooden split rail fence should run along the pedestrian path in the OHV area to separate foot traffic from OHV event activity and guide visitors to wetland mitigation and Hoover Ponds areas.

Wetland Mitigation Area

• Offset fences should be constructed at two points along path (where OHV area ends and wetland mitigation area begins) to limit site access to pedestrian traffic only.

• An informational kiosk should be located at staggered gates to inform park users of rules, notices and open hours for wetland mitigation/Hoover Ponds area.

• Pedestrian boardwalks through wetland mitigation zone and along banks of Hoover Ponds should be constructed of high quality, durable materials and be oriented to capture significant vistas of wetland area and distant views of Mt. McLoughlin.

• Chosen boardwalk route should not be constructed over significant habitat (vernal pools) or vegetation areas and should not impact existing site hydrology.

• Pedestrian boardwalk should feature a number of strategically located overlooks and locations for interpretative signage that draws attention to flora and fauna found in the area (fairy shrimp, birds, amphibians etc.)

• Boardwalk overlooks should accommodate hikers, bird watchers and anglers and be constructed out of durable, natural materials that blend into the surrounding landscape.

• Where boardwalks are not required, path materials in wetland mitigation/Hoover Ponds area should be constructed out of natural materials such as woodchips, decomposed granite, pea gravel or compacted dirt.
ABOVE:
Design examples for the OHV & Wetland Mitigation Areas
THE ISSUE OF AN IDENTITY FOR JACKSON COUNTY SPORTS PARK was brought up by many parties during the master planning process. Because the structures at the site have been built by multiple parties over time, architectural guidelines are included within this master plan to provide unifying elements while still allowing for the differing needs of the differing uses on the site. These guidelines are intended to be used for County review of structures proposed for the site.

PURPOSE OF ARCHITECTURAL GUIDELINES
- To preserve and enhance the character of the Jackson County Sports Park.
- To ensure that all new structures in the park are built to high quality standards.
- To provide clear and objective standards for new construction.

GUIDING PRINCIPLES
- Any new construction in the Jackson County Sports Park shall avoid “prototype” or standardized designs that do not reflect the local context.
• There is wide latitude to develop a variety of styles within the parameters established here, but styles and architectural themes that reflect historical styles of other regions are out of context and prohibited.

• New construction is encouraged to respond to the physical, geographical, cultural and historic setting of Jackson County through creative use of materials and architectural elements.

• New construction is encouraged to use “timeless” designs that will last as long as the building is standing.

• Durability of materials is an important consideration, for longevity as well as minimal maintenance.

BUILDING SCALE, MASSING AND ROOFLINES

1. Structures should be designed to a human scale, and adequate detailing shall be provided to reinforce this notion.

2. The massing of structures shall be articulated in a manner that is appropriate to the scale and form of the structure. Large, unbroken masses or “blocks” shall be avoided through the use of vertical and horizontal effects.

3. For structures greater than 100 feet in length, there shall be at least one horizontal change in wall plane that encloses interior space and it shall be a minimum of 6 inches deep, so that there is no continuous wall plane longer than 100 feet.

4. Structures with potential two-story heights shall incorporate design elements to reflect the structure’s scale as a two-story mass, to maintain human scale.
5. Flat roofs are prohibited. Pitched roofs must have a minimum slope of 2:12.

6. Protecting people from the elements is an important feature to consider. Where possible, employ extended roof elements.

7. Where glazed openings are not provided, minimize the feeling of a long, continuous blank wall by breaking the surface of the wall into smaller elements with a human scale and relating the blank wall to the rest of the building through common design elements. If a blank wall is more than 50 feet long and less than 16 feet in height, it shall incorporate a combination of structural elements, openings, offsets, grilles, and similar architectural features to articulate the facade and create a sense of depth and scale. The aggregate area devoted to this articulation shall be equal to at least 25% of the wall surface area.

If a blank wall is more than 50 feet long and more than 16 feet high, it shall incorporate a combination of structural elements, openings, offsets, grilles, and similar architectural features to articulate the facade and create a sense of depth and scale. The aggregate area devoted to this articulation shall be equal to 25% of the ground floor wall surface area below 16 feet, and at least 15% of the wall surface area above 16 feet.

**BUILDING MATERIALS**

1. The use of materials common to the region (wood, stone, cmu, brick) is encouraged. Substantial flexibility in the choice of materials is desirable, therefore only a few material types are restricted. They are as follows:

   a. Corrugated metal panels, similar metal products, corrugated fiberglass panels, or any other material that requires corrugation, seams, or similar manipulation of the exterior surface to prevent deflection of the surface.

   Architectural metal panels with recessed seams no closer than 36” on center at the edge of the panel may be used when consistent with other standards. Other metal products may be used as structural members or accents, such as “I-Beam” canopies, brushed metal finishes, etc. Standing or batten seam metal roofing is allowed.

   b. Sheet plywood, included textured sheet plywood.

   c. Unfinished materials (such as smooth-faced cmu or raw concrete), unless the material is designed and fabricated to be left unfinished, rather than receiving a field-applied finish or covering. Painted cmu is also prohibited.
d. Stucco or EIFS.

e. Vinyl siding.

2. Mechanical equipment shall be located or screened so it is not visible to the public. When facing areas visible to the public, the screening should provide an attractive appearance using landscaping or a solid opaque fence or wall constructed of materials that are complimentary to the building.

3. Colors should be contextual to Jackson County and the greater Pacific Northwest region. Stark colors should be avoided. Primary building colors (as well as materials) should have reflectivity levels and finishes that minimize glare from the summer sun.

4. Any changes in material, color or texture should relate to elements of the building form and other surface features. Where material, color and/or texture changes are provided to meet the above requirements, they should correspond to locations where there are changes in the surface plane. Materials should wrap around corners and not be applied to a single plane of the facade only - materials and colors should change at inside corners. On vertical surfaces trim, reveals, or control joints should be used to separate different materials and colors.

5. Where necessary, exterior lighting should be consistent with the style of the structure.

6. Gutters and downspouts shall be of a compatible architectural design, and shall blend in with the structural background as much as possible via placement and color.

7. Sustainable energy systems are encouraged wherever feasible. Systems that are specifically designed to be a part of the architecture (such as PV solar panels) are highly encouraged.

8. Signs should be an integral part of the building facade, related to the design of the building, and not applied to the building as an afterthought with no relation to the other elements of the design.

9. Consideration should be given to developing a “kit of parts” that may be used throughout the Sports Park in order to give coherence to what could otherwise become many disparate structures. The “kit of parts” approach could allow the consolidation of many structures into one (i.e. a restroom/storage/concessions facility, versus three independent structures).
Jackson County Sports Park Today is a result of years of implementation, by leaseholders, concessionaires, volunteers and the County, based on available funding and the opportunities that arose. Given the County’s financial performance goal for the Parks Department, this master plan anticipates that future development of the JCSP will occur over time, through the efforts of multiple parties, including concessionaires and recreation interest groups. The master plan for JCSP is designed to provide a framework for future development, allowing projects to move forward on a flexible timeline.

Concessionaire Policies
Jackson County has made significant steps in recent years to provide more consistency in the lease agreements at JCSP. This master plan recommends additional streamlining, including fewer concessionaires to reduce the contract management load on County Parks staff, more requirements for concessionaires, and greater flexibility for concessionaires to schedule events and activities within their lease areas. The lease approach for JCSP is outlined below:
• Provide three concessionaire areas (Shooting, OHV, Motor Sports) with boundaries as depicted on the Concessionaire Plan.

• As leases are renewed, establish new leases requiring management of all land within the concessionaire area for terms of at minimum 20 years. Lessees should be responsible for all operations costs within their lease areas (including maintenance, waste removal, utilities, entry control point staffing, event staffing, etc.). Lessees may be required to pay their proportionate share of any common utilities, construction or maintenance costs of common road areas, etc.

• Leases should require concessionaires to meet the architectural guidelines for JCSP, as well as signage guidelines for branded signage.

• As part of their business plans, concessionaires may propose additional features or improvements within their lease areas that meet the intent of the master plan and are within the traffic generation parameters described within.

• Leases should require concessionaire attendance at up to two JCSP concessionaire meetings a year, and require that concessionaires provide event attendance and profit/loss statements to the County on an annual basis.

• Specific lease terms should be developed through the concessionaire RFP/RFQ process based on concessionaire responses and market conditions.

• For the Shooting lease area, RVSSA should be offered the right of first refusal for six months to a year in advance of their lease expiration in 2014, and Jackson County should enter into direct negotiations with RVSSA. Since RVSSA has been the builder and operator of the shooting facilities since JCSP was established, and since the shooting footprint and operation will remain essentially the same, it is in the best interests of the County for stable operation of the shooting facility. Should RVSSA decline a new lease, Jackson County should issue an RFP for an operator.

• Jackson County should issue an RFP or RFQ process for establishment and operation of the OHV area. This RFP should be developed and advertised in OHV-oriented publications. The RFP should require the concessionaire to provide a turn key facility and operate it.

• Because there have been multiple leaseholders within the designated motor sports lease area, Jackson County should issue an RFP for a single motor sports operator responsible for all motor sports activities on the east side of the park. Because of the
complex and costly nature of racing and motor sports operations, this RFP should be structured with the assistance of a motor sports specialist (who will be ineligible to submit a proposal) to ensure a good RFP response.

**PLANNING AND LAND USE CONSIDERATIONS**

This Master Plan proposes uses that are already found at the Sports Park. For example, shooting is already provided, cars and motorcycles already race, and people use OHVs and ATVs at the park in a designated area. All of those uses are proposed to continue, but in a more structured way that limits conflicts between uses and provides for better circulation through the site. Although new intensity uses, such as a 2 mile road course, have been considered for the Sports Park in the past, no new high intensity uses are proposed as part of this plan.

The difficulty of designing the Jackson County Sports Park Master Plan so that it can be submitted and reviewed through the ordinances of Jackson County is that a significant portion of the park will be operated by private concessionaires. Those uses being commercial ventures necessitate that the specifics of those particular uses be planned by the concessionaires as part of an overall business plan and pro forma. The intent of the Sports Park Master Plan is to define uses and their scale, location and character. Further specific design development will be completed within each concessionaire area when a concessionaire is under contract. It is therefore, very difficult to provide a specific site plan for an entire 715-acre site that will be developed in multiple phases.

The land use public hearings to review and approve the various components of the Jackson County Sports Park Master Plan amendment will follow the requirements of Jackson County and the State of Oregon.

The review and approval of a Jackson County park is governed by the provisions of Jackson County Land Development Ordinance, specifically Sections 7.1.3, Jackson County Overlay, and Section 3.7.4, Designation of a Jackson County Public Park, which deal with the adoption of a Public Park Master Plan. Parks are also subject to State regulations found in Oregon Administrative Rules 660-34.

Ideally, the County would review and adopt this conceptual Master Sports Park Plan, approving an anticipated degree of activity and requiring further detail when certain conditions are reached, but one that would include an amount of flexibility that would allow for minor adjustments to the uses and facilities at the time of its future development.
Potential Processes

The Oregon Administrative Rules and the Jackson County Land Development Ordinance allow public parks with a certain number of components as a permitted use subject to a County Type 2 review. All other uses require an Exception to relevant Oregon’s Statewide Planning Goals.

Two procedural land use processes could be followed to review and approve the Sports Park Master Plan.

The first process would be to rezone the property containing the Sports Park from its current Open Space Reserve (OSR) to a Limited Use (LU) zoning district. A Limited Use zoning district limits the uses and activities to those that would be adopted as part of the underlying plan. This review process would involve a Comprehensive Plan Amendment and Zone Change, and would most likely be difficult to achieve because the application would have to include Exceptions to Statewide Planning Goals. The application would be required to address a “Reason Exception” rather than a “Committed Exception” to recognize the existing lawfully established unconformities as permitted uses.

An Exception is a provision that applies to specific properties or situations through a comprehensive plan amendment, whereby, although the uses do not comply with some or all applicable Statewide Planning Goals, they are legitimized through the Exception process.

There are two types of Exceptions that apply in different land use circumstances. A “Committed Exception” means that the subject land is already irrevocably committed to uses, which are not otherwise allowed by statute, but because of existing adjacent uses and other relevant factors, uses allowed by the applicable goal are deemed impractical. A “Reasons Exception” means that particular reasons need to be given why the state policy embodied in the applicable goals should not apply. Findings must also be made that areas which do not require a new exception cannot reasonably accommodate the use; the mitigated long-term environmental, economic, social, and energy consequences must be found to not be significantly more adverse than would typically result from the same proposal being located in areas requiring a goal exception, other than the proposed site; and the proposed uses must be found to be compatible with other adjacent uses or can be made so by measures to reduce adverse impacts.

The Master Park Plan would need to be specific enough to serve as the sole site review for the park, and any changes or modifications to the plan would necessitate a revision to the
Comprehensive Plan and a zoning amendment, with findings which address the change and the appropriate Statewide Planning Goals, once again including “Reasons Exceptions”.

The second land use process would be to adopt the Jackson County Public Park Overlay in accordance with Jackson County Land Development Ordinance Section 3.7.4. This procedure would allow a “Committed Exception” to be made in addressing the Statewide Plan Planning Goals for the proposed uses within the existing boundaries of the park, with a “Reasons Exception” for any proposed uses outside of the current park boundaries. The Jackson County Public Park Overlay is much more flexible after the approval than under the Limited Use zoning procedure and would provide for revisions to the Master Plan made under Jackson County Land Development Ordinance Section 3.7.4(C).

In discussions with County staff, it was recommended that the Sports Park Master Plan be adopted utilizing the Public Park Overlay approval process. In order for that plan to be adopted, a greater degree of specificity (i.e. building locations and their estimated square footages) will be needed. The County will also require various studies to gauge those aspects of the park development that have the potential for impacts on the surrounding area. Those studies would most likely address traffic impacts, noise, dust, and glare.

According the Jackson County Land Development Ordinance, Section 3.7.4 (3A), the existing uses at the park, such as motor sports, ATV/OHV use, and shooting facilities within the Sports Park that are not listed as permitted uses in the underlying OSR zoning district, are allowed to continue. Other uses will require an Exception to the Statewide Planning Goals.

**PHASING**

At more than 700 acres in size, Jackson County is a large scale park that already has a history of incremental development. The intent of the Sports Park Master Plan is to allow flexibility in implementing the improvements to take advantage of market opportunities, economic trends, and funding opportunities that may arise. However, there are several actions that Jackson County should advance as top priorities.

- Achieve planning and land use approval to set the stage for future improvements at the site by concessionaires, who will require a clear and objective process to implementing their business plans.
• Move forward with the RV Campground and Mitigation Bank as soon as funding allows. These are County operated features that will generate revenue and can provide seed money for other improvements at the park, or for other park-related costs such as maintenance, coordinated marketing, or development of lease agreements.

• Further evaluate the lead abatement and associated costs. Because of the nature of the lead contamination, the County may need to contribute financially or oversee the abatement prior to motor sports concessionaire involvement.

• Begin the shooting sports concession lease process at least 6 months and preferably one year prior to the current lease expiration.

• As staff capacity allows, issue the RFP for the OHV concession.

• Develop then issue the motor sports RFP to allow for a transition to the new operator that avoids a lost racing season.

• Implement other community use area and site improvements as funding allows.
appendix A
economic assessment
The purpose of this memorandum is to summarize the findings of an assessment of the economic viability of incorporating different uses and upgrading facilities at the Jackson County Sports Park. MIG, Inc. developed capital and operational cost projections for the various program elements that were discussed as part of the alternatives evaluation, and Leland Consulting Group conducted an economic assessment of the proposed uses. This assessment is intended to take a first look at potential financial factors that will influence the County’s decision about the preferred design program for the Sports Park, its strategy for financing improvements, the timing and phasing of improvements, and other implementation considerations.

Key program elements included in the assessment include:

- Motorsports facilities: road course, motocross, oval track, drag strip, kart track, ATV/OHV areas;
- Shooting facilities;
- Vernal pool mitigation bank;
- Other sporting facilities: BMX track, radio controlled car course, and baseball field complex;
- RV campground; and
- Community park features.

The assessment also looks at common area and overall site improvements including roadways, Hoover Ponds enhancements, weed management, etc. The scope and scale of the common area and overall site improvements will vary depending on the mix of uses and operational model selected. However, the cost of the improvements and the capital and operations funding responsibility for them will impact the feasibility of other elements.

In this analysis, we make the assumption that the high-powered range in existence at the site will be eliminated and that lead remediation will be conducted, using the capping technique presented as Option 3 in the 2008 study completed by Environmental Management Services (EMS).
Memo Organization

This memo is organized as follows:

- **Master Plan Background**, describing the master plan process and project status;
- **Economic Assessment Methodology**, describing how the team approached the economic assessment;
- **Summary Matrices**, presenting the results of the economic assessment regarding the viability of each potential program element;
- **Revenues**, documenting the revenue assumptions for each of the uses that formed the basis for the matrix;
- **Operating Costs**, documenting the cost assumptions for the uses with revenue generation potential; and
- **Additional Considerations**, describing additional design team findings.

Available under separate cover is an appendix documenting the capital cost assumptions for each of the uses.

**Master Plan Background**

The Sports Park Master Plan is a three-phased effort to plan for the future of this site:

- Phase 1 included an assessment of site opportunities and constraints, an evaluation of the current economics of the site, the investigation of several case studies of motorsports parks and shooting sports parks, and both broad-based community outreach as well as targeted leaseholder/stakeholder engagement. The goal of this phase was to identify a menu of design program and operating model options.

- Phase 2 included development of a draft design program based on the results of Phase 1, followed by generation of three concepts for the site that represented a spectrum of site programs and operational models. These were presented to the Expanded Staff Committee, Advisory Committee, the general public and the Board of County Commissioners in February 2010. The scope of work for the project was designed to result in the selection of a preferred concept for the site in Phase 2, with detailed economics and operation work completed for the preferred concept in Phase 3. However, the Board requested more economic information to assist them in making the decision about the preferred concept for the site. Therefore, the design team worked with County staff to revise the remaining work tasks for the Master Plan effort to incorporate this additional economic assessment, refocusing the original work plan for the remainder of Phase 2 and the forthcoming Phase 3 to accommodate this effort.

- Phase 3 now includes the presentation of the findings of the economic assessment, as represented in this memo. The selection of the preferred concept will occur, followed by
further development and documentation of the concept and preparation of an implementation plan.

The Master Plan effort is now in Phase 3, following the agreed-upon revised approach for selecting a preferred concept.

**Economic Assessment Methodology**

The purpose of the economic assessment is to determine the viability of the various program elements under consideration for the Sports Park, in keeping with the County policy that the Parks Department be financially self-sustaining. The economic assessment compares the cost of operations with the revenue generation potential of different uses, factoring in the impact of capital improvement costs.

The assessment incorporates the following data/research:

- Cost estimates prepared by MIG for all elements featured in the preliminary design programs, incorporating some of the feedback received from the Advisory Committee, the general public and the Board;
- Review by Leland of existing lease/rental agreements and operations and management data collected from current lessees;
- Web and telephone research by Leland on operations, maintenance and management of proposed sports and recreation facilities elements, with an emphasis on facilities located in Oregon and the Pacific Northwest. In particular, to estimate potential revenues that could be generated by different facilities we examined the following types of data:
  - Annual events schedule (e.g., total events, seasonality of use, etc.)
  - Fees for event participation and attendance in events
  - Track rental fees (e.g. for car clubs and other private groups)
  - Fees for RV rental, garage rental at motorsports parks, and event parking;
- Case studies of operators of motorsports parks and shooting facilities, the results of which are summarized in the Economic Framework memo; and
- Financial and operational data and findings from the Spokane Raceway Park Feasibility Study, a County owned and operated motorsports park located in Spokane, Washington.

The amount of revenues generated by proceeds from sports, recreation facilities and other uses will vary depending on operational performance (e.g. number of annual events, participants and spectators, fee rates, etc.). For this reason, the assessment of economic feasibility evaluates projected revenues to the County based on three revenue generation scenarios that illustrate the different levels of financial risk and reward:

- **Low:** Under this scenario, the operational performance of revenue-generating facilities is assumed to be modest, with only small increases in attendance, fees, and the number of
events for existing uses. Based on the most recent management and operations and financial data available, existing uses are assumed to generate an increase in annual revenues of 10 percent or less.

- **Moderate:** Under this scenario, the operational performance of revenue-generating facilities is assumed to be moderate. Existing uses are assumed to generate a considerable (approximately 15 percent) increase in annual revenues. New uses have moderate assumptions for fees, events, and attendance.

- **Aggressive:** Under this scenario, the operational performance of revenue-generating facilities is assumed to be high. Existing uses are assumed to generate a large (approximately 35 percent) increase in annual revenues and new uses have aggressive assumptions for fees, events, and attendance.

It is important to point out that the more aggressive the revenue projection, the higher the level of risk/uncertainty in achieving the required level of service. In addition, the quality of the facility is a significant factor in how much revenue it can generate. A high quality facility may require a larger capital investment, but its attendance and use may be so much higher that it generates more revenue.

**Summary Matrices**

As noted above, the economic feasibility assessment is based on the design program elements incorporated into the three alternatives presented in February 2010, reflecting the feedback obtained from the Expanded Staff Committee, Advisory Committee, Board of Commissioners, Leaseholders and public who attended the Community Workshop or contributed online comments. Details about the assumptions for each element are provided in the capital cost assumptions document.

As requested, we have evaluated the potential of each element individually. An important point for the County to keep in mind is that the viability of some of the elements is affected by other elements.

**Summary Matrix 1: Program Elements** is organized as follows. The column labeled “Element” identifies the specific program element. **Assumptions** lists the assumptions underlying the conclusions in the matrix. These assumptions are in addition to the capital improvement assumptions.

The central portion of the matrix is broken into three operational approaches: **private operator, a County/private operator partnership, or County only.** Each approach is described in the matrix. Not all approaches are applicable to every element. The three general approaches represent the current operational approaches on the site (all three exist), as well as reflect the various operational models revealed through the case studies and seen by the design team.

- The **private operator** model gives total financial responsibility for capital improvements and operations over to an outside vendor, usually in exchange for lease payments to and sometimes profit sharing with the public agency.
The **County/private operator partnership** has the most variability in how it could be implemented. The details of this approach could be negotiated in a myriad of permutations regarding operating responsibilities, financial contributions, profit sharing, etc. This also represents the most common way that public agencies work with private operators to bring major venues to their constituents. This approach can be implemented in several different ways. One alternative is that the public agency may provide no or low interest loans for capital funding and the private operator builds and operates the facility, repaying the public agency from its profits and potentially sharing profits (example: a sports stadium). In some cases, the public agency makes infrastructure improvements as well as providing loans. Another variation involves the public agency making the initial capital improvements, then turning the facility over to a private operator (example: a public golf course). In some locales or for certain types of facilities, the public agency may provide an ongoing operating subsidy (example: a YMCA operated swimming pool).

The **County only** approach means that the capital and operating financial responsibilities are borne by the public agency, even if volunteers supplement the public agency’s efforts.

For the **private operator** and **County/private operator** approaches, **feasibility** is discussed by program element, along with the potential for **net revenue for the County**. Net revenue for the County is considered to be proceeds available to be paid to the County after operating and capital costs are paid. Under the **County only** approach, only net revenue potential is discussed.

The final section of Summary Matrix 1, the rightmost column entitled “**Comments**”, includes design team observations that the County should consider when evaluating the elements.

**Summary Matrix 2: Other Site Improvements** addresses those site elements that have no revenue generating potential. These elements are included to address operational, functional or design constraints identified during Phases 1 or 2. The first column of Summary Matrix 2 identifies the specific element, followed by a brief description of the element in the second column. The third column discusses findings related to the cost, the potential for cost allocation, or the possibilities for scaling the improvement to make it more affordable or tailor it to the final design program.
<table>
<thead>
<tr>
<th>Element Assumptions</th>
<th>Road course (includes a motocross track operated by the road course operator, as well as accessory uses (garages, etc.))</th>
<th>Oval track</th>
<th>Drag strip</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Road course component has a planned total buildout of a similar range of facilities as Thunderhill in California, including a motocross track.</td>
<td>o The existing oval track and associated facilities remain at the current location, with minor capital improvements.</td>
<td>o The existing track remains at the current location, with a major track upgrade to keep track certification, plus site improvements to increase functionality and user experience.</td>
<td></td>
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<tr>
<td>i Interior roadway work will be required to accommodate this use, and other roadway improvements will also likely be needed.</td>
<td>i The existing motor sports elements would likely come under the management of the road course operator.</td>
<td>i The existing facilities were funded by the private operator, who has indicated that interior roadway improvements are needed but are not supportable by the existing track operation.</td>
<td></td>
</tr>
<tr>
<td>Possible. The new lease agreement includes a payment to the County.</td>
<td>Yes. It is currently operating successfully and providing a payment to the County.</td>
<td>Yes. The new lease agreement includes a payment to the County.</td>
<td></td>
</tr>
<tr>
<td>Feasible?</td>
<td>Yes, under the current lease agreement.</td>
<td>Yes, under the current lease agreement.</td>
<td>Yes</td>
</tr>
<tr>
<td>Net Revenue for County</td>
<td>Yes, under low, moderate and aggressive revenue scenarios.</td>
<td>Possibly, depending on terms agreed to by County and operator.</td>
<td>Yes</td>
</tr>
<tr>
<td>Feasible?</td>
<td>Possibly, depending on terms agreed to by County and operator.</td>
<td>Feasible under low, moderate and aggressive revenue scenarios.</td>
<td>Yes</td>
</tr>
<tr>
<td>Net Revenue for County</td>
<td>County revenue potential may be reduced if operator is required to pay for more costs than under the current arrangement (e.g., roadway improvements, parking area improvements).</td>
<td>County revenue potential may be reduced if operator is required to pay for more costs than under the current arrangement (e.g., roadway improvements, parking area improvements).</td>
<td>County revenue potential may be reduced if operator is required to pay for more costs than under the current arrangement (e.g., roadway improvements, parking area improvements).</td>
</tr>
<tr>
<td>Comments</td>
<td>Possibly, depending on terms agreed to by County and operator.</td>
<td>Not applicable – this element would be included only if run by a private operator.</td>
<td>The existing track surface will need improvements to maintain track certification.</td>
</tr>
<tr>
<td>Element</td>
<td>Assumptions</td>
<td>Feasible?</td>
<td>Net Revenue for County</td>
</tr>
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</tbody>
</table>
| Large parking area / lead abatement | - The high-powered range will be eliminated from the sports park to reduce conflicts, triggering lead abatement requirements  
- Lead will be abated and capped with a parking lot, which will be used by the drag strip, oval track, and if added, other motor sports uses such as autocross. | No        | unlikely               | Only feasible if costs are borne by the motorsports operators, and if the parking lot is included within the motorsports operator’s leasehold. | Possibly, if the parking lot is included within the motorsports operator’s leasehold. | Limited if any revenue potential for County as a stand-alone facility. | Cost of abatement will be required if the high-powered range is eliminated, and may be required in the future even if the range is retained. |
<p>| OHV/ATV area                    | - A circuit course is constructed, one for OHV and one for ATV. Length will depend on location. | unlikely, if developed as a circuit course. | unlikely. | Unlikely. Even assuming an increase in fees, the revenue generated would not cover the cost of developing a higher quality facility. | unlikely. | Some revenue potential, but potential is too low to support development of a higher quality facility. | The revenue potential for OHV/ATV is limited even if a lower cost/quality course is constructed than initially envisioned. |
| Kart track (retained)           | - The kart track is retained at its current location and receives some upgrades to its amenities. | yes       | yes                    | yes       | yes                    | yes         | Not applicable – this element would be included only if run by a private operator. There is potential to generate revenue under low, moderate and aggressive scenarios with capital improvements to the site. |
| Kart track (relocated)          | - The kart track is relocated to allow and other uses at its current location. | possibly, if operated as part of a motor sports complex | possibly, if operated as part of a motor sports complex | yes, if operated as part of a motor sports complex | yes, if operated as part of a motor sports complex | not applicable – this element would be included only if run by a private operator. Moving the kart track is only financially viable if doing so makes a motor sports complex work better. The motor sports complex may or may not include a road course. | |
| Shooting range                  | - The shooting ranges (but not the high-powered range) are maintained in their general location, but may be reduced in size to accommodate motor sports. | yes       | yes                    | yes       | yes                    | yes         | The shooting ranges are relatively low cost and have strong attendance based on RVSSA data. Revenue potential exists under low, moderate, and aggressive scenarios, even factoring in paid staff for moderate and aggressive scenarios. |
| RV Campground                   | - An RV campground would only be developed in support of a motor sports complex (with or without a road course). | no        | no                     | no        | no                     | no          | An RV campground at this site should only be provided as a support element for motor sports uses. |
| BMX Track                       | - A BMX track would be a dirt track suitable for supporting BMX events. | no        | no                     | no        | no                     | no          | No or very limited. This is a low cost use, but its revenue generation potential is also low. This type of facility is commonly constructed by volunteers. |</p>
<table>
<thead>
<tr>
<th>Element</th>
<th>Assumptions</th>
<th>Feasible?</th>
<th>Net Revenue for County</th>
<th>Feasible?</th>
<th>Net Revenue for County</th>
<th>Feasible?</th>
<th>Net Revenue for County</th>
<th>Feasible?</th>
<th>Net Revenue for County</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>RC Control Car Course</td>
<td>The RC course would be similar in size and scale to the existing one, whether retained at its current location or relocated.</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No or very limited.</td>
<td>Similar to BMX, this is a low cost use, but its revenue generation potential is also low. This type of facility is also commonly constructed by volunteers.</td>
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<tr>
<td>Community Park</td>
<td>A community park with picnic shelters, playground and pathways.</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No or very limited.</td>
<td>A community park only makes sense as a means of increasing the use of other compatible uses (BMX track, RC Car course, Baseball field, etc).</td>
<td></td>
</tr>
<tr>
<td>Baseball Field Complex</td>
<td>A four field youth complex built to higher quality level than the existing fields.</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No or very limited.</td>
<td>While 4 fields is a smaller complex than the current one, the proposed complex would be much higher quality and support more play. However, this type of youth field complex is not a revenue generator.</td>
<td></td>
</tr>
<tr>
<td>Mitigation Bank (100 acres)</td>
<td>50 credits are available from a 100-acre set aside area, based on the statewide average of 0.5 credit per acre.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Potential $300,000 to $450,000 net revenue</td>
<td>The mitigation bank has the potential to generate a surplus of annual revenues to the County for as long as nine or ten years, as the credits are being sold.</td>
<td></td>
</tr>
<tr>
<td>Hoover Pond enhancements</td>
<td>Water quality and other enhancements to improve appearance and function of the pond</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Improvements to Hoover Ponds are aimed at improving the experience for the angling population, and to provide exercise paths on the site. This type of use is not a revenue generator. However, fishing grants are available and could help pay for capital improvements</td>
<td></td>
</tr>
<tr>
<td>Element</td>
<td>Description</td>
<td>Comments</td>
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</tbody>
</table>
| Roadway Improvements – Kershaw Road | Designed to accommodate increased traffic coming to site  
This is a costly item with no revenue generating potential. | The cost of this improvement could be allocated to the uses that are triggering a need for road capacity. A cost-allocation formula can be developed and implemented to place the cost of improvements on the operators. However, this cost is substantial and would increase the cost of development for private operators, decreasing the feasibility of the program elements and decreasing the potential for County revenue. Current operators have indicated that their operations cannot support infrastructure improvements of this magnitude. |
| Roadway Improvements - Knife River Access Road | Designed to allow better circulation of visitors to the motor sports uses and to increase capacity.  
This is a costly item with no revenue generating potential. | This improvement is intended to accommodate traffic in the motorsports area, increase capacity, and create a looped circulation system to facilitate spectator and participant flow into and out of the site. If cost is allocated to motor sports uses through a cost-sharing formula, the same risks regarding feasibility and County revenue potential noted above would apply. |
| Roadway Improvements – Lakeview Road | Designed to provide improved access to west end.  
This is a somewhat costly item with no revenue generating potential. | The Lakeview Road improvement would only be required if uses with increased visitor traffic are located in the west end. The cost of the improvements could be allocated to any west end uses triggering the improvement need. |
| Overall Site Improvements | The overall appearance of the site was noted by many as a barrier to increased use, marketability and attendance. Overall site improvements would address this. This item has no revenue generating potential. | Since the site is large, the potential area of the overall site improvements could also be quite large. The cost projection includes a moderate level of site improvements across 120 acres of the site, with development or improvement along more 33,000 linear feet of interior park drives. This element could be scaled back or phased to accommodate a specific budget or to focus on particular high priority areas. |
| Maintenance Building with Caretaker’s Apartment | This item has no revenue generating potential. | This item would be needed if the County were to take a role in oversight or maintenance. If not, this structure would not be needed.  
This is a somewhat high cost item. The cost could be scaled back to meet a particular budget, or to include a caretakers residence or maintenance structure only. |
| Oak Woodland Weed Management | Weed management would address noxious or invasive weeds. This item has no revenue generating potential. | This is a low cost item, but has no revenue generating potential. A motorsports operator could be assigned management of this area, and be given performance standards for noxious weed management. |
Revenues

The revenues on which the economic assessment is based are documented on the following pages, identified by program element. Where existing data for current Sports Park operators exists, it is provided. The low, moderate and aggressive scenarios are shown. All three scenarios are based on attendance and event data/fees charged at other facilities, meaning that the levels of revenue are feasible within current market conditions (not factoring in the site condition and operational model).

For those program elements that already are in existence on the site, the low revenue scenarios represent only a small increase from the current scenario. While the moderate and aggressive scenarios are supportable within the current market, we want to emphasize that these scenarios are unlikely to be achievable at the Sports Park without making changes: higher quality facilities, potential leaseholder changes, economies of scale, stronger management and marketing, etc. In addition, it is unlikely that all potential uses that have been expressed can generate maximum revenue at the Sports Park site, given its constraints. Tradeoffs will be required, and the purpose of this master planning effort is to determine what is best for the County as a whole in terms of the Sports Park.

As a final note, the revenues identified here only look at revenues to the site, not the economic impact of the uses. For example, the County may decide that a particular use or mix of uses has enough broad economic impact (increased hotel traffic, more spending at local businesses by visitors, etc.) that it warrants public investment as an economic development initiative.

Revenue assumptions for the RV Campground, Shooting Facilities, and Motorsports uses are shown on the pages that follow. Revenues from the RC car course, BMX, and baseball fields are assumed to be less than $10,000 per year and are not detailed.

### RV Campground Revenues

<table>
<thead>
<tr>
<th></th>
<th>Existing</th>
<th>Low</th>
<th>Moderate</th>
<th>Aggressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>RV camp site rental fees</td>
<td>unknown</td>
<td>$40.00</td>
<td>$60.00</td>
<td>$75.00</td>
</tr>
<tr>
<td>RV camp site annual rental income</td>
<td>unknown</td>
<td>$67,200</td>
<td>$100,800</td>
<td>$126,000</td>
</tr>
</tbody>
</table>

Assumptions:
- 50 spaces with hookups, dump station, showers
- 7 month season, Friday – Sunday use – 7 months x 4 weekends x 2 nights
- Occupancy of 60% during the season
### Shooting Facility Revenues

<table>
<thead>
<tr>
<th>Fees</th>
<th>Existing</th>
<th>Low</th>
<th>Moderate</th>
<th>Aggressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day Use Fee (General Admission)</td>
<td>$5</td>
<td>$6</td>
<td>$7</td>
<td>$8</td>
</tr>
<tr>
<td>Law enforcement (annual fee per officer)</td>
<td>$11</td>
<td>$15</td>
<td>$18</td>
<td>$22</td>
</tr>
<tr>
<td>Annual individual membership</td>
<td>$25</td>
<td>$60</td>
<td>$75</td>
<td>$100</td>
</tr>
<tr>
<td>Annual family membership</td>
<td>$40</td>
<td>$75</td>
<td>$100</td>
<td>$125</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual Visitors/Members</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors (Day Use)</td>
<td>8,200</td>
<td>8,610</td>
<td>9,430</td>
<td>10,250</td>
</tr>
<tr>
<td>No. law enforcement officers</td>
<td>200</td>
<td>225</td>
<td>250</td>
<td>275</td>
</tr>
<tr>
<td>Individual Members</td>
<td>320</td>
<td>326</td>
<td>339</td>
<td>358</td>
</tr>
<tr>
<td>Family Members</td>
<td>480</td>
<td>494</td>
<td>523</td>
<td>552</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Annual Revenues</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Day Use Fees (General Admission)</td>
<td>$41,000</td>
<td>$51,660</td>
<td>$66,010</td>
<td>$82,000</td>
</tr>
<tr>
<td>Law enforcement - annual officer fees</td>
<td>$2,200</td>
<td>$3,375</td>
<td>$4,500</td>
<td>$6,050</td>
</tr>
<tr>
<td>Individual Membership</td>
<td>$8,000</td>
<td>$19,584</td>
<td>$25,440</td>
<td>$35,840</td>
</tr>
<tr>
<td>Family Membership</td>
<td>$19,200</td>
<td>$37,080</td>
<td>$52,320</td>
<td>$69,000</td>
</tr>
<tr>
<td>Reserve Range Rental Income</td>
<td>$9,000</td>
<td>$9,450</td>
<td>$10,350</td>
<td>$11,250</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>$2,500</td>
<td>$2,625</td>
<td>$2,875</td>
<td>$3,125</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$81,900</td>
<td>$123,774</td>
<td>$161,495</td>
<td>$207,265</td>
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</table>

1/ Use agreement with Oregon Hunters Association allows their 1600 members to use range for an annual fee of $2500
## Motorsports Revenues

<table>
<thead>
<tr>
<th>Sources of Revenue</th>
<th>Existing</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
</tr>
<tr>
<td>Drag Race Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry fee</td>
<td>$35.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>Front gate fee (General Admission)</td>
<td>$12.00</td>
<td>$15.00</td>
</tr>
<tr>
<td>Pit fee</td>
<td>$15.00</td>
<td>$20.00</td>
</tr>
<tr>
<td>Road Race/Motocross Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry fee</td>
<td>n/a</td>
<td>$35.00</td>
</tr>
<tr>
<td>Front gate fee (General Admission)</td>
<td>n/a</td>
<td>$12.00</td>
</tr>
<tr>
<td>Pit fee</td>
<td>n/a</td>
<td>$15.00</td>
</tr>
<tr>
<td>Oval Course Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry fee</td>
<td>$35.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>Front gate fee (General Admission)</td>
<td>$7 to $15</td>
<td>$12.00</td>
</tr>
<tr>
<td>Pit fee</td>
<td>$20.00</td>
<td>$20.00</td>
</tr>
<tr>
<td>Karting Events/Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry fee</td>
<td>$40</td>
<td>$40.00</td>
</tr>
<tr>
<td>Spectators</td>
<td>$0</td>
<td>$2.00</td>
</tr>
<tr>
<td>Pit wristbands</td>
<td>$5</td>
<td>$5.00</td>
</tr>
<tr>
<td>Annual Membership</td>
<td>$150</td>
<td>$150.00</td>
</tr>
<tr>
<td>Track rental</td>
<td>$1,000</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>OHV/ATV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daily Use Fee</td>
<td></td>
<td>$5.00</td>
</tr>
<tr>
<td>Annual Membership/Key</td>
<td></td>
<td>$40.00</td>
</tr>
<tr>
<td>Other Sources of Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per capita concessions/merchandise income (actual profit)</td>
<td>unknown</td>
<td>$4.02</td>
</tr>
<tr>
<td>Race day sponsorships</td>
<td>unknown</td>
<td>$1,500</td>
</tr>
<tr>
<td>Road/Oval course rental</td>
<td>unknown</td>
<td>$3,000</td>
</tr>
<tr>
<td>Garage Rental (road course)</td>
<td>n/a</td>
<td>$1,800</td>
</tr>
<tr>
<td>Parking</td>
<td>unknown</td>
<td>$4</td>
</tr>
</tbody>
</table>

## Drag Race Event Attendance/Participation

<table>
<thead>
<tr>
<th>Attendance/Participation (per event)</th>
<th>Existing</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>110</td>
<td>130</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>250</td>
<td>275</td>
</tr>
<tr>
<td>Pit people (2 paid per car entry)</td>
<td>220</td>
<td>260</td>
</tr>
<tr>
<td>Total Attendance/Participation per event</td>
<td>580</td>
<td>665</td>
</tr>
<tr>
<td>Annual Attendance/Participation</td>
<td>50</td>
<td>75</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>5,500</td>
<td>9,750</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>12,500</td>
<td>20,625</td>
</tr>
<tr>
<td>Pit people (2 paid per car entry)</td>
<td>11,000</td>
<td>19,500</td>
</tr>
<tr>
<td>Total Annual Attendance/Participation</td>
<td>29,000</td>
<td>49,875</td>
</tr>
<tr>
<td>Road Race Event Attendance/Participation</td>
<td>Existing</td>
<td>Potential</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Attendance/Participation (per event)</td>
<td></td>
<td>130</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>n/a</td>
<td>300</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>n/a</td>
<td>260</td>
</tr>
<tr>
<td>Total Attendance/Participation per event</td>
<td>n/a</td>
<td>690</td>
</tr>
<tr>
<td>Total Annual Events (7 month season, April - October)</td>
<td>n/a</td>
<td>40</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>n/a</td>
<td>5,200</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>n/a</td>
<td>12,000</td>
</tr>
<tr>
<td>Pit people (2 paid per car entry)</td>
<td>n/a</td>
<td>10,400</td>
</tr>
<tr>
<td>Total Annual Attendance/Participation</td>
<td>n/a</td>
<td>27,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Oval Track Event Attendance/Participation</th>
<th>Existing</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Attendance/Participation (per event)</td>
<td></td>
<td>65</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>65</td>
<td>72</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>unknown</td>
<td>200</td>
</tr>
<tr>
<td>Pit people (2 paid per car entry)</td>
<td>unknown</td>
<td>143</td>
</tr>
<tr>
<td>Total Attendance/Participation per event</td>
<td>unknown</td>
<td>415</td>
</tr>
<tr>
<td>Total Annual Events</td>
<td>24</td>
<td>26</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>1,560</td>
<td>1,888</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>unknown</td>
<td>5,280</td>
</tr>
<tr>
<td>Pit people (2 paid per car entry)</td>
<td>unknown</td>
<td>3,775</td>
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<tr>
<td>Total Annual Attendance/Participation</td>
<td>unknown</td>
<td>10,943</td>
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<table>
<thead>
<tr>
<th>Karting Event Participation and other revenue sources</th>
<th>Existing</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Attendance/Participation (per event)</td>
<td></td>
<td>75</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>75</td>
<td>83</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>275</td>
<td>303</td>
</tr>
<tr>
<td>Pit people (2 paid per car entry)</td>
<td>unknown</td>
<td>165</td>
</tr>
<tr>
<td>Total Attendance/Participation per event</td>
<td>unknown</td>
<td>550</td>
</tr>
<tr>
<td>Total Annual Events</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>No. of car entries</td>
<td>975</td>
<td>1,238</td>
</tr>
<tr>
<td>Front Gate Attendance</td>
<td>3,575</td>
<td>4,538</td>
</tr>
<tr>
<td>Pit people (2 paid per car entry)</td>
<td>unknown</td>
<td>2,475</td>
</tr>
<tr>
<td>Total Annual Attendance/Participation</td>
<td>unknown</td>
<td>8,250</td>
</tr>
<tr>
<td>Annual memberships</td>
<td>100</td>
<td>110</td>
</tr>
<tr>
<td>Track rentals</td>
<td>10</td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OHV/ATV Revenue sources</th>
<th>Existing</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Annual Day Visitors (8 month season)</td>
<td>1,200</td>
<td>1,680</td>
</tr>
<tr>
<td>Annual memberships</td>
<td>100</td>
<td>150</td>
</tr>
<tr>
<td>Annual Revenues</td>
<td>Existing</td>
<td>Potential</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Drag Race Event Fee-based Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry revenues</td>
<td>$192,500</td>
<td>$390,000</td>
</tr>
<tr>
<td>Front gate revenues</td>
<td>$150,000</td>
<td>$309,375</td>
</tr>
<tr>
<td>Pit revenues</td>
<td>$165,000</td>
<td>$390,000</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$507,500</td>
<td>$1,089,375</td>
</tr>
<tr>
<td>Road Race Event Fee-based Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry revenues</td>
<td>n/a</td>
<td>$182,000</td>
</tr>
<tr>
<td>Front gate revenues</td>
<td>n/a</td>
<td>$144,000</td>
</tr>
<tr>
<td>Pit revenues</td>
<td>n/a</td>
<td>$156,000</td>
</tr>
<tr>
<td>Subtotal</td>
<td>n/a</td>
<td>$482,000</td>
</tr>
<tr>
<td>Oval Course Event Fee-based Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry revenues</td>
<td>$54,600</td>
<td>$66,066</td>
</tr>
<tr>
<td>Front gate revenues</td>
<td>n/a</td>
<td>$63,360</td>
</tr>
<tr>
<td>Pit revenues</td>
<td>n/a</td>
<td>$75,504</td>
</tr>
<tr>
<td>Subtotal</td>
<td>n/a</td>
<td>$204,930</td>
</tr>
<tr>
<td>Karting Event Fee-based Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car entry revenues</td>
<td>$39,000</td>
<td>$49,500</td>
</tr>
<tr>
<td>Front gate revenues</td>
<td>$0</td>
<td>$9,075</td>
</tr>
<tr>
<td>Pit revenues</td>
<td>unknown</td>
<td>$12,375</td>
</tr>
<tr>
<td>Subtotal</td>
<td>n/a</td>
<td>$70,950</td>
</tr>
<tr>
<td>Other Annual Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concession/Merchandise (road/drag/oval course events only)</td>
<td>unknown</td>
<td>$155,123</td>
</tr>
<tr>
<td>Race day sponsorships (for 1/3 road/drag race events)</td>
<td>unknown</td>
<td>$45,000</td>
</tr>
<tr>
<td>Road/Oval Course Rentals</td>
<td>unknown</td>
<td>$90,000</td>
</tr>
<tr>
<td>Kart Track Memberships</td>
<td>$15,000</td>
<td>$16,500</td>
</tr>
<tr>
<td>Kart Track Rentals</td>
<td>$10,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>OHV/ATV Day Use Fees</td>
<td>unknown</td>
<td>$6,000</td>
</tr>
<tr>
<td>OHV/ATV Membership Fees</td>
<td>unknown</td>
<td>$4,000</td>
</tr>
<tr>
<td>Other Activities</td>
<td>unknown</td>
<td>$10,000</td>
</tr>
<tr>
<td>Garage Rental (20 garages, 80% occupancy)</td>
<td>n/a</td>
<td>$28,800</td>
</tr>
<tr>
<td>Parking (General admissions parking fees)</td>
<td>unknown</td>
<td>$47,648</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>$418,071</td>
</tr>
</tbody>
</table>
Operating Costs

The team evaluated operating costs as well as capital costs. Because there is little published data on motorsports operations, the design team developed assumptions based on specialized recreation facility experience. RVSSA provided detailed operating data, used as the basis for evaluating future shooting facility operating costs. Maintenance costs for the community park, BMX, ball fields, and RC car course are based on professional knowledge of public parks maintenance management and projected labor hours needed to accomplish routine maintenance.

Motorsports, RV, and OHV/ATV Operating Cost Assumptions

<table>
<thead>
<tr>
<th></th>
<th>Operating Cost % of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motorsports uses (averaged across all motorsports uses)</td>
<td>60%</td>
</tr>
<tr>
<td>RV Campground</td>
<td>40%, lower overhead possible</td>
</tr>
<tr>
<td>OHV/ATV</td>
<td>30%</td>
</tr>
</tbody>
</table>

Shooting Facility Operating Expenditures

<table>
<thead>
<tr>
<th>Annual Expenses</th>
<th>Existing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations¹</td>
<td>$15,400</td>
</tr>
<tr>
<td>Administrative</td>
<td>$9,500</td>
</tr>
<tr>
<td>Maintenance</td>
<td>$12,400</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td>$35,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$72,300</td>
</tr>
</tbody>
</table>

Annual Maintenance Costs: BMX, RC Cars, Community Park, Sports Fields

<table>
<thead>
<tr>
<th>Facility</th>
<th>Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMX Track</td>
<td>$1,965</td>
<td>Dirt track facility with 25 unpaved parking spaces, concession stand and lighting. Assumes volunteers will maintain track and operate the concession</td>
</tr>
<tr>
<td>Radio Controlled Car Course</td>
<td>$1,610</td>
<td>Dirt track. Assumes volunteers will maintain the track and operate the course.</td>
</tr>
<tr>
<td>Community Park</td>
<td>$23,740</td>
<td>9-acre park with 7 acres of turf and landscaping, picnic areas and tables, two shelters, pathways, 50 paved parking spaces, restroom and site lighting</td>
</tr>
<tr>
<td>Sports Field Complex</td>
<td>$23,380</td>
<td>4 field pinwheel, field lighting (4), restroom, 100 paved parking spaces. Assumes volunteers responsible for field preparation, concessions and management and maintenance of tournaments.</td>
</tr>
</tbody>
</table>

Basic Assumptions for the Annual Maintenance Costs, Shown in the Table Above

- Assume County labor rates and includes benefits @ 15% for seasonal (temporary) workers
- Volunteers will conduct much of the daily operation maintenance at the BMX track, RC course and ball fields, as they currently do at existing facilities
BMX Track
- Dirt Track
- 25 Unpaved parking spaces
- Concession Stand
- Lighting
- Assume volunteers will maintain the track and operate the concession

Labor (trash cleanup) 1.0 hr biweekly for 28 week season @ $20/ hr $280
Operating Expense (motor pool, insurance @ 8%) 149
Maintenance, Utilities, assessments @ 54% 1,065
Solid Waste @ 24% 471
TOTAL $1,965

Radio Controlled Car Course
- Dirt Track

Labor (trash cleanup) 0.5 hr biweekly for 28 week season @ $20/ hr $140
Operating Expense (motor pool, insurance @ 9%) 149
Maintenance, Utilities, assessments @ 53% 850
Solid Waste @ 29% 471
TOTAL $1,610

Community Park
- 9 acre park
- 7 acres of turf and landscaping
- Picnic areas and tables
- Shelters (2)
- Pathways
- Paved parking (50 spaces)
- Restroom
- Site lighting

Labor
- Turf mowing: 4 hours ea. x 32 times @ $20/hour \(^{(1)}\) $2,560
- Fertilization 4 hours ea. x 2 times @ $20/hour \(^{(2)}\) $160
- Trash/Janitorial 3 hours daily for 32 weeks @ $20/hour \(^{(3)}\) $11,520
- Miscellaneous labor 80 hours @ $20/hr $1,600
- Supervision 16 hours @ $43.75 $700

Total Labor $16,540
Operating Expense (motor pool, insurance @ 3%) 700
Maintenance, Utilities, assessments @ 21% 5,000
Solid Waste @ 6% 1500
TOTAL $23,740

Sports Field complex
- 4 field pinwheel
- Field Lighting (4)
- Restroom
- Paved Parking (100 spaces)
- Field Prep and concessions done by volunteers
- Assume tournaments managed and maintained by volunteers

**Labor**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hours</th>
<th>Rate</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turf mowing: 4 hours ea. x 32 times @ $20/hour</td>
<td>128</td>
<td>$20</td>
<td>$2,560</td>
</tr>
<tr>
<td>Fertilization 4 hours ea. x 2 times @ $20/hour</td>
<td>8</td>
<td>$20</td>
<td>$160</td>
</tr>
<tr>
<td>Trash/Janitorial 3 hours daily for 16 weeks @ $20/hour</td>
<td>48</td>
<td>$20</td>
<td>$5,760</td>
</tr>
<tr>
<td>Field Prep NIC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous labor 40 hours @ $20/hr</td>
<td>40</td>
<td>$20</td>
<td>$800</td>
</tr>
<tr>
<td>Supervision 16 hours @ $20/hour</td>
<td>16</td>
<td>$43.75</td>
<td>$700</td>
</tr>
</tbody>
</table>

**Total Labor** $9,980

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expense (motor pool, insurance @ 4%)</td>
<td>900</td>
</tr>
<tr>
<td>Maintenance, Utilities, assessments @ 34%</td>
<td>8,000</td>
</tr>
<tr>
<td>Solid Waste @ 6%</td>
<td>1,500</td>
</tr>
<tr>
<td>Field Lighting</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$23,380</strong></td>
</tr>
</tbody>
</table>

(1) Excludes equipment cost
(2) Excludes material
(3) Six days a week
Additional Considerations

- **Timeline to Full-scale Operations.** For all revenue projections, we have assumed that it will take five years to achieve the level of revenue shown. In the first several years of operations, facilities will be ramping up operations, capital improvements may still be underway, and the new/upgraded facilities are being introduced to the market. It is anticipated that revenues will be lower than the amount shown in the projections, which assume full-scale operations.

- **The Status Quo.** While the Sports Park has been operating without much County intervention or funding; functional, operational, and facility issues have continued to arise without a means of addressing them. None of the operators have been able to fund the infrastructure improvements needed to increase their revenues, and some of the operators have not been able to fund needed capital investment. Our experience shows that the status quo is not sustainable indefinitely.

- **Role of Jackson County.** Jackson County must clarify the role it is willing to take with regard to the Sports Park. To get a higher potential return (more revenue), the County will need to accept some level of risk. If the County prefers a private operator bear the risk, the County will be unlikely to generate a substantially increased return. Because of the nature of the program elements under consideration, Jackson County will likely need to offer incentives to encourage private operators to invest at the Sports Park. In preparing the economic assessment, the design team evaluated the potential for the County to bond for the improvements and then be paid back by the private operator. If the County is willing to provide bonding, infrastructure funding or other incentives, the outlook for revenue generation is better.

- **Financial Performance of Existing Uses.** The economic assessment indicates that the oval track, drag strip and kart track all are economically feasible, even factoring in capital improvement costs, if at least the low level of revenue generation is achieved. However, the cost of the site improvements detailed in Summary Matrix 2 is not factored in. The shooting range has good performance currently, and the assessment indicates that revenue generation potential is strong, even assuming the high powered range is eliminated. In addition, the case studies have shown that participation in shooting sports does not decrease during economic downturns.

- **Vernal Pool Mitigation.** The vernal pool mitigation bank has the potential to generate net revenue for the County for as long as nine or ten years, until all the credits are sold. Revenues generated by this use could be used to help support projects with low or no revenue generation potential (e.g., overall site improvements, parking lot/lead mitigation, community park, ATV/OHV areas), thereby increasing their feasibility by closing the funding gap.

- **Road Course.** Limited published information is available on the economic feasibility of building and operating road course facilities from the ground up. Based on information...
culled from the Spokane Raceway Park Feasibility Study and the motorsports park case studies, the economic assessment indicates that a road course is feasible, with some caveats.

If the County opts to include a road course in the final design program, several factors should be considered. First, the design team’s review of case studies indicated that where road courses exist, there are coordinated motorsports operations. A single operator provides diversification, economies of scale and maximization of revenue generation potential. A single motorsports operator will be needed for the Sports Park if the road course is included. Second, a road course that can be a self-sustaining operation and that can generate revenue for the County will require an optimal layout, designed by the operator who is given the freedom to design the course to his or her specifications. This means that current uses and operators, even beyond the high powered range, could be displaced from their current locations. In addition, it may not be possible to relocate them within the Sports Park. If a road course is included, the east side of Kershaw Road should be reserved for motorsports uses with the final mix and location of specific elements to be determined by the operator. The County should be prepared to eliminate or reduce the size of the shooting ranges if the motorsports operator needs this land.

Finally, a detailed raceway feasibility study would be needed to provide a comprehensive evaluation of factors impacting the viability of a raceway facility, including but not limited to physical, economic, demographic and market conditions, and other key considerations. Developing a feasibility study and business plan is standard practice for public and private entities when considering development of a major facility. There has not been a comprehensive feasibility study completed for the site, although some economic work has been done (including the 1995 Fortner report). To assess the potential demand for a new raceway facility, the study would identify the facility’s competitive market area, examine market area demographics to determine if there is a sufficient ‘base’ of target users (racers, fans, car clubs, etc.) to support the facility, and identify and assess the impacts of competitive projects. Factors such as climate, location and access, which can impact attendance and year round usage, would also be factored into the demand analysis. To evaluate economic feasibility, the study would include a detailed assessment of capital, operations and management needs and associated costs, and potential sources of revenue based on anticipated annual events, participation and attendance. This study is also needed to help the County target an RFP for a private operator.