

North Clackamas Parks and Recreation District Board of Directors

Policy Session Worksheet

Presentation Date: 10/18/2023 **Approx. Start Time:** 10:00a.m. **Approx. Length:** 30 minutes

Presentation Title: NCPRD Parks and Recreation System Plan Update

Department: North Clackamas Parks and Recreation District (NCPRD)

Presenters: Michael Bork

Other Invitees:

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Board approval to advance a contract for a Parks and Recreation System Plan to a future consent agenda.

EXECUTIVE SUMMARY:

NCPRD's current Parks and Recreation Master Plan was adopted almost 20 years ago, in 2004, and updated in 2007. It has been a useful guide for long-range planning; however, after two decades and many changes affecting the District, an updated vision and plan is needed to guide the District into the future. An update of the Master Plan is necessary to meet the changing needs of the community and to provide a 20-year road map that sets the future direction of NCPRD. NCPRD has acquired new properties and developed several new parks and trails since the last plan was adopted that will be integrated into the District's long-range System Plan.

NCPRD needs a planning process that builds community, dialog, trust, relationships, and understanding at its foundation to best serve the public. Key tools necessary include updated and clear research, needs assessment, and analysis, combined with broad and meaningful community engagement. Through this process, NCPRD will work to develop a plan with an updated mission and vision, updated goals, priority strategies, and actions; funding strategies that will make implementation possible; and an implementation plan that NCRPD can effectively pursue.

To obtain necessary assistance for this work, NCPRD issued a formal solicitation (RFP # 2023-08 for Consulting Services to Develop a Parks and Recreation System) to contract with a team of professionals with expertise in all aspects of parks, trails, and natural areas System Planning. This includes community engagement; core services identification; level of service analysis; needs assessment; trends identification; benchmarking; governance and operational review; financial and funding analysis; and maintenance and operations planning. This procurement process resulted in a top qualified proposer, Design Workshop, Inc.

In the planning process, a community profile will be developed as part of the initial analysis and a statistically valid survey will be conducted of part of the needs assessment. Both of these key steps will include breakouts of the data to separate City of Milwaukie data from unincorporated area data. This will allow the project team to be flexible in how it moves forward with analysis – either as the District is comprised today, or as a revised District should the City of Milwaukie withdraw from the District.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? \$358,028 What is the funding source? NCPRD Capital Asset Funds

STRATEGIC PLAN ALIGNMENT:

- Build public trust through good government.
- Honor, utilize, promote, and invest in our natural resources.
- Ensure safe, healthy, and secure communities

LEGAL/POLICY REQUIREMENTS:

PUBLIC/GOVERNMENTAL PARTICIPATION:

OPTIONS:

- 1) Direct staff to bring the contract as proposed to a future business meeting
- 2) Direct staff to engage in further discussion with the Board of Directors about the Parks and Recreation System Plan
- 3) Direct staff to take no further action on the Parks and Recreation System Plan at this time

RECOMMENDATION:

Staff recommends Option 1) Direct staff to bring the contract as proposed to a future business meeting.

ATTACHMENTS:

1. Contract #8284
2. DRAFT 2015 Master Plan
3. 2004 Master Plan

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval _____
County Administrator Approval _____

For information on this issue or copies of attachments, please contact Michael Bork @ MBork@ncprd.com



**NORTH CLACKAMAS PARKS AND RECREATION DISTRICT
PERSONAL SERVICES CONTRACT
Contract #8284**

This Personal Services Contract (this “Contract”) is entered into between **Design Workshop, LLC** (“Contractor”), and North Clackamas Parks and Recreation District, a political subdivision of the State of Oregon (“District”).

ARTICLE I.

- 1. Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on **July 1, 2025**. This Contract may be renewed for two (2) additional one -year terms upon the execution of a written amendment by parties.
- 2. Scope of Work.** Contractor shall provide the following personal services: consulting services to develop a parks and recreation system plan. (“Work”), further described in RFP 2023-08, the negotiated scope of which is attached incorporated herein as “**Exhibit A**”
- 3. Consideration.** The District agrees to pay Contractor, from available and authorized funds, a sum not to exceed **Three Hundred Fifty-Eight Thousand and Twenty-Eight Dollars (\$358,028)**, for accomplishing the Work required by this Contract. Consideration rates are on a time and materials basis in accordance with the rates and costs specified in Exhibit A. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit A
- 4. Invoices and Payments.** This is a lump sum contract and Contractor will submit monthly invoices as a percentage of work completed for each phase of the work. Invoices will be sent digitally from Design Workshop by the 10th of each month to the email specified in this contract. Invoices are payable within 30 days of the date of billing. Invoicing shall be specific to each phase and will describe the completed portion of the services. Invoices shall include the total amount billed to date by Contractor prior to the current invoice and the total balance remaining. Extensive itemized breakdowns of hourly activities or provision of detailed backup for reimbursed expenses for accounting purposes are not a normal procedure; however, at the Client’s request, Design Workshop will provide this service at an hourly rate of \$65 (sixty-five dollars) per hour. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County’s review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: finance@ncprd.com.

- 5. Travel and Other Expense.** Authorized: Yes No
If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the Clackamas County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.

6. **Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract, and Exhibit A.

7. **Contractor and District Contacts.**

Contractor	District
Administrator: Anna Laybourn Phone: 970-399-1408 Email: alaybourn@designworkshop.com	Administrator: Michael Bork Phone: 971-610-1036 Email: mbork@ncprd.com

Payment information will be reported to the Internal Revenue Service (“IRS”) under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

ARTICLE II.

1. **ACCESS TO RECORDS.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. District and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
2. **AVAILABILITY OF FUTURE FUNDS.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the District in its sole administrative discretion.
3. **CAPTIONS.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
4. **COMPLIANCE WITH APPLICABLE LAW.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
5. **COUNTERPARTS.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
6. **GOVERNING LAW.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between District and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the

District of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.

- 7. INDEMNITY, RESPONSIBILITY FOR DAMAGES.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify and defend the District and Clackamas County, and their officers, elected officials, agents and employees from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, to the extent caused by the Contractor’s acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of District or Clackamas County (“County”), purport to act as legal representative of District or County, or settle any claim on behalf of District or County, without the approval of the Clackamas County Counsel’s Office. District or County may assume their own defense and settlement at their election and expense.

- 8. INDEPENDENT CONTRACTOR STATUS.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the District reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, District cannot and will not control the means or manner of Contractor’s performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of District for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to District employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.

- 9. INSURANCE.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirements outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the District and Clackamas County as an additional insureds on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers’ compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
<input checked="" type="checkbox"/> Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
<input checked="" type="checkbox"/> Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
<input checked="" type="checkbox"/> Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.

The policy(s) shall be primary insurance as respects to the District. Any insurance or self-insurance maintained by the District shall be excess and shall not contribute to it. Any obligation that District agree to a waiver of subrogation is hereby stricken.

- 10. LIMITATION OF LIABILITIES.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13 or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this Contract in accordance with its terms.
- 11. NOTICES.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators identified in Article 1, Section 6. If notice is sent to District, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during District's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent the email), unless the sender receives an automated message or other indication that the email has not been delivered.
- 12. OWNERSHIP OF WORK PRODUCT.** All work product of Contractor that results from this Contract (the "Work Product") is the exclusive property of District. District and Contractor intend that such Work Product be deemed "work made for hire" of which District shall be deemed the author. If for any reason the Work Product is not deemed "work made for hire," Contractor hereby irrevocably assigns to District all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as District may reasonably request in order to fully vest such rights in District. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, District shall have no rights in any pre-existing Contractor intellectual property provided to District by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for District use only.
- 13. REPRESENTATIONS AND WARRANTIES.** Contractor represents and warrants to District that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and E) the Work under this Contract shall be performed in accordance with the standard of professional skill and care required for a project of similar size, location, scope, and complexity, during the time in which the Work is being performed. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.
- 14. SURVIVAL.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27, and 29, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the District's right to enforce this Contract

with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.

15. SEVERABILITY. If any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.

16. SUBCONTRACTS AND ASSIGNMENTS. Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the District, which shall be granted or denied in the District's sole discretion. In addition to any provisions the District may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. District's consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.

17. SUCCESSORS IN INTEREST. The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.

18. TAX COMPLIANCE CERTIFICATION. The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle District to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.

19. TERMINATIONS. . This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the District (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the District fails to receive funding, appropriations, or other expenditure authority as solely determined by the District; or (B) if contractor breaches any Contract provision or is declared insolvent, District may terminate after thirty (30) days written notice with an opportunity to cure.

Upon receipt of written notice of termination from the District, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to District copies of all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon District's request, Contractor shall surrender to anyone District designates, copies of all documents, research, objects or other tangible things needed to complete the Work

20. REMEDIES. If terminated by the District due to a breach by the Contractor, then the District shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the District, less any setoff to which the District is entitled.

21. NO THIRD PARTY BENEFICIARIES. District and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or

otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.

- 22. TIME IS OF THE ESSENCE.** Contractor agrees that time is of the essence in the performance this Contract.
- 23. FOREIGN CONTRACTOR.** If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.
- 24. FORCE MAJEURE.** Neither District nor Contractor shall be held responsible for delay or default caused by events outside the District or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.
- 25. WAIVER.** The failure of District to enforce any provision of this Contract shall not constitute a waiver by District of that or any other provision.
- 26. PUBLIC CONTRACTING REQUIREMENTS.** Pursuant to the public contracting requirements contained in Oregon Revised Statutes ("ORS") Chapter 279B.220 through 279B.235, Contractor shall:
- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
 - b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
 - c. Not permit any lien or claim to be filed or prosecuted against District on account of any labor or material furnished.
 - d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
 - e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling District to terminate this Contract for cause.
 - f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.
- 27. NO ATTORNEY FEES.** In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys' fees and expenses.
- 28. KEY PERSONS.** Contractor acknowledges and agrees that a significant reason the District is entering into this Contract is because of the special qualifications of certain Key Persons set forth in the contract. Under this Contract, the District is engaging the expertise, experience, judgment, and personal attention of such Key Persons. Neither Contractor nor any of the Key Persons shall delegate performance of the management powers and responsibilities each such Key Person is required to provide under this Contract to any other employee or agent of the Contractor unless the District provides prior written consent to such delegation. Contractor shall not reassign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide the

District with such Key Person's services unless the District provides prior written consent to such reassignment or transfer.

29. MERGER. THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

Design Workshop, LLC

North Clackamas Parks and Recreation District

**Anna
Laybourn**

Digitally signed by Anna
Laybourn
Date: 2023.09.25
12:13:11 -06'00'

Authorized Signature

Date

Chair

Date

Name / Title (Printed)

Recording Secretary

1651099-93

Oregon Business Registry #

Approved as to Form:

DLLC/OR

Entity Type / State of Formation

**Andrew
Naylor**

Digitally signed by
Andrew Naylor
Date: 2023.09.25
12:24:03 -07'00'

County Counsel

Date

EXHIBIT A SCOPE OF WORK

North Clackamas Parks and Recreation District Parks and Recreation System Plan Design Workshop | September 6, 2023 Exhibit A Scope of Services Agreement

Project Approach to Scope

The consultant scope of services is described below for the creation of North Clackamas Parks and Recreation District Parks and Recreation Plan. To be fiscally responsive, the Design Workshop team looks forward to project commencement with NCPRD to identify opportunities for staff and partner agencies resources to be best leveraged during the process. Work to be performed will be in collaboration with NDPCRD staff and stakeholders. Our team is flexible in considering a menu of services and teaming options that expand upon the scope outlined in the RFP.

Design workshop has included **three in-person visits** in the scope of work that will be timed according to in-person vs. virtual engagement preferences and schedules.

Phase 1: Project Kickoff & Management

The plan analysis tasks will focus on celebrating the social, health, and ecological benefits that parks, recreation, trails, and open space offer and evaluate how to strategically make those benefits equitable.

Task 1.1 Project Initiation and Ongoing Project Management

The project will begin with a Strategic Kick Off (SKO) workshop with the consultant team and key District staff to review the project work plan and data availability. This first meeting will lay the foundation for a clear process and will clarify roles, approach, project goals, and community engagement opportunities. Together we will define **a project mission statement and guiding principles** to effectively launch this phase of the project. Items to be covered during the SKO Workshop include:

- Discuss accomplishments of the current Plan and any sections that remain relevant
- Define **roles, responsibilities, and communication procedures**
- Confirm a **detailed project schedule** and **document review process**
- Identify any topics for additional research and evaluation
- Establish **measurable project goals and desired outcomes**

Every phase will involve project management from Design Workshop's Principal-in-Charge and the Project Manager. To facilitate efficient communication, we are anticipating virtual progress meetings timed with key dates with the NCPRD Project Manager. Design Workshop will maintain the project schedule, including tracking of key milestones and engagement activities.

Deliverables:

- Two-hour facilitated SKO workshop with District Project Management Team
- Detailed project work plan and schedule
- Project Management Plan (PMP) including communication protocols and tools
- Recurring calls with NCPRD Project Manager (26 1-hour meetings included), including meeting agendas, notes with action items
- Writing style guide and quality assurance checklists
- Monthly report indicating percentage complete by task with monthly invoice

Task 1.2 Community and Stakeholder Engagement Plan

Our outreach with the community will be centered upon listening to needs, big ideas, and constraints, as well as identifying destinations, known gaps in parks and recreation network and areas in which people face barriers to access or inclusion. Our Engagement is typically planned in “windows,” providing an interactive process for sharing materials with the community and supporting them in responding from an informed point of view. Engagement strategies and methods will be tailored for reaching traditionally underrepresented populations (youth, low-income households, people with disabilities, and communities of color). All materials will be united graphically using branding and established messaging protocols.

The Design Workshop team will develop a Community Engagement Plan that includes detailed guidance on public outreach, identifies engagement tools and methods to utilize throughout the process. The Community Engagement Plan will be crafted using the IAP2 Spectrum of Public Participation. A stakeholder matrix template will be created utilizing the IAP2 spectrum.

Completing the matrix throughout the project, we will work with District staff to categorize the groups and individuals that will be identified as key stakeholders that should be engaged in the process. We anticipate this group will include business leaders, local non-profits, public service providers, youth-focused organizations, etc. Discussion of these stakeholders will begin with the Strategic Kickoff, which will identify the optimum role for these groups within the project.

Ultimately, we will work with staff to finalize the Community Engagement Plan document that includes identification of the stakeholders, contact information, engagement timelines, scheduled meeting dates and lead times, information distribution methods, and responsibilities of NCPRD staff and the consultant team.

Deliverables:

- Community Engagement Plan, draft and final formats provided in MS Word and PDF formats
- Stakeholder analysis matrix template, provided in MS Excel format

Task 1.3 Project Branding and Project Website

A graphic template and branding style will be developed along with document layout, production formats, fonts, logos, graphic colors, to be used for the project engagement activities and content development. This helps set the tone for conveying the visionary, big ideas of the plan and unify the look and feel of deliverables to facilitate the synthesis and distillation of interim deliverables into a draft and final plan document.

Project websites are an important tool for facilitating public engagement. They provide an easily updatable platform that serves as a centralized resource for sharing updated information throughout the life of the project. It is assumed this will be a fairly simplistic project website, with up to three pages maximum to convey project information.

We will work with the District to create content for a web presence for the project. Design Workshop will create the website and host and, working with NCPRD, make updates of content to the project website. Design Workshop will provide narrative including background information, links to online surveys, capability for sign up for project updates and provide input, and updated content to various elements of the plan as it progresses. DW will provide all relevant project deliverables formatted to be publicly available and uploaded to the project website- Design Workshop will utilize automatic language programs similar to NCPRD to provide the website content translated from English into Spanish, Vietnamese, and Russian.

Deliverables:

- Initial meeting to discuss client brand preferences and process
- Brand concept development rounds 1 and 2

- Branding package, including logo in 3 sizes and PowerPoint template, with one round of edits
- Plan document graphic template
- Project website development and hosting, which includes narrative text, collected photos/graphics, domain & hosting setup (1 year), website design, website production, testing, analytics setup
- Project website content, analytics findings, and content updates, delivered at 4 project milestones.

Task 1.4 Prior Plans and Policy Review

To inform our understanding of current guiding principles that relate to recreation, we will review existing recreation and related plans developed by the NCPRD and other partnering agencies and providers. The documents will be reviewed and summarized with an eye on goals, policies, guidelines, recommendations, and projects. A matrix will be developed to cross-coordinate goals, projects, and funding strategies from the different plans to show areas of alignment and focus. The Design Workshop team anticipates conducting a summary review of up to 6 reports, plans, and approved documents.

Deliverables

- Existing plan summary and policy matrix (review up to 6 documents)

Task 1.5 Community Profile and Equity Mapping

Design Workshop will also provide a community profile of the NCPRD area using Census Data, District-provided data collected through recent and ongoing planning efforts, ESRI Business Analyst, and regional data sources as available. The community profile will include the whole of NCPRD, but also break down the data into the NCPRD area without Milwaukie and incorporated Milwaukie for comparison (1 full area with two subarea components). The community profile will provide a baseline of understanding for existing conditions covering the following topics: demographic, socioeconomic, community character, impact of tourism, and areas of high public health risk due to environmental or socioeconomic factors.

This mapping exercise will provide an important baseline understanding of areas with higher social, economic, and health vulnerabilities (areas of equity priority) that should be considered with future efforts of identifying recreational opportunities as well as identify potential environmental threats.

Deliverables

- Existing demographic conditions summary memo including maps, tables, and narrative
- Equity variables maps and source data list
- Equity Priority Zone composite map

Task 1.6 Supporting Community Navigators

As the culture of the NCPRD district varies from neighborhood to neighborhood, so will the way that we engage with residents. We will work with NCPRD to formulate a group of 10-20 targeted Community Navigators who represent the myriad of demographics within the project area. The only requirement is that they be a community member in the project area and will commit to supporting engagement efforts. This could include providing perspectives on park conditions through Quality Assessments, hosting one to two small group gatherings (with or without facilitation by the project team, depending on preference) in a topic that they demonstrate comfort in addressing, hosting pop-up events, promoting the project through giving presentations to various boards and commissions, or distributing advertisement or engagement materials throughout the planning area.

By directly incorporating Community Navigators in the process without the presence of “the government” and “planning consultants” (i.e., the planning team) we can gain access to dialogue that is more honest and real. We will specifically seek out Community Navigators who can help reach demographics typically excluded from planning processes and help them make a plan to meet people where they are. We recommend paying these navigators for their time or provide desirable in-kind gifts for their contributions.

The District staff play a strong role in supporting the Community Navigators through recruiting, hiring, tracking their participation, and facilitating access to engagement materials and information. Design Workshop will support through providing an overall framework for the Community Navigators’ strategic involvement (as defined in the Community Engagement Plan) and through providing training materials and information, including materials to be used for the Quality Assessments (see Task 2.5 below)

Deliverables

- Pop-up event or meeting facilitation instructional package and/or meeting, up to 2 times
- Community Navigators orientation and role description narrative

Task 1.7 District Advisory Committee (DAC) Meetings and Facilitation & NCPRD Board of Director Meetings

The District Advisory Committee (DAC) will help guide the process and provide opportunities for review and discussion of plan contents at critical milestones. DAC meetings would be facilitated by Design Workshop with support from District staff.

We anticipate preparing briefing presentations at critical project milestones to the NCPRD Board of Directors and also engage them in gauging their interests and objectives. The NCPRD Board will be engaged concurrently and be responsible for plan adoption.

Anticipated briefings/meeting topics are as follows:

1. Project Kick Off: Defining Goals and Vision
2. Review Community Engagement Strategy
3. Analysis Findings Review and Discussion
4. Plan Vision and Goals: Evaluating Concepts and Developing Recommendations
5. Prioritizing Projects for Implementation Workshop
6. Final Plan Review
7. Final Plan Adoption

Meetings will be hosted virtually unless they coincide with the three planned project trips. Meetings are assumed to be no longer than 1.5 hours each.

Deliverables:

- Six (6) District Advisory Committee Meeting presentations, agendas, attendance, and summary notes
- Four (4) NCPRD Board of Director meeting presentations and attendance
- *Additional meetings can be provided per hourly rates plus travel expenses (estimated at \$1,500). Each meeting includes the above deliverables.*

- *Additional one-on-one meetings with leadership can be provided based on hourly rates (estimated at \$400) excluding travel. This includes an agenda and meeting summary.*

Phase 2: Needs Assessment and System-Wide Analysis

Task 2.1 Inventory Mapping and Parks Classifications

We will collect inventory and map NCPRD’s parks, trails, trail heads, facilities, centers, and open spaces. In addition, other contributors to parks and recreation such as school properties, state and federal public lands, HOA parks, the 2004 System Plan, Clackamas County TSP, Metro RTP, and others will be utilized from available GIS sources.

Parks Classification definitions will define distinct characteristics, service area, and types of parks, open space, and recreation facilities that exist within NCPRD and to use as a guide for staff categorization.

Deliverables

- Inventory analysis organized by property with acreage and amenities (pdf format document)
- Geographically referenced existing and proposed parks, trails, natural areas inventory base mapping (map and GIS shapefile)

Task 2.2 Walkshed Analysis and Trails Gaps

The team will study the spatial distribution and service area analysis based on travel routes and travel barriers. This may include incorporating any available ADA access barriers data.

Residential address points will be used to evaluate service area coverage. Park entrances will be mapped for parks larger than four acres in size. This analysis will be utilized to identify gaps in the locations of existing and planned parks to serve the population.

Our team will incorporate research and analysis of system-wide District trails needs, identify connectivity gaps between parks, trails, natural areas, and facilities, and integrate a system-wide District trails vision and framework that will set the stage for an upcoming and more detailed Trails System Plan.

Deliverables

- Park spatial distribution and service areas mapping of coverage and gaps
- Trails distribution and connectivity gap map

Task 2.3: Level of Service Calculations

The DW team will calculate LOS measurements by park type, amenity types, geographic service areas, identify gaps, and work with the district to develop LOS goals. The park type classifications will be used to develop a park acreage per population ratio and relate to population growth projections to anticipate needed park space by type.

Deliverables:

- Draft Level of Service methods recommendations memo
- Level of Service draft baseline and potential goals evaluation memo

Task 2.4 Recreation Trends, Benchmarking, and Benefits Research

We will conduct a recreation trends analysis, bringing together our industry knowledge from our experience working nationally and in many comparable markets, participation trends from

applicable professional associations such as National Recreation and Park Association (NRPA), State of Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP), and Esri recreation spending reports for the District. In addition, we will incorporate relevant survey data collected by local organizations specifying recreation preferences.

In addition, benchmarking will be captured by comparing available data from NRPA, Trust for Public Lands (TPL), and Oregon Recreation and Park Association (ORPA) regarding trends and relevant averages for an understanding of level of service, amenities, and walking distance common from other parks and recreation systems.

This trends analysis will be compared to the list of programming providers (as populated by NCPRD with support from DW) to understand if there are any gaps that should be supported by NCPRD as well as lay the groundwork for a facilitated conversation to articulate the vision for the District's role.

Deliverables

- Recreation Trends Report memo with considerations for potential enhancements to programming/LOS

Task 2.5 Condition & Quality Assessment

DW will work with staff to develop a methodology and template for staff to inventory the condition of park spaces based on project goals. DW will then map the conditions, which can be overlaid with other mapping efforts such as Equity Zones or Quality Assessment data.

Separately, we will develop a workbook and survey for evaluating more qualitative aspects of park spaces, such as if they are inclusive in design and activated by programming and amenities. We suggest working with Community Navigators to conduct the assessments to provide a community member-based and non-technical perspective of how these spaces serve the community.

Deliverables:

- Park conditional rating template, map graphic, and geographic area based assessment
- Park quality workbook, map graphic, and geographic area based assessment
- One full day in-person site visit to evaluate parks space quality and/or train NCPRD staff and volunteers to conduct assessments.

Task 2.6 Recreation Program Analysis

ETM will request and review relevant documents from the District to help determine how the programs had performed in recent years, whether some are better received than others, if some programs would disproportionately demand more resources than others, if some facilities are beyond their current capacity, and any potential concerns that may arise.

Programs and associated fees will be compared against other local and regional offerings for both public and private entities to determine the District's competitiveness in the region.

ETM will request and review the following information as part of the analysis:

- Recreational programs offered and their associated fees
- Programming schedules/calendars and user counts if available
- Special events or activities or attraction that draw in large groups of visitors
- User fee rates and historical annual revenues
- Programs that may have been cancelled in the recent years
- Annual operating budgets and revenues

Deliverables

- Draft summary of findings
- Draft recommendations on potential programs, fees structure, and potential preliminary
- Changes

Task 2.7 Management and Operation Assessment

ETM will review and evaluate NCPRD’s organizational structure and operations to determine if existing resources are appropriate for current and future operations and administrative considerations. As part of the review of current O+M practices, the ETM team will examine the following:

- Budgets
- Existing partnerships – both public and private
- Existing organizational structure, staffing levels, job titles/descriptions
- Current staffing information including outsources contracts and staff skills
- Programming schedules/ calendars/ list and any user counts
- User fee rates and historical annual revenues
- Maintenance standards/ routines
- Workforce profile and retirement eligibility

Deliverables

- Draft summary of O& M analysis
- Draft recommendations on potential organizational changes, recommended staffing levels, addressing service gaps

Task 2.8 Engagement Window 1: Focus Groups

To begin our Community Engagement, we propose a series of Focus Group discussions to understand from the key user groups and partners ‘Where are we now?’ and ‘Where do we want to go?’. The DAC should be included in these discussions, as well as recreational program providers, community organizations and associations, the Chambers of Commerce, University leaders, representatives from State, Federal, and Tribal Lands, and other local citizen advocates. The scope includes virtual or in-person facilitation of a total of eight (8) topically based meetings with an optimal size between 10-25 participants. Tools such as Mentimeter or Mural would be used to facilitate online sessions. Potential topics include youth recreation and programming, cultural heritage and significant attributes, events and activities support, outdoor recreation offerings, ecology and forestry, and urban agriculture. The information from Focus Groups will inform questions for larger community engagement.

Deliverables:

- Facilitated Focus Group Meetings, eight (8) topically based discussions each less than 1.5 hours in length, over the period of 2 consecutive days.
- Meeting agendas, draft invitation text, presentation and questions materials, meeting summary

Task 2.9 Engagement Window 1: Statistically Valid Community Survey

A needs assessment and community values identification are best completed through a robust quantitative community survey. The survey provides statistically relevant results and reaches populations that represent district demographics. The National Research Center (NRC) will lead the execution of the survey.

Creating the Questionnaire and Survey Materials

Design Workshop and Polco will work with District staff to develop a questionnaire that covers the objectives of the study. We recommend that the length of the questionnaire be the equivalent of 3 standard letter-size pages. A draft questionnaire will be provided for revision feedback. The survey will be coded to allow for cross tabular analysis of the District as a whole as well as the two component parts of the District: the City of Milwaukie and unincorporated area (non-Milwaukie).

Survey Outreach

In this scenario, we would mail two postcard invitations (an initial and a reminder) to 3,200 households. We would use statistically appropriate address sampling methodologies to garner community-wide representativeness and expect at least a 6% margin of error (4-6% is typical and meets best practices for performance measurement, about 250-450 responses). The invitations will contain an introduction outlining the importance of the survey and instructions for completing it. Responses will be statistically weighted to ensure the best representation of your community (or stakeholder group, if applicable).

We would also encourage the District to promote the survey to as many residents as possible through communications described below. The shared invitation would include a URL to complete the survey on Polco online platform. We would be sure to track sampled vs open participation respondents through different URLs to ensure we could analyze responses separately.

We recommend District-staffed pop-up events to help advertise the survey, as well as following ways to publicize the online survey to help ensure that all residents have the opportunity to respond:

- Include survey link in monthly newsletter sent with utility bills
- Promote survey in the District's email list
- Survey to be promoted in the local newspapers
- Flyers to be posted on relevant city information boards (downtown, library, Senior centers, City Hall, etc.)
- Promoted on social media
- Work with the Chambers of Commerce to promote the survey to members
- Ask local civic, sports, and cultural organizations to share with their networks.

Deliverables:

- Statistically Valid Mailed Survey
- Open Participation Online Survey
- Analysis and summary of results with one round of revisions
- Materials for Pop Up Events help advertise public engagement opportunities. Up to 5 exhibits provided (District staffed)
- Materials will be translated into Spanish, Vietnamese, and Russian. Cost for translation services provided by Polco is \$2,800 per language (\$8,400 total). Typically, three to four languages (including English) can fit in the mailed invitation postcards and on the cover letters that accompany the survey packets.

Task 2.10 Engagement Window 1: Pop Up Events

Creating booths at events and key locations is an excellent way to promote online surveys, profile of the project, and engage diverse audiences that are unlikely to participate digitally. We recommend these be pop-up stations at a community park or pathways during popular events. Specific pop-up materials will be created to garner feedback about the trail system. Displays, opinion surveys, and project information will be created and provided to staff for these events to encourage participation. For project budget efficiency we recommend District staff and Community Navigators host events, however our team would be happy to participate in-person if aligned with timing of other in-person engagement we are involved with, or if additional services are desired.

Deliverables:

- Pop-up event informational and engagement materials (4 exhibit boards, engagement activity/questionnaire)
- Pop-up event hosts training information & meeting

Task 2.11 Engagement Window 1: Youth Engagement Materials

The Design Workshop Team will prepare materials and presentations for classroom settings. District staff would partner with local schools and present information about the parks and recreation system, encouraging stewardship, interest, and the opportunity to integrate youth feedback into the Plan. We will also create materials for district-wide scavenger hunts to engage the youth in exploring different parks and providing their ideas and perspectives. District staff will summarize the youth input to be incorporated into the public input findings.

Deliverables:

- Community engagement materials tailored to youth perspectives (up to 3 exhibits)
- District scavenger hunt exhibit

Phase 3: Plan Development

Task 3.1 Vision and Plan Goals

Using input received from community members through Engagement Window #1 to identify opportunities and challenges, the Project Team will create a draft Vision Statement and Plan Goals to express the organizational framework for the plan and topics for emphasis.

Deliverables

- Plan draft Vision Statement and Goals
- Plan document draft outline

Task 3.2 Framework Plan Diagram

A framework diagram will be created to build off the geographic area analyses and will identify physical locations to address gaps, needs, programming, assets, influences, and opportunities.

Deliverables

- Plan Framework Map Diagram

Task 3.3 Recommended Project & Strategies Matrix

Together with NCPRD we will identify specific projects and action items that are associated with project goals and objectives. The project list would be inclusive of necessary maintenance and upkeep for existing assets, as well as trail system needs. The matrix will include recommended funding strategies, planning-level cost estimates, and timelines and action steps for implementation. An implementation workshop will be held with DAC and stakeholders responsible for implementation to vet and elaborate on this action plan matrix.

Deliverables

- Recommended project list with planning-level cost estimates, timelines, and responsible parties.
- Facilitation of a two-hour online workshop with NCPRD staff and stakeholders responsible for implementation

Task 3.4 Draft CIP Projects and Cost Opinion

Design Workshop and NCPRD staff will identify projects desirable for this Plan to anticipate for the next five years of implementation. Design Workshop and NCPRD staff will coordinate in developing a scope of individual projects in terms of intended amenities, development phasing, and acquisition target areas. General quantities for hard costs will be developed by Design Workshop and team and soft cost assumptions (such as acquisitions, planning, development, maintenance and operations costs) will be provided by NCPRD with support from ETM. The high-level cost opinion will be provided to a local cost estimation company familiar with the history of costs for parks and recreation amenities in the region. In coordination with Design Workshop and District staff, Conservation Technix will support the draft CIP planning by identifying in priority order and sequences the capital projects necessary to implement Plan recommendations. They will review existing and projected capital fund balances, and coordinate with District staff for a strategy and priorities for phased implementation. Conservation Technix will generate planning-level, order of magnitude cost projections for all proposed park and recreation components, renovation and redevelopment, potential land acquisition and potential new development to serve as the project list for the SDC rate calculation. The development of planning-level cost opinions will be derived from relevant, regional projects of similar nature.

Deliverables

- Project identification and quantities for hard cost draft CIP projects spreadsheet
- High-level cost estimates for projects

Task 3.5 Funding Strategies

The ETM Team will review and analyze available capital and operation budget information, fee/pricing structure, and other financial data. We will provide an assessment on the annual operating spending and current sources of revenues, and the changes in their contribution during the past three to five (3-5) years to understand the trends, and whether some of those sources may be at risk. Potential revenue options will be explored and considered. This will be included in proposing recommendations for a 10-year financial strategy that identifies priority project funding sources.

Deliverables

- Draft summary of recommendations
- All work done until this point will be compiled into a standalone memo for final submission

Task 3.6 Performance Metrics

In addition to level of service goals, other indicators for performance related to the plan goals (such as community health data indicators, recreation and visitation numbers, tree coverage, community survey perceptions, and etc.) will be identified for the NCPRD team's evaluation of appropriate reporting methods.

- Draft recommended plan performance metrics memo

Task 3.7 Engagement Window 2: Community Meetings and Outreach

Community meetings are tailored to the project needs. They can include presentations with interactive exercises such as polling, preference surveys, and mapping activities, or a more open house style with exhibit boards where people can interact with boards, ask questions, and come

and go as they wish. The objective of these meetings is to check in on the plan Vision and Plan Goals to ensure the plan is reflective of community need.

Deliverables:

- Workshop Materials and outreach strategies:
 - Meeting advertisements in four formats including press release text
 - Presentation
 - Base maps, exhibits, and materials needed to provide and collect information at the workshop
- *Engagement Summary including data analysis and tables documenting responses*
- *Facilitation of an up to 2-hour public meeting (online or in-person) repeated for total of two (2) meetings.*
- *Social Pinpoint website platform setup for public comment collection on web-based maps and summary of input findings*

Phase 4: Plan Creation and Sharing

Task 4.1: Document Production Plan and Schedule

To manage the workflow and expectations of the final document, Design Workshop will prepare a plan outline and schedule for production and review of the 75% and 90% draft plans.

Deliverables:

- Draft plan document outline and graphic inclusion mock-up recommendations memo
- Plan document production schedule (weekly view) that identifies roles and responsibilities in excel

Task 4.2: 75% Plan Draft

The plan document will be easy to navigate and graphically rich with maps and images to explain the concepts. For the documentation of the main plan document we anticipate roughly a maximum of 75 pages in length for ease of reading, plus appendixes.

A 75% document will serve as a critical check-in with staff and external departments.

Deliverables

- 75% complete draft plan document with support charts, graphs, and maps
- Comment collection spreadsheet template

Task 4.3: 90% Plan Draft

Based on staff feedback, a 90% draft will be developed from here for public viewing and sharing with elected officials.

Deliverables:

- 90% complete draft plan document, including appendixes
- Response to comments edit note table

Task 4.4 Final Plan Documentation

Comments received from the Boards and general public and other review agencies will be evaluated with staff to determine the alterations needed to finalize the draft plan. The final plan will be produced with comments incorporated.

Deliverables

- NCPRD Plan document, electronic copy in a format compatible with NCPRD's software.
- GIS Map packages of data created for this project plan

Task 4.5: Engagement Window 3: Sharing the Plan

The 90% draft plan will be provided to NCPRD's Boards and community. Based upon input received from the public review process, the plan will be refined and revised for adoption.

Deliverables:

- Draft plan presentation power point with speaking notes
- Exhibit boards (up to 3 boards sized "24x36") and handout

PROJECT CONDITIONS & EXCLUSIONS

The following exclusions are not part of Design Workshop's base scope of services and shall be considered Additional Services. Design Workshop will obtain approval from the client prior to commencing services that are out of scope.

1. Client/Client Rep. coordination may need extra time if Design Workshop is required to coordinate with multiple stakeholders or change in contacts.
2. Planning services required because of changes to the Project including but not limited to changes in size or location of project area, quality and complexity, schedule, client project leadership, program, or budget.
3. Additional Graphic Deliverables
 - a. Alternate planning directions and/or alternate solutions after the completion of the planning document;
 - b. Preparation of marketing, fundraising, promotional and collateral material such as renderings, graphics, etc. not listed herein;
4. Meetings and Site Visits
 - a. In person, web and site meetings in addition to the number indicated in base scope of services of this agreement;
5. GIS DATA Assumptions
 - a. All data layers must be provided in the same projection/coordinate system, or require additional services to convert.
 - b. Our scope of work includes the use of GIS technology to provide a variety of analytical and representational tools to aid the planning process. The scope and fees offered by Design Workshop for projects are based upon the assumption that we can obtain GIS base data from you directly, or that you (with our assistance) can ensure delivery of the base information from other entities or individuals. In order to work within our base fee, the data must meet the following conditions:
 - c. GIS data are complete and usable as-delivered, without need for additions, modifications, corrections, adjustments, etc. The information should be reviewed by the client in advance of providing to Design Workshop to assure that parcel polygons, names, and any attributes associated with the data are complete and accurate as-is. Design Workshop may add additional attributes as part of the inventory, but all attributes received as part of the supplied data must be ready to use as-is.
 - d. Revisions to GIS base data are often found to be necessary after the consultant has completed an analysis and gained stakeholder and public input. This could be the result of the GIS data being erroneous, not reflecting current conditions, lacking needed information in the attributes fields, or attributes needing to be re-characterized to suit the needs of the project. If changes and updates to the provided data requiring more than five hours of consultant time are desired, this will be the either: 1) the responsibility of the client at the mid-point of the existing conditions evaluation task, or 2) an additional service to be contracted with Design Workshop based on the magnitude of revisions and will not proceed until the Client has authorized the additional services and fees in writing.
 - e. The client and consultant will agree to a milestone date at which all GIS data will be considered "up-to-date" and sufficient for use in final drafts of deliverables. GIS layer additions, modifications and updated files or changes to analysis tasks will be considered an additional service beyond this point in time.
 - f. Provision of metadata for each GIS data file is necessary to ensure appropriate use of the files by the consultant team. At a minimum, the metadata must include the file

name, description/purpose, version, source/author, credits, contact information, date the data was created/modified, and table attributes descriptions. Refer to [http://resources/arcgis.com](http://resources.arcgis.com) for metadata standards.

SCHEDULE

Design Workshop is prepared to begin services immediately upon receipt of a signed copy of this proposal from an authorized owner’s representative. At this time, the following generalized schedule is anticipated within a twelve month period:

Project Schedule

○ = Meetings

	2023				2024								
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
Phase 1: Project Kick Off													
Task 1.1 Project Initiation and Ongoing Project Management	○	○	○	○	○	○	○	○	○	○	○	○	○
Task 1.2 Community and Stakeholder Engagement Plan	○	○											
Task 1.3 Project Branding and Project Website	○	○											
Task 1.4 Prior Plans and Policy Review													
Task 1.5 Community Profile and Equity Mapping													
Task 1.6 Supporting Community Navigators													
Task 1.7 District Advisory Committee Meetings	○	○			○		○		○		○		○
Task 1.7 NCPRD Board of Director Meetings			○					○				○	○
Phase 2: Needs Assessment and System-wide Analysis													
Task 2.1 Inventory Mapping and Park Classifications													
Task 2.2 Walkshed Analysis and Trails Gaps													
Task 2.3 Level of Service Calculations													
Task 2.4 Comparable Community Benchmarking, Recreation Trends and Benefits Research													
Task 2.5 Condition & Quality Assessment						○							
Task 2.6 Recreation Program Analysis													
Task 2.7 Management and Operations Assessment													
Task 2.8 Engagement W1: Focus Groups		○											
Task 2.9 Engagement W1: Statistically Valid Community Survey													
Task 2.10 Engagement W1: Pop-up Event Materials													
Task 2.11 Engagement W1: Youth Engagement Materials													
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Task 3.2 Framework Plan Diagram													
Task 3.3 Recommended Project & Strategies Matrix													
Task 3.4 CIP Projects Estimate of Probable Cost													
Task 3.5 Funding Strategies													
Task 3.6 Performance Metrics													
Task 3.7 Engagement W2: Community Meetings and Outreach													
Phase 4: Plan Creation and Sharing													
Task 4.1 Document Production Plan and Schedule													
Task 4.2 75% Plan Draft													
Task 4.3 90% Plan Draft													
Task 4.4 Final Plan Documentation													
Task 4.5 Engagement W3: Sharing the Plan													

Fees and Expenses

Compensation to Design Workshop for the services described herein and in accordance with the conditions of this agreement shall be as follow:

Phase	Phase Name	Fee
Phase 1	Project Kickoff and Management	\$69,840
Phase 2	Needs Assessment and System-wide Analysis	\$150,055
Phase 3	Plan Development	\$80,842
Phase 4	Plan Creation and Sharing	\$34,625
Total Labor Fees		\$335,362
Estimated Reimbursable Expenses		\$22,666
Total Fees		\$358,028

Reimbursable expenses incurred by Design Workshop and consultants directly related to the project such as, but not limited to consultant travel (anticipating 3 trips with up to 3 consultant staff), printing, other public engagement materials purchase, social pinpoint interactive website subscription for 1 year, industry data purchases, and potential for language translation services and/or additional communication support and shall be billed at Design Workshop's cost.

The total contract fees and expenses is **\$358,028**

Hours Per Phase

The following is the anticipated hours per key staff per phase of work. Note that additional administrative and support staff will be involved with additional hours to contribute to this effort.

Staff	Hourly Rate	Phase 1	Phase 2	Phase 3	Phase 4
Anna	\$225	86	65	77	42
Callie	\$175	128	146	123	81
Jennifer	\$110	94	274	182	100
Nino	\$175	74	0	0	0
Desiree	\$275	12	82	28	0
Tim	\$315	8	50	10	0
Erin	\$200	-	142	0	0
CIP Estimator	\$150 average			60	



Revised Draft Master Plan 2015

North Clackamas Parks and Recreation District

8.12.15



Acknowledgements

Board of Directors

(Clackamas County Board of Commissioners)

John Ludlow (*Chair*)

Jim Bernard

Paul Savas

Martha Schrader

Tootie Smith

Consultant Team

Greenplay, LLC - Karon Badalamenti

RRC-STR Associates - Michael Simone

Design Concepts - Rob Layton and David

Peterson, Amanda Castelli

Walker Macy - Colleen Wolfe

District Advisory Board

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Susan McCarty

Mike Miller

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Michael Morrow

David Noble

Marylee Walden

Special Thanks To:

Residents of North Clackamas Parks and Recreation District who contributed to the Master Planning process and all District staff for their review and participation

North Clackamas Parks and Recreation Staff

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Jeroen Kok, *Strategic Planning, Development and Resource Manager*

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Kandi Ho, *Aquatic and Recreation Manager*

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Kevin Cayson, *Park Maintenance Supervisor*

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Michelle Healy, *Former Staff*

Dave Miletich, *Former Staff*

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Executive Summary

The North Clackamas Parks and Recreation District (NCPRD) has been providing and maintaining quality parks and recreational programming for residents of the District since 1990. The District serves residents of a 36 square mile area of north Clackamas County that includes Happy Valley, Milwaukie, a portion of the City of Damascus, and a large unincorporated urban portion of the county.

The District's first Master Plan charted the course for a strong parks and recreation system. An update ten years later set additional goals, but without the necessary funding to accomplish them. Since that time, the City of Happy Valley joined the District and NCPRD adopted additional priorities for parks and recreation services in and around Happy Valley.

Now in its third decade, this update of NCPRD's Master Plan is necessary to meet the changing needs of the community and to set realistic goals and objectives that provide a roadmap for the future direction of the District.

Included in this Plan

This Master Plan summarizes the previous plans of the District and their goals and accomplishments, it catalogs all the District's past capital expenditures and sources of funds, evaluates its current operations, funding sources, and the level of service provided through its parks and facilities. It identifies what District residents want in a parks and recreation system and describes clear recommendations for achieving strategic growth to meet those needs and desires into the next decade.

The master planning process included significant community outreach including many public meetings, stakeholder interviews, and a statistically valid survey. Together with extensive analyses of operations and current levels of service provided, the outreach helped solidify the issues that are the most important to consider when planning the District's future. The findings are consistent with those identified in the 2004 plan, but have grown in significance along with the District's size and changing needs of its residents.

The addition of Happy Valley has largely influenced the District's growth and changing needs. With its strong growth patterns and differing demographics, as well as its high level of contribution to parks and recreation funding, it has called attention to the issue of how parks and recreational services are dispersed throughout the District. As part of this master planning process, significant emphasis was placed on evaluating "geographic equity" issues and ensuring District citizens get the most benefit possible from their investment.



The Value of Parks and Recreation

Through this master planning process, the value the community puts on parks and recreation programs and facilities was made very clear. Parks and recreation opportunities are seen as important building blocks to creating a healthy community and essential in promoting health and wellness, connecting people with nature, providing youth with positive, healthy activities and keeping seniors socially active. Parks and open spaces contribute to the livability of a community, raise property values, promote economic development, and provide important environmental stewardship.

The impact of the health and social benefits make parks and recreational programs one of the most positive and cost-effective public services.

A robust parks and recreation system reduces public costs in many areas. It has a positive impact on public health, crime prevention and juvenile delinquency, and ecology and environmental sustainability. Parks and recreation programs are far from a luxury and play a vital role in creating vibrant, healthy communities.

Summary of Master Plan Key Findings

- While there is a high degree of satisfaction with the parks and recreation services that are currently provided by NCPRD, there are unmet needs and strong desires for additional parks, trails, natural areas, and recreational programming.
- Funding for capital investments in new parks and facilities, and for improvements to existing facilities, is not adequate for meeting the identified needs.
- Given the growing number of parks and facilities, increasing operations and maintenance costs, and relatively fixed operating revenue, NCPRD's current funding sources are inadequate to maintain the current level of service throughout the District, and/or support additional system growth.
- Property tax revenues make up the largest portion of the District's operating budget and property taxes cannot be increased unless the District is re-formed by a ballot measure.
- The District's current governance structure provides an Advisory Board of District residents dedicated to parks and recreation issues, but without authority to implement policy changes or recommendations. Other types of park districts have governance models where their resident board is the decision making body.



- During the initial development of the Master Plan update (2012), survey data indicated District residents are willing to support a higher level of service. 74% of respondents in a statistically valid survey said “yes” or “maybe” to whether they would support an increase in the NCPRD tax rate. 75% responded “yes” or “maybe” to whether they would support a capital bond to fund new facilities.
- In response to the identified need for a higher permanent tax rate and the need for additional capital funding, the District took steps to pursue a ballot measure. The Board of County Commissioners referred Ballot Measure 3-451 to the November 4, 2014 general election, asking voters if NCPRD should:
 - Reform as a new, independent park and recreation district with its own, local, elected governing board (like all other parks and recreation districts in the state)
 - Establish a tax rate of 89 cents/\$1,000 in assessed home value (this is a 35 cents per \$1,000 increase from the current rate or \$7 per month more for a \$250,000 home.)
 - Residents also voted for a newly elected Board of Directors. The ballot would create a separate Board of Directors for the North Clackamas Parks and Recreation District. 5 at-large positions were on the November, 2014 ballot. 11 citizens were candidates for the five positions.
- Polling during the lead-up to the election (Spring and Summer of 2014) again indicated support for a fairly modest tax increase and independence.
- Unfortunately, due to the short time period of community education regarding the ballot measure and the complexity of the measure, the ballot measure failed (46% Yes, 54% No). As a result, the District has no short-term means to pursue an aspirational list of capital improvements and expanded programs, let alone adequate funding to address a significant repair and replacement backlog for existing facilities.
- In light of the District’s financial capabilities and in light of the vote, the District Master Plan has been revised so that it better reflects the current (2015) financial realities of the District. The Master Plan indicates what additional facilities, programs and improvements the residents of the District can expect given the current funding model. Expenses are expected to continue to outpace revenues, and new facilities will be mostly limited to those areas where revenue from growth (primarily Park System Development Charges) and matching non-SDC dollars become available to acquire and develop new facilities, along with growth in District tax revenues sufficient to support the new maintenance obligations.
- The aspirations of District residents that were identified in the process of developing this update to the District Master Plan will not be lost. Despite the current financial situation, the documented needs and desires of District residents will be preserved in Appendix j, while those projects that are forecasted to be funded with expected sources of revenue will be included in an update to the District Capital Facilities Plan in Appendix y.



Primary Recommendations

- Adopt a financially realistic Capital Improvement Plan to address high priority needs of residents where supported by both capital and maintenance funding. The Capital Improvement Plan should address unique opportunities and challenges in the different subareas of the District.
- Identify funding sources for the Capital Improvement Plan; explore a bond for additional large-scale community capital improvements.
- Review and update System Development Charges zones, rates and methodology.
- Identify funding sources for strengthened recreational programming and operations and maintenance
- If considering a future effort to re-form the District to increase the permanent tax rate, consider re-forming as a Special Parks and Recreation District under ORS 266 in order to achieve the benefits of representative governance and the agility of a special purpose board.
- Shift to a market driven approach to recreation programming, and implement the District's Cost Recovery Program.
- Evaluate and address operational efficiencies.
- Enhance collaborative partnerships.
- Strengthen communications and oversight throughout the organization.

This new Master Plan provides significant information about the District, its history, investments, and funding sources. Most importantly, it provides information about its residents and their needs and desires for parks and recreational facilities. The recommendations outlined in chapter 10 are designed to address identified needs to the extent practical given the current financially constrained circumstances of District.

Implementing the vision developed throughout this planning process will require effort, creativity, and additional resources in order to fund acquisition, development, operations and maintenance.

Through a focused and thoughtful effort, together with partners and stakeholders, the District can achieve strategic growth to meet some of the needs and desires of District residents into the next decade



District at a Glance

- NCPRD was created by a vote of the citizens in 1990 who wanted enhanced urban parks and recreation services in the northern urban portion of the county. The District is a county service district under Oregon Revised Statute (ORS) 451.
- As a county service district, the Board of County Commissioners serves as the District's Board of Directors. A Board-appointed District Advisory Board (DAB) of volunteer residents makes recommendations to the NCPRD Board of Directors.
- The District serves nearly 116,000 residents and includes the cities of Happy Valley, Milwaukie, a small portion of Damascus, and a large area of unincorporated urban Clackamas County.
- NCPRD has a dedicated tax base of \$0.5382 per \$1,000 of assessed value that generated approximately \$5.2 million in fiscal year 2012-13. This is a low tax rate compared to other Parks and Recreation districts in Oregon.
- The 2015-2016 NCPRD Operating Budget is \$11.2 million; NCPRD currently employs 34.62 full-time employees plus hundreds of seasonal staff and volunteers.
- The District offers more than 75 parks, trails, and natural areas, including the 6-mile Trolley Trail, Mount Talbert Nature Park and three facilities: Hood View Park Sports Complex, the Milwaukie Center, and the North Clackamas Aquatic Park.
- NCPRD offers a wide range of recreation and educational offerings, from swimming lessons and art classes to special events, health/fitness classes, senior activities and natural resource programs.

NCPRD Vision and Mission



As a result of this planning process, NCPRD refined its Mission and Vision Statements for parks and recreation services.

NCPRD Mission Statement

"To enrich community vitality and promote healthy living through parks and recreation"

NCPRD Vision Statement

"Enhancing and connecting your community by providing exceptional parks and recreation opportunities for all"



Chapter 1: Purpose and Methodology of the Plan



Figure 1: NCPRD District Map

North Clackamas Parks and Recreation District (NCPRD), marked in green, is about 36 square miles, bordered by the Clackamas River to the south, the Willamette River to the west, the Multnomah County line to the north (City of Portland) and Happy Valley's eastern border.

This Master Plan is intended to chart the course for delivering quality parks and recreation programs to the citizens of the North Clackamas Parks and Recreation District over the next 10 years, and to lay out the vision for the District for next 20 years.

The District's *first* Master Plan was developed by a citizen task force and Clackamas County planners, when the District was formed in 1990. That Master Plan guided the District's first 10 years of operation and the development of a strong parks and recreation system.

The District's *second* Master Plan was developed in 2000 with significant community input and an analysis of the level of service provided throughout the District. Strong community desire for additional parks, facilities, natural areas and recreational programming was outlined, as well as a recommendation for additional funding and governance changes. The plan was adopted in 2004, but without the additional funding and governance changes recommended. As a result, the District had inadequate funding to fully implement the Master Plan's recommendations. Although the District was able to deliver on some of the objectives outlined in the 2004 Master Plan through creative partnerships, most of the projects were not able to be funded and remain on the priority list.

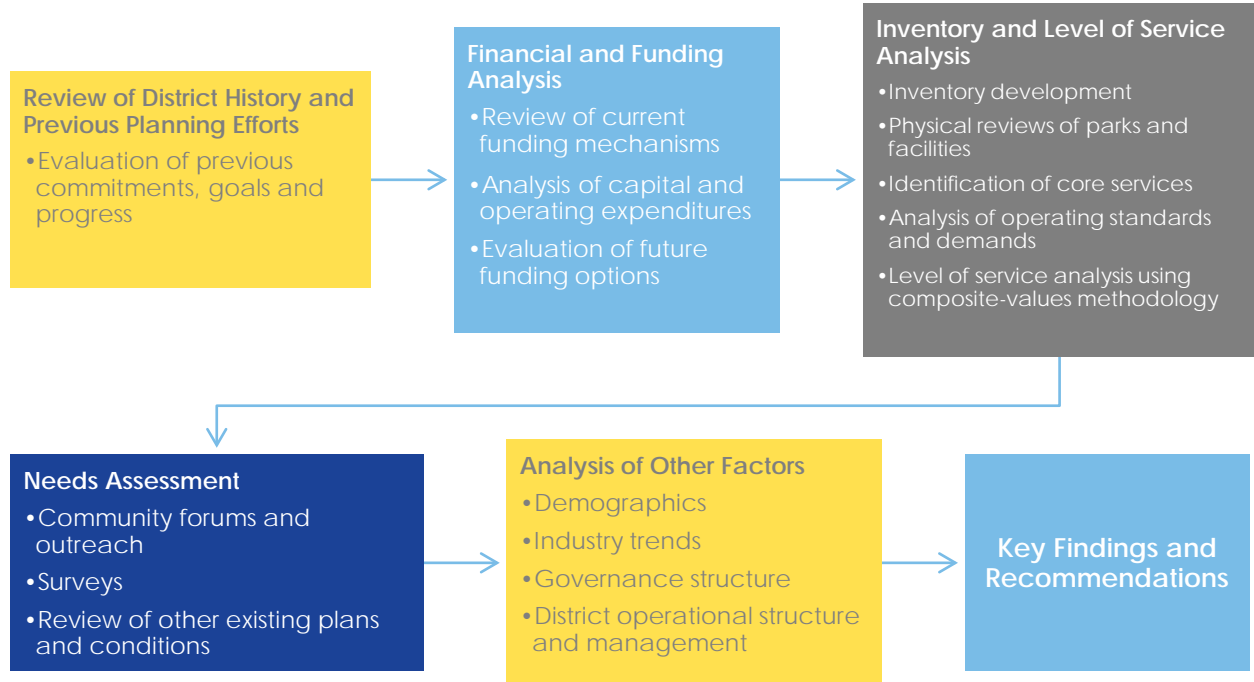
In 2006, the City of Happy Valley joined the District, and, in 2007, NCPRD adopted additional priorities and goals for parks and recreation services in and around Happy Valley.

This new Master Plan revisits all existing plans, and updates them with the community's current needs and desires. It is built around the goal of responsibly maintaining the parks and facilities the District currently manages, and enhancing its offerings in order to deliver on its mission of enriching community vitality and promoting healthy living through parks and recreation.

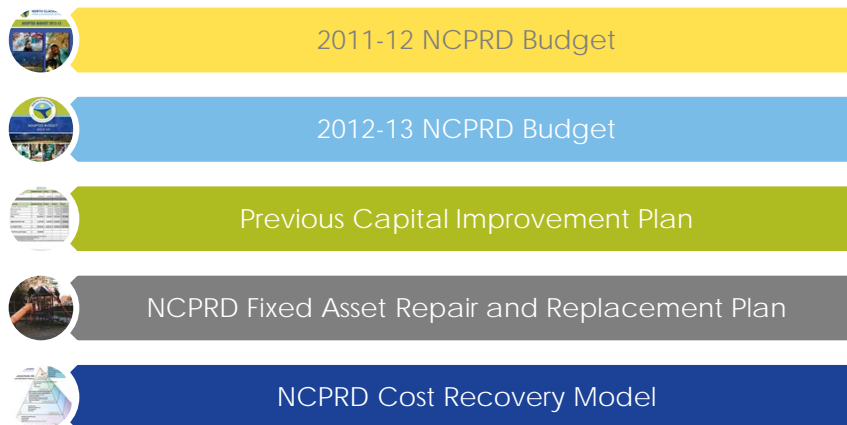


Planning Process and Methodology

The extensive Master Planning process began in May of 2012 and included the following elements:



Planning Documents Utilized



Additional plans and agreements that have the potential to influence how the District operates and grows were utilized to complete this plan.



Intergovernmental Agreements with NCPRD:

- City of Milwaukie
- City of Happy Valley
- North Clackamas School District

Influencing and Guiding Documents:

- Clackamas County Strategic Plan
- Individual park conceptual plans
- Facility and taskforce reports
- Municipal comprehensive plans, and park, recreation and open space master plans
- School district plans
- Water and sanitation, transportation, fire mitigation, watershed, greenway and environmental plans
- Americans with Disabilities Act





Chapter 2: History and Previous Planning Efforts

District Formation and First Master Plan

The North Clackamas Parks and Recreation District was created in 1990 by a citizen-led effort to increase the focus on parks and recreation in North Clackamas County. A comprehensive Master Plan was developed by a citizen task force and Clackamas County planners which charted the course for the District's first 10 years of operation.

The District was initially grouped by five subareas; Milwaukie, Oak Lodge, Oatfield, Southgate and Sunnyside neighborhoods. There were neighborhood parks advisory boards in each of the subareas providing input to a District Advisory Board for development of parks and programs in their respective areas.

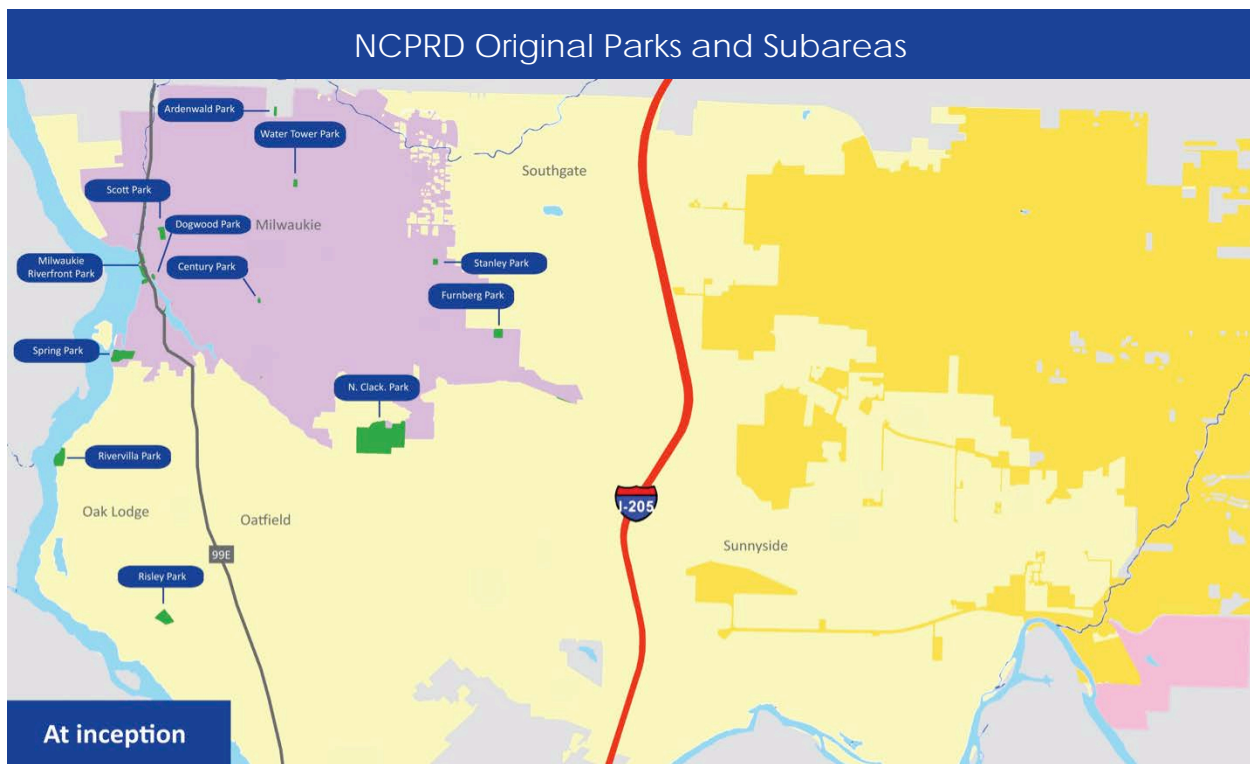


Figure 2: Original NCPRD Parks and Subareas

When the District was first formed, it assumed responsibility for 10 parks owned by the City of Milwaukie, including North Clackamas Park which had been deeded to the city by the county in 1977, as well as two parks owned by the county, Risley and Rivervilla. The District did not take ownership of the parks, just responsibility for their enhanced maintenance and operation, and for the operation of the Milwaukie Center. Beyond these, there were no other parks or facilities, and very few recreational programs, in the District.



In addition to assuming responsibility for the initial 12 parks, there were specific goals set out in the ballot measure creating the District and articulated in its first Master Plan.

Original District Goals

When the District was first formed, it was envisioned that many of the goals set out in the Master Plan would be centered around a regional recreation complex where the Aquatic Park is now, on land acquired by the Clackamas County Development Agency, within the Clackamas Town Center Urban Renewal District.

After the ballot measure passed, environmental studies were commissioned and revealed that much of the land had environmental contaminants and could not be used for a regional park complex, as envisioned. Features originally anticipated being developed as part of a central park were instead spread across the District. *(Reference the Capital Investments section on page 17 for a map and additional details of park investments).*



NCPRD has been successful in meeting the goals set out for the District when it was first formed. Figure 3 lists the goals as set out in the original ballot measure forming the District, and its achievements in each of the areas.

Figure 3: Original NCPRD Goals and Accomplishments

Goal	Status
Development of an Aquatic Park	Constructed and opened in 1994
10 new neighborhood parks	15 new neighborhood parks
75 acres of natural area	500+ acres of natural area
9 miles of trails	16 miles of trail
New sports fields	9 new ballfields at North Clackamas and Hood View Parks
School field improvements	Artificial Turf at Alder Creek Middle School, Milwaukie and Rex Putnam High Schools
Two Riverfront Parks	Rivervilla improved Milwaukie Riverfront Park
Management of the Milwaukie Center	Center services sustained and expanded
New recreational programs	300+ programs now offered



2004 Master Plan

In 2000, with ten years of history as a park district, NCPRD embarked on a Master Plan update to help map the future of the District. That plan was approved by the Board of Directors in 2004. It identified priorities for the District based on extensive review and analysis of its offerings and input from the community. It included a significant list of capital projects desired in the community, and also provided recommendations for additional funding and governance changes.

2004 Master Plan recommendations:

- Renovate existing parks
- Develop land in the District's inventory
- Develop trails in partnership with Metro and other partners
- Renovate sports fields on local school property
- Enhance programs and services
- Pass a General Obligation Bond to fund capital projects
- Increase the permanent tax rate for the new District to secure long-term funding
- Create a new Special Parks District, formed under ORS 266

The 2004 plan was adopted by the Board of County Commissioners, in their roles as the NCPRD Board. However, the funding recommended as part of the Master Plan was not approved.

As a result, the District had inadequate funding to implement the Master Plan. Given the funding limitations, the Board directed the District to focus available funding on the most cost-effective, larger parks.

2004-2015 Accomplishments

Despite funding constraints, NCPRD worked creatively with partners to meet a number of the goals and needs identified in the 2004 Master Plan. Consistent with the direction from the Board, key achievements since the 2004 Master Plan include the development of a number of large signature facilities that are well-known throughout the metro area, including:



The Trolley Trail

The six-mile Trolley Trail connects neighborhoods, schools, parks, retirement communities and business districts between Milwaukie and Gladstone and completes a missing link in the regional trail system. This bike and pedestrian trail has been identified in the region’s long-term plans since the early 1970’s. Using a voter-approved bond measure designed to protect nature and help people enjoy it, NCPRD and Metro purchased a historic streetcar right-of-way that ran in the area from 1893 until 1968, and developed it into this multi-use trail.



Hood View Park

Hood View is NCPRD’s newest sports complex. It was developed in 2009, with financial support from Clackamas County, Happy Valley, and Metro, and in partnership with North Clackamas School District. The complex features four lighted ball fields with all-weather turf, a concession building, walking path, a playground, and associated parking. Many community members and local groups played an important role in the planning process. The park concept plan includes a number of additional elements, including additional ballfields, a skatepark, and an off-leash fenced dog park.

Expanded and Renovated North Clackamas Park



With the help of Clackamas County and a number of grants, NCPRD made significant improvements to North Clackamas Park, one of the largest community parks in the region. North Clackamas Park now includes four new ballfields with associated restrooms, parking, and concessions facilities, renovated horse facilities, new playgrounds, and a walking trail along Mount Scott Creek, including viewpoints with interpretive signage. Additional improvements have been planned and could be realized with additional funding.



Mount Talbert Nature Park

In partnership with Metro, the largest undeveloped butte in Northern Clackamas County, the 254-acre Mount Talbert has been preserved as a nature park and provides important wildlife habitat and panoramic vistas. Located in Happy Valley, it provides miles of new hiking trails, information about the cultural and natural resources found there and greater access to nature close to home. A series of interpretive signs along the trails provide visitors information about the plants and animals that can be seen – and heard – at the nature park. Mount Talbert Nature Park is free and open daily and offers parking, restrooms and a picnic shelter as well as 4.2 miles of hiking trails that loop around the natural area and lead to the summit.



Overall capital projects since 2004

Along with partners, including the Clackamas County Development Agency, Metro, and the Cities of Damascus, Happy Valley and Milwaukie, NCPRD has been able to complete a number of other capital projects in the 11 years since adoption of the 2004 Master Plan. A \$3.2 million capital payment from the Clackamas County General Fund was a significant contributor to these accomplishments. A comprehensive list of accomplishments can be found in *Appendix A*. *Figures 4 and 5* show a summary of the capital projects completed or underway since 2004.

Figure 4: 2004-2015 Project Completion

Park Type	Accomplishment	#
Neighborhood	Acquired	3
	Developed	4
	Acquired and Developed	3
	Renovated	3
	Master Plans developed	4
Community Parks and Special Use Areas	Acquired	1
	Developed	9*
	Acquired and Developed	1
	Renovated and Developed	2



Natural Areas	Acquired and Developed	2
	Developed	2
	Renovated and Developed	1
Greenways	Developed	3
	Planned	1

**Includes sports fields at NCSD Properties*

Figure 5: Other 2004-2015 Projects Underway

Type	#
Community Parks and Special Use	1
Natural Areas	2
Greenways	2
Other Plans	1

Figure 6 shows a recap of progress made towards the other goals set out in the 2004 Master Plan. These accomplishments are described throughout this document; additional details are provided in *Appendix B*.

Figure 6: Other 2004 Master Plan Goals and Status

Goal	Status
Renovate Existing Parks	Yes – 8
Develop Land in District’s inventory	Yes -12
Develop Trails in Partnership with Metro, others	Yes – 3
Renovate sports fields on school property	Yes – 5
Enhance programs and services	Yes
Pass a \$13.8 million General Obligation Bond	No
Increase the permanent tax rate for long-term funding	No
Create new Special Parks District under ORS 266	No



Despite the significant list of accomplishments that were delivered with limited funding, a large number of projects and services identified in the 2004 plan remain to be accomplished. *Appendix C* lists the capital projects identified in the 2004 plan that have not been developed. *One of the key objectives of the current master planning process was to develop recommendations and funding strategies to be adopted together.*

Capital Investments over the Life of the District

As part of the 2015 master planning process, the District embarked on an extensive capital expenditures and revenues analysis. District staff reviewed all previous annual financial reports and budgets to confirm and map all capital expenditures by project and the sources of funds used to make the investments.

Detailed reports of each project in which the District has invested since it was formed are included in *Appendix D*. The map below shows how investments have been distributed throughout the District.

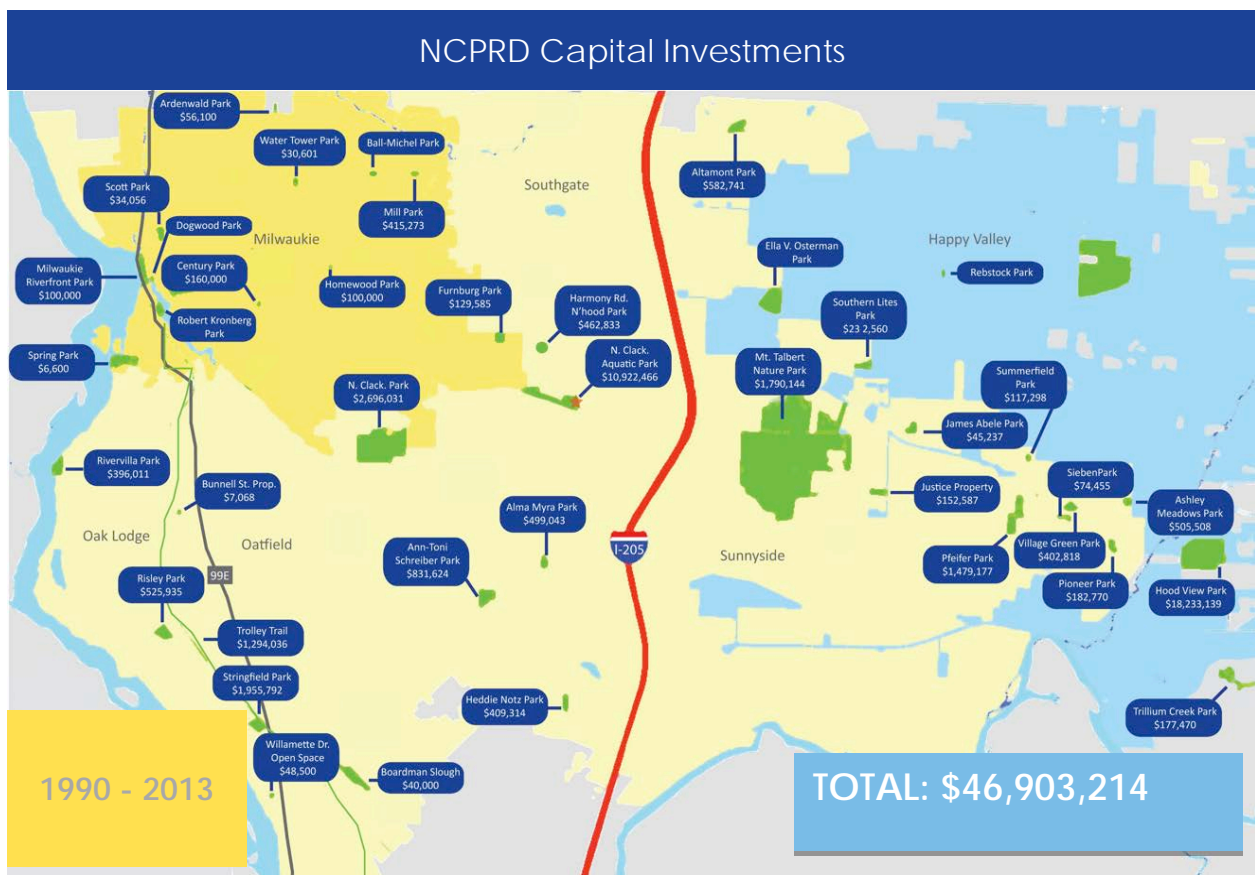


Figure 7: NCPRD Capital Investments



The District tracks needs and development plans by the “subarea” neighborhoods of Milwaukie, Southgate, Oatfield, Oak Lodge, Sunnyside and Happy Valley, but it also rolls the data up by larger “zones” given that System Development Charges are collected and invested by those geographic boundaries. The map on the right shows capital investments that have been made in each District zone.

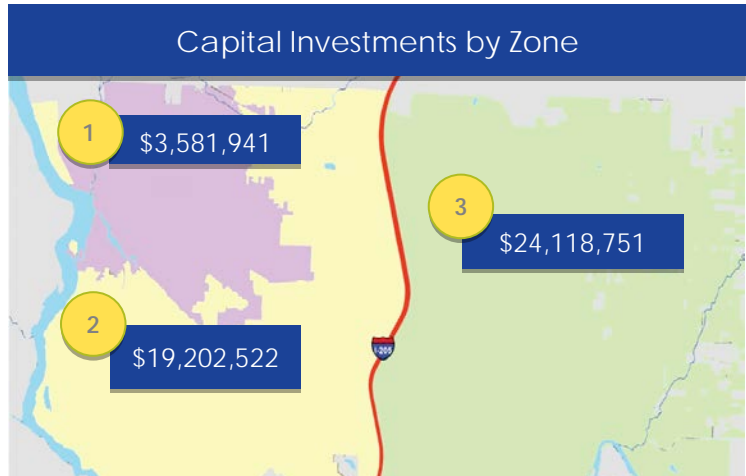
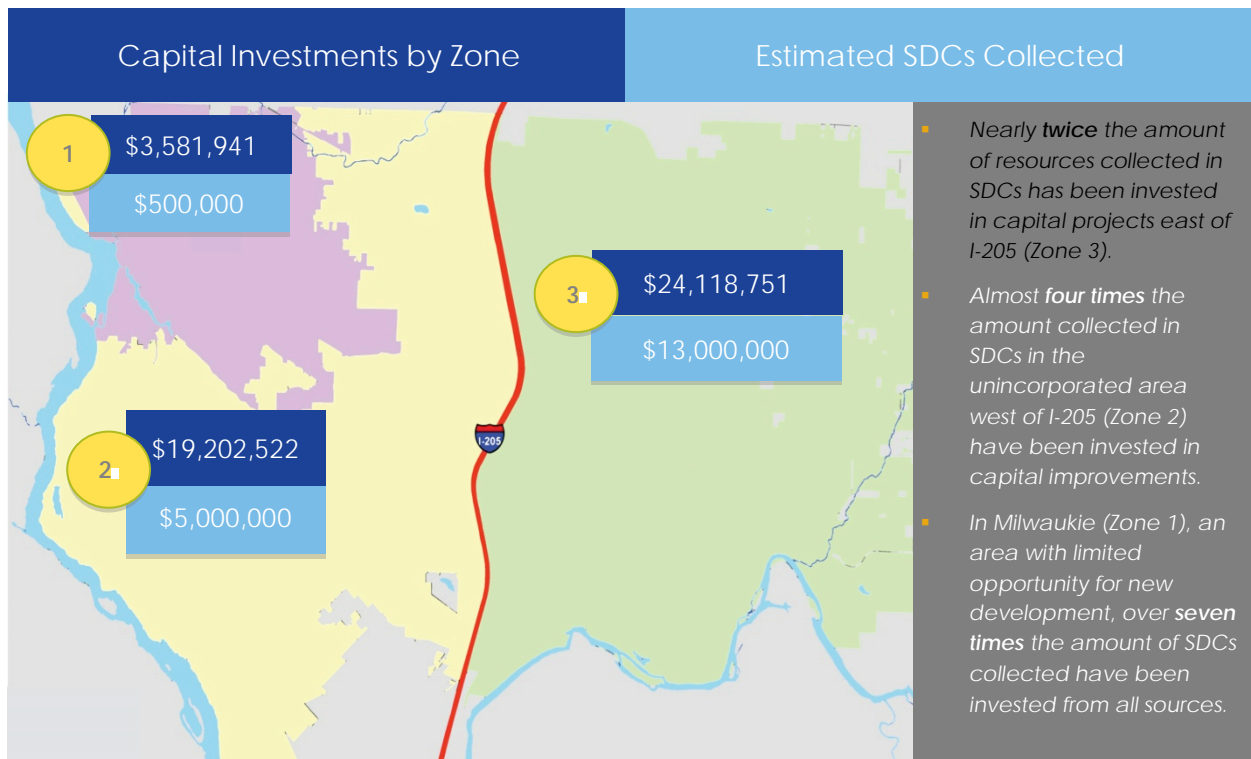


Figure 8: Capital Investments by Zone

Although grants and partnerships help fund a significant percentage of capital investments in parks and facilities, System Development Charges, explained in chapter 3, are the District’s only *dedicated* sources for funding capital investments. The map below includes the System Development Charges that have been generated in each zone.

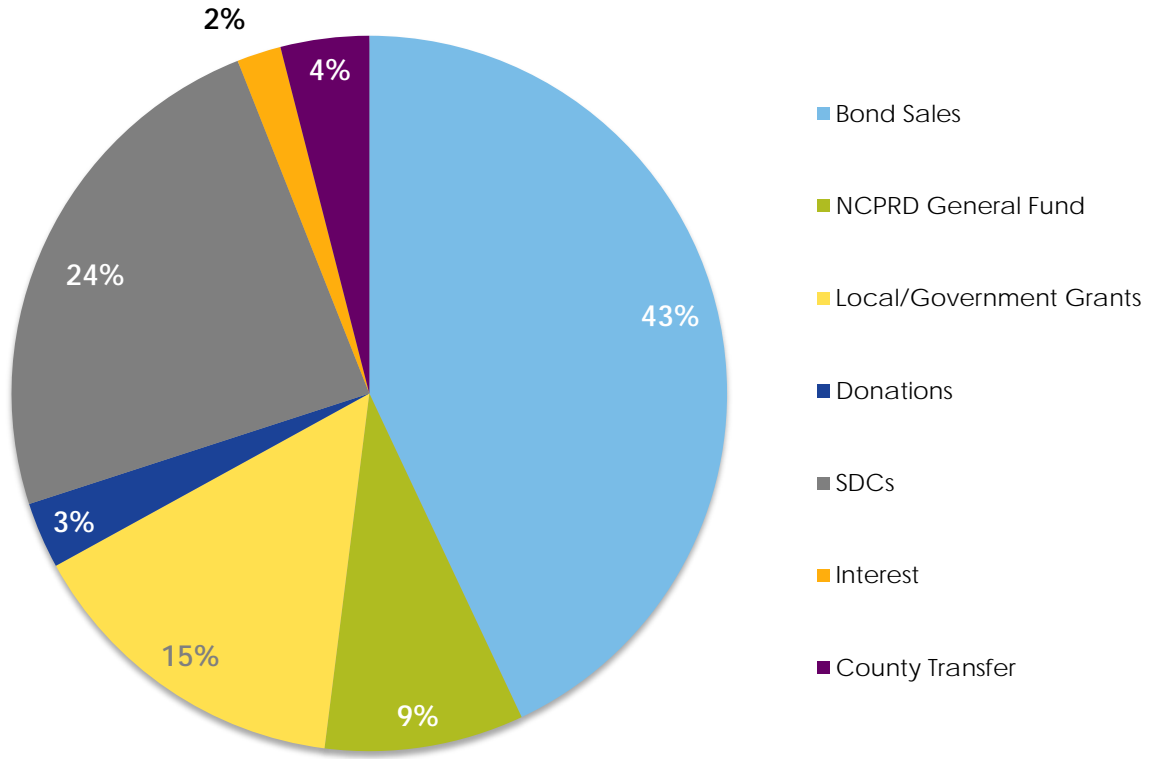
Figure 9: Capital Investments Compared to SDCs Collected





The chart below shows the total sources of funds for capital investments. Over the life of the District, sources of funding have varied. *Appendix D* lists all the parks and expenditures by zone, and the sources of funds in five-year increments.

Figure 10: Total Capital Investment by Revenue Type





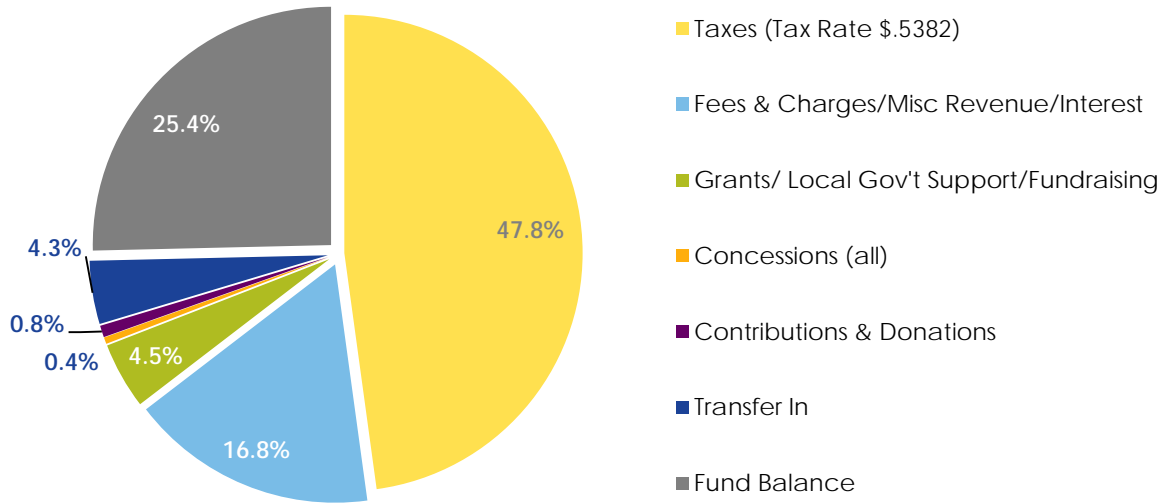
Chapter 3: Current Budget and Funding Sources

NCPRD Operating Budget

Each spring, the District Advisory Board reviews and gives input on the upcoming fiscal year’s budget. The budget is then approved by the District Budget Committee, consisting of the NCPRD Board and an equal number of citizen members, and is adopted mid-year by the District’s Board of Directors. Over the last five years, NCPRD’s budget has remained at a fairly constant level despite population growth in the District.

The approved operating budget for fiscal year 2013-2014, including General Fund and Nutrition and Transportation revenues, was **\$11,959,972** based on the projections in the chart below.

Figure 11: NCPRD Revenue, 2013-14 Fiscal Year

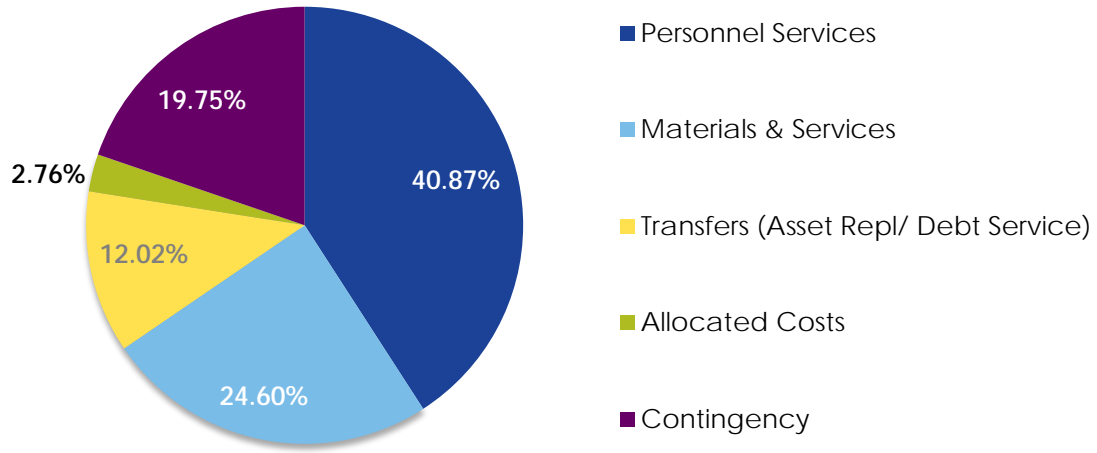


Source	Amount
Taxes	\$5,720,803
Fees & Charges / Misc. Revenue / Interest	\$2,004,062
Grants / Local Government Support / Fundraising	\$539,726
Concessions (all)	\$53,500
Contributions & Donations	\$95,000
Transfer In	\$512,814
Fund Balance	\$3,034,067
TOTAL:	\$11,959,972



The 2013-2014 budget requires revenues to be expended as illustrated below:

Figure 12: NCPRD Expenditures by Source



Source	Amount
Personnel Services	\$4,887,719
Material & Services	\$2,942,516
Transfers (Asset Replacement/Debt Service)	\$1,437,332
Allocated Costs	\$330,133
Contingency	\$2,362,272
TOTAL:	\$11,959,972

Figure 13 shows the operating budget as allocated by program area, and the number of permanent Full Time Employees (FTE) in each program area:

Figure 13: NCPRD Budget by Division

Division	FTE	Fiscal Year 13/14 Budget
Administration	2.00	\$920,021
Park Maintenance	7.72	\$1,861,207
Recreation Programs	5.70	\$1,242,520
Milwaukie Center	4.75	\$639,715
Aquatic Park	6.99	\$1,780,234
Marketing & Communications	1.05	\$323,081
Planning	1.18	\$380,064
Natural Resources	2.21	\$342,531
Nutrition	4.63	\$517,137
Transportation	1.27	\$186,190
Debt/Transfers/Contingency		\$3,767,272
TOTAL:	37.50	\$11,959,972



Dedicated Funding Sources

North Clackamas Parks and Recreation District has two *dedicated* funding sources, property tax revenues collected from District residents, and park System Development Charges (SDCs) collected from builders or developers of new residential and commercial properties in the District. Tax Revenues support District operations and repaying debt. SDCs fund capital projects that are needed to support growth; they are not included in the District's operating budget.

Property Tax Revenues

District residents currently pay \$0.5382 per \$1,000 of assessed value of their residential or commercial property to support the operation and maintenance of parks and recreation facilities and services in the district. This is a low tax rate compared to other districts, which range between \$0.9076 for Chehelam Park and Recreation District in Newberg to \$1.97 for Willamalane Parks and Recreation District in Springfield. See comparisons in *Figure 15*.

The original funding set for the District when it was formed in 1990 was approximately \$0.68 per \$1,000 of assessed value. The tax base system rate varied each year depending on the changes in the market value of property. This tax base system changed to a rate based system in 1997 as a result of the property tax limitation legislation that affected all public agencies. The permanent tax rate set for NCPRD was \$0.5382 per \$1,000 of assessed property value.

Property tax revenues are generally referred to as operating revenue. In the early years of the District, when there were a limited number of parks and facilities to operate and maintain, some tax revenues were used for capital projects – for acquiring, developing or improving assets. But today, the cost of operating and maintaining the parks and facilities in the District require all of the tax revenues generated, plus a substantial amount of other General Fund revenues which come from fees, concessions, grants and donations.

The exact use of tax proceeds for each fiscal year is determined by the District's annual operating budget. The annual budget is reviewed by the District Advisory Board, approved by the NCPRD Budget Committee, and adopted by the NCPRD Board. In fiscal year 2012/2013, \$5.2 million was generated in property tax revenues.

Fees, concessions, grants and donations offset many of the costs of the District and tax revenues are applied to subsidize areas not covered by those fees.

Figure 14 illustrates how tax revenues were spent in fiscal year 2012/2013.



Figure 14: Where NCPRD Tax Dollars Go



- **33 cents** of each dollar went to park maintenance
 - 23 cents went toward maintenance on large community facilities
 - 10 cents was spent on neighborhood park maintenance
- **16 cents** supports Aquatic Park operations not covered by fees collected from users
- **11 cents** was budgeted to support the Milwaukie Center operations
- **9 cents** paid debt originally issued in 1991 to build the aquatic park and other early neighborhood assets
 - To take advantage of favorable interest rates and help support the operation of the District, this debt was refinanced in 2000 and again in 2010
- **8 cents** was dedicated to planning and managing natural areas
- **7 cents** supported recreation services, including the costs of planning, scheduling and offering our recreational programs that are not covered by fees
- **7 cents** was invested in a fund for future repairs
- **6 cents** was dedicated to marketing and communications, including developing the Discovery Guide, informational materials, and maintaining the District’s website
- **3 cents** supported park and facilities planning that was not covered by System Development Charges



Tax Rate Comparison

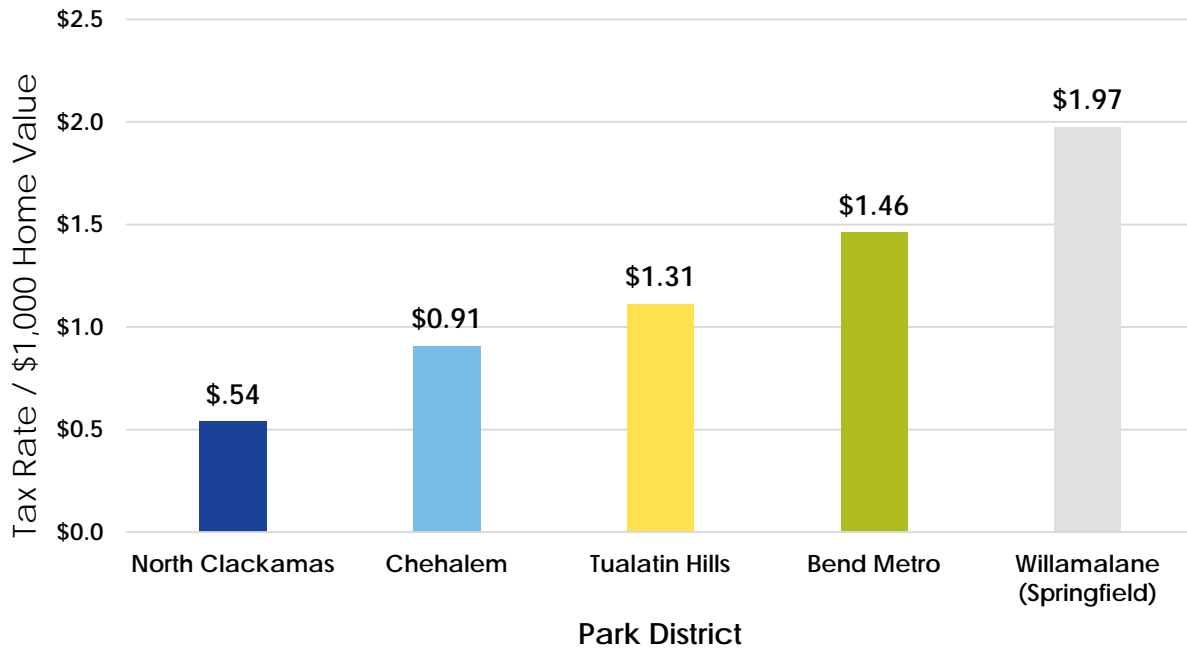
NCPRD has a dedicated tax base of \$0.5382 per \$1,000 of assessed value, which generates approximately \$5.2 million annually depending on the assessed valuation. A home in the NCPRD assessed at \$200,000 would currently pay about \$9 monthly for parks and recreation services.

Regional Tax Rate Comparisons

Tax rates for other park and recreation districts in Oregon (Figure 15) range between \$0.9076 for Chehalam Park and Recreation District which serves Dundee and Newberg, equal to approximately \$15 per month on the same \$200,000 assessed value, and \$1.9732 for the Willamalane Park and Recreation District in Springfield, equal to approximately \$33 per month.

The higher tax rates allow the other park and recreation districts to provide more programming and staff to support facilities and programs desired by their communities.

Figure 15: Park District Comparison Rate





NCPRD and Tualatin Hills Parks and Recreation District

Tualatin Hills Parks and Recreation District (THPRD) is a well respected parks and recreation provider in the area. *Figure 16* shows a comparison between these two agencies.

Figure 16: NCPRD and THPRD Comparison

	NCPRD	THPRD
Square Miles	36	50
2012 Population Estimate	115,924	224,627
Tax Rate per \$1,000 Assessed Value	\$0.5382	\$1.31
Employees	<ul style="list-style-type: none"> ▪ 32.43 full time ▪ 110 part-time and/seasonal 	<ul style="list-style-type: none"> ▪ 179 full-time ▪ 30 regular part-time ▪ 500-750 other part-time/seasonal
Annual Operating Budget	\$11.2 million	\$42 million
Facilities	<ul style="list-style-type: none"> ▪ Swim Center: 1 ▪ Senior/ Community Center: 1 ▪ Nature Parks: 2 	<ul style="list-style-type: none"> ▪ Swim Centers: 8 ▪ Recreation Centers: 6 ▪ Senior Centers: 1 ▪ Nature Parks: 2
Acres of Parks Owned and Maintained	667	2,200
Fields Scheduled/ Maintained	16	<ul style="list-style-type: none"> ▪ 108 baseball/ softball ▪ 96 soccer

THPRD Sources: THPRD 2013 Fact Sheet - <http://cdn1.thprd.org/pdfs/document826.pdf>;
 THPRD 2012/13 Adopted Budget - <http://cdn1.thprd.org/pdfs/document1786.pdf>
 THPRD Comprehensive Plan Update, July 2013
 NCPRD Fiscal Year 2015/2016 Budget



System Development Charges

System Development Charges (SDCs) are one-time fees collected from builders or developers of new residential or commercial properties to help pay a portion of the costs associated with building facilities to meet needs created by growth. They are not included in the District’s operating budget.

Oregon state law (ORS 223.297 to 233.314) establishes the framework within which local government may charge, collect, and use SDCs. SDC revenues must be used only for those facilities needed to serve growth, and may not be used to remedy deficiencies on existing assets. Additionally, SDCs are limited to capital expenditures and cannot be used for operating and maintenance expenses.

Clackamas County has collected \$46,903,214 in Park SDCs on behalf of NCPRD since 1994. Approved updates were made to the methodology in 2004 and again in 2007 after Happy Valley annexed into the District, and in 2014 to change the zone boundaries. The current SDC ordinance designates three zones for collecting and investing SDCs.

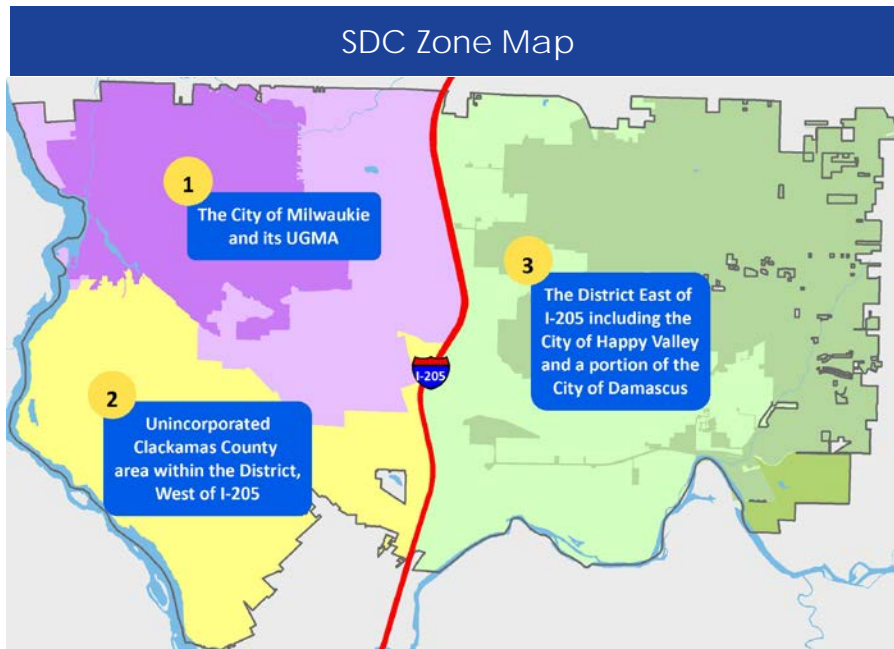


Figure 17: SDC Zone Map

Key Facts about SDCs



- SDCs are one-time charges, not ongoing rates or taxes.
- SDCs are used to fund additional capacity needed to serve growth.
- SDCs do not fund ongoing system maintenance.
- SDCs are intended to recover a fair share of the cost of existing and planned facilities needed to serve growth.



Each zone charges a different rate for System Development Charges due to the varying capital improvements needed to support expected growth in the zone, and the demands the growth places on large community-wide facilities, such as community parks, sports fields and trails. The current Clackamas County fee schedule, effective February 1, 2008 and updated in November 2014, for NCPRD is:

Zone 1	<ul style="list-style-type: none">• Milwaukie:<ul style="list-style-type: none">• \$3,985 per single-family residential dwelling unit• \$3,608 per multi-family residential dwelling unit• Milwaukie UGMA:<ul style="list-style-type: none">• \$6,760 per single-family residential dwelling unit• \$5,842 per multi-family residential dwelling unit
Zone 2	<ul style="list-style-type: none">• \$6,760 per single-family residential dwelling unit• \$5,842 per multi-family residential dwelling unit
Zone 3	<ul style="list-style-type: none">• Happy Valley, Happy Valley UGMA, Damascus:<ul style="list-style-type: none">• \$6,075 per single-family residential dwelling unit• \$5,290 per multi-family residential dwelling unit

The rate for commercial development (office, warehouse, industrial, retail, etc.), is \$60/employee on a square foot for employee calculation.

Only a certain percentage of the cost of a new park or facility can be funded with SDCs. The percentage varies by neighborhood based on the portion of the park's cost that can be associated with expected population growth.



System Development Charges Projections

Based on the current System Development Charges ordinance, SDCs are projected to provide \$9,634,000 for park development over the next 5 years. However, the needs and desires for parks and facilities in each area of the District are far in excess of what SDCs can fund.

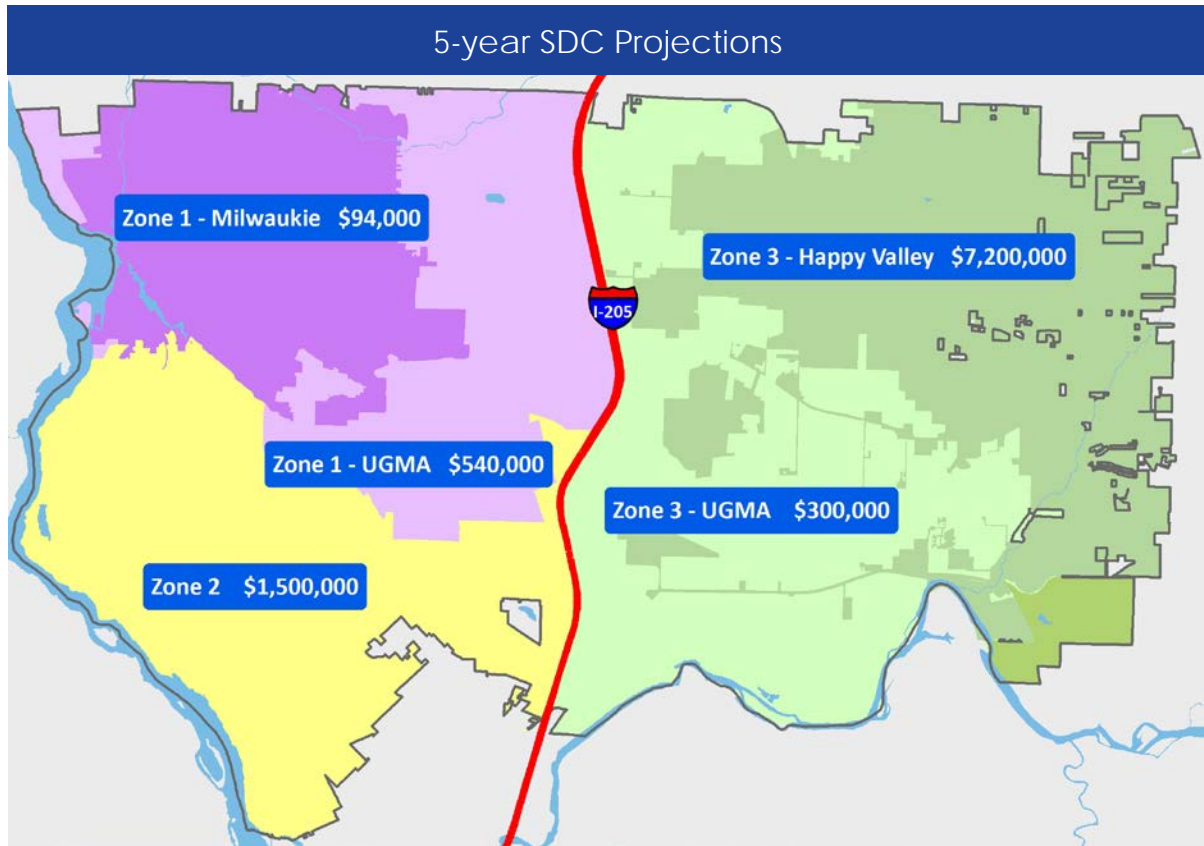


Figure 18: 5-Year SDC Projections



Cost Recovery and Resource Allocation

As previously shown, the District’s services are funded through a combination of user fees, taxes, grants, and donations. As with most public services, determining what services to provide, when and how to set fees for those services, and which to most heavily subsidize is determined, in large part, by the degree of benefit the public receives from the services. Services that provide benefit to the most people are often provided at little or no fee, and receive the greatest public subsidy. Services that benefit the fewest people are more heavily supported by user fees.

During the course of the Master planning process, NCPRD refined its Resource Allocation and Cost Recovery philosophy, model and policy. That model provides the philosophical foundation for use of resources, determining fees and charges, and financial decisions for the District. The Cost Recovery Pyramid (*figure 19*) illustrates the concept of pricing based on public benefit:

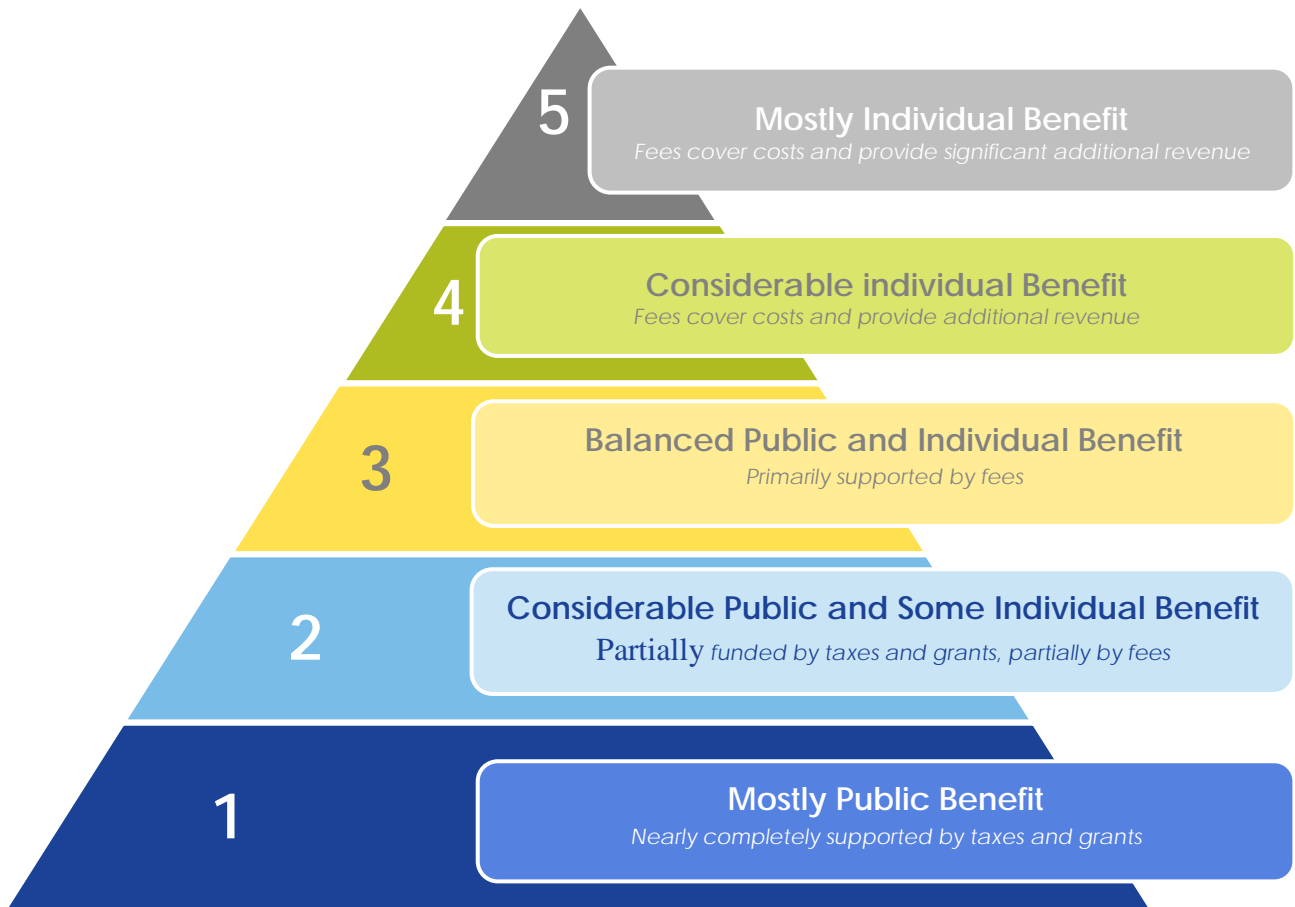


Figure 19: NCPRD Cost Recovery Pyramid



Description of Pyramid Tiers

Tier One, at the base of the pyramid, includes services that benefit the greatest number of people. That includes non-monitored parks, volunteer programs, and support services. They are generally provided to the community without charge, and as such, their operation is nearly completely supported by taxes, grants, and donations.

Tier Two services include things such as life/safety classes, monitored park/facility usage, community-wide events and social services. They are supported partially by fees, with some tax investment and grants and donations.

Tier Three services include exclusive use rentals by non-profit organizations or government affiliates, classes, workshops and clinics, recreational sports leagues and tournaments, specialized events/activities, work study/internship/community service programs, therapeutic, adaptive, special recreation service, before and after school care, and camps. The aim is to recover the direct and indirect costs of the services through fees collected, and to bring in a small amount of revenue to support other District services.

Tier Four services include intermediate and advanced classes and workshops, leased services, trips, and long term leases. The aim is to recover all of the direct and indirect costs through fees, and to bring in revenue to support other District services.

Tier Five includes concession/vending, merchandise, private/semi-private lessons, exclusive use/rentals by private/for-profit entities, equipment rentals, and organized parties. The aim is to recover all of the direct and indirect costs through fees, and to bring in significant revenue to support other District services.



CHAPTER 4: District Organizational Structure and Operational Analysis

District Organizational Structure

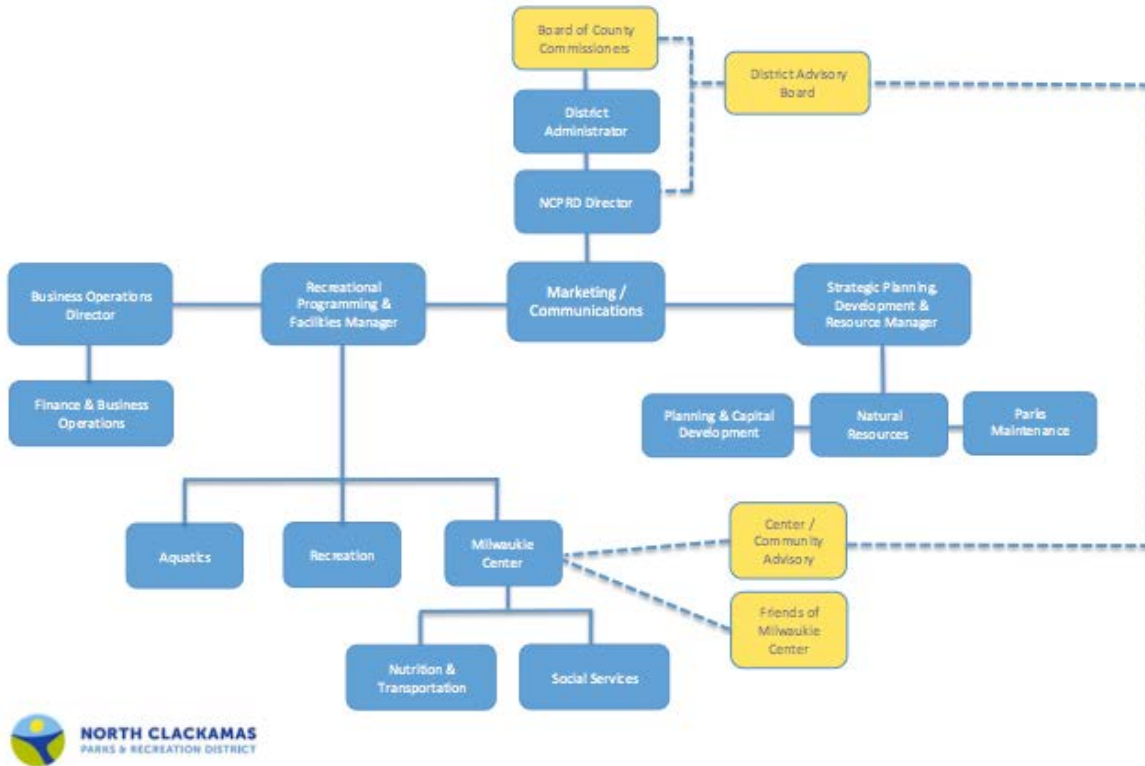


Figure 20: NCPRD Organizational Chart

North Clackamas Parks and Recreation District operates under the supervision of a Director, with the oversight of the NCPRD Administrator, a volunteer District Advisory Board and elected Board of Directors (the Board of County Commissioners).

The Director oversees the operation and management of all District programs and services, which are organized into four primary divisions; Business Operations, Recreation Facilities and Programming, Marketing and Communications, and Strategic Planning and Development.

Business Operations

The Business Operations Division is responsible for the overall operations of the District. It includes general operations, finance and accounting, risk management, and human resources.



Recreational Facilities and Programming

Aquatics

The District's Aquatics program provides residents and visitors a variety of water-based recreational activities. The North Clackamas Aquatic Park serves more than 260,000 visitors annually. Staff provide aquatics supervision, swim lessons, aqua exercise classes, birthday parties, food and beverage service, building/pool maintenance, and room rentals. More information on the Aquatic Park and its programs can be found in Chapters 5 and 7.

Recreation Services

The Recreation Services staff plans and coordinates a wide variety of recreational and educational opportunities directly and/or in partnership with other providers to enhance personal health and the quality of life for all residents of the District. Programs include youth and adult activities such as sports, general recreation interests, outdoor and adventure recreation, and special events for families and teen activities.

Recreation Services are offered through the Aquatic Park community rooms, the Milwaukie Center, parks, school facilities, and privately owned facilities. More information on recreation services provided by the District can be found in Chapter 5.



Milwaukie Center Services



Through the Milwaukie Center, the District provides a variety of coordinated social service, recreational, and educational services for older adults and people with disabilities to assist them in remaining independent with a sense of purpose. The Milwaukie Center provides a place for the community to benefit from services, programs, and events, and through volunteer opportunities. The Center also provides spaces for community and private events through room rentals.

The Milwaukie Center facilitates nutrition and transportation programs for older adults and people with disabilities to assist them in remaining healthy and independent. The Nutrition Program provided 65,100 senior meals through Meals on Wheels during the 2014-2015 fiscal year. In fiscal year 2014-2015, the Transportation Program provided over 9,300 bus rides to the



Milwaukie center or grocery shopping to area seniors. More information on the Milwaukie Center services can be found in Chapters 5 and 7.

Marketing & Communications

NCPRD's Marketing and Communications staff communicates the District's programs and services to the public, and produce the "Discovery Guide", which is distributed three times a year and describes youth and adult programs, aquatic park opportunities, special events and Milwaukie Center activities and resources.

Strategic Planning, Development and Resource Management

Planning and Capital Development

NCPRD planners coordinate and manage the acquisition of park land, park planning, and the development of parks, trails, and recreation facilities.

Maintenance

NCPRD maintenance staff oversees and maintains more than 654 acres and provides operational support for community-wide programs and events.

Natural Resources Management

The Natural Resources Management program focuses on preserving and enhancing open spaces and unique natural areas throughout the District. Staff works cooperatively and strategically with partners to prioritize and implement site-specific conservation and management plans.

Key Partnerships

City of Milwaukie

The City of Milwaukie is part of the North Clackamas Parks and Recreation District. City parks are operated and maintained by the District under an intergovernmental agreement.

The City's Park and Recreation Board (PARB) provides input and guidance to the City Council and the District Advisory Board on recreation and park facility priorities in the City.





City of Happy Valley



The City of Happy Valley annexed into the District in 2006. The city owns, operates and maintains Happy Valley Park and Wetland Park and other Happy Valley owned parks with funding and support provided by NCPRD. In addition, the City oversees many trails.

The City's Parks Advisory Committee is a citizen-based group which is called upon to provide focused advice to the city leadership regarding specific parks and recreation projects or issues.

North Clackamas School District

NCPRD uses many of the North Clackamas School District (NCSD) schools as venues for providing recreational services to the community. NCPRD has a number of Intergovernmental Agreements (IGAs) with NCSD for improvements, maintenance, and programming of sports fields, including fields at Alder Creek Middle School, Rex Putnam High School, and Milwaukie High School.



The District also uses available school facilities to provide recreational programs, such as:

- Wichita Center for Family and Community (a hub for social services)
- Elementary school classroom gym space for recreation programs

Metro

NCPRD has several ongoing partnership efforts with Metro, the regional agency involved in planning, solid waste, green spaces and several other regionally significant issues. NCPRD has current intergovernmental agreements with Metro to operate, maintain and improve regionally significant natural areas such as Mount Talbert Nature Park and Scouter Mountain Natural Area.



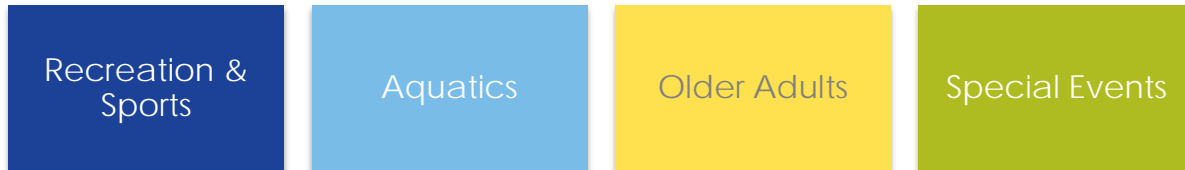
NCPRD has also partnered successfully with Metro to identify, acquire and/or develop important natural areas and land for recreation opportunities through the two Natural Areas Bond Measures, in 1995 and 2006. Metro has also provided two "Nature in Neighborhoods" grant programs through the regional bond funds that provide financial support to local agencies for restoration and enhancement projects. NCPRD and its partners have been successful in obtaining grants to benefit NCPRD parks. NCPRD is also involved with Metro in a variety of planning efforts that have the potential to directly benefit the residents of the district.



Chapter 5: Programs and Services

NCPRD provides equal access to a wide range of recreation and educational opportunities for all ages, abilities, income levels and interests. The District delivers these programs and services throughout its parks and at the Milwaukie Center, the Aquatic Park, in public school facilities, and in private facilities. NCPRD programs and services improve community livability, and have a positive impact on the lives of youth, adults and seniors in the District.

NCPRD Programs and Services are categorized as follows:



Recreation & Sports

NCPRD's Recreation and Sports Services Division provides active recreation programs for youth and adults, including:

- Outdoor programs, such as archery and nature hikes, skiing and kayak lessons
- Youth sports programs, such as football, basketball, softball and cheerleading
- Adult sports leagues for basketball and softball
- Adult open gym for volleyball and basketball
- Summer day camps
- Youth classes including art, dance, drama, and music classes
- Adult classes including art, computer, dance, music, travel, and exercise classes



Hood View Park and North Clackamas Park are particularly busy with sporting events each year. Hood View Park operated for 345 days and hosted 180,000 people for various sporting activities during the 2012-2013 fiscal year. The North Clackamas Park ballfields, which operated 210 days during the 2012-2013 season, hosted more than 7,800 sports participants at its four youth, grass fields.

Figure 21 shows the number of participants in NCPRD recreation and sports programs in the 2012 – 2103 fiscal year.



Figure 21 2012-13 Fiscal Year Recreation and Sports Participants

Program Type	2012-2013 Fiscal Year Participants
Adult Classes	3,021
Adult Sports Leagues	3,225
Adult Sports Tournaments	1,890
Youth Classes	245
Youth Sports Leagues	368
Youth Sports Tournaments	3,196
Youth Camps	83
TOTAL:	12,028

As shown on *Figure 22*, NCPRD has nearly doubled its recreation program offerings since 2004. The additions of NCPRD-hosted softball leagues and tournaments, as well as a diversified schedule of classes have directly impacted this increase.



Figure 22: Annual Recreation Programs and Participation Comparison

	2004-2005	2009-2010	2012-2013
Recreation Programs & Tournaments Offered by NCPRD	55	83	104
Annual Participants	2,220	6,417	13,214

Aquatics

The Aquatic Park is a popular regional attraction, home to a number of unique facilities including three water slides, wave, deep-dive and kiddie pools, a traditional lap pool, hot tub and a rock climbing wall. The facility provides a year-round swim team for over 100 local youth, hosts numerous events, and is also available for rental and private parties.



With these amenities and offerings, every year, the Aquatic Park provides more than a quarter of a million visitors aquatic, recreation and fitness opportunities. During the 2012-2013 Fiscal Year, more than 107,000 people attended aquatic exercise, lap swim, and/or swim lessons at the facility, and over 140,000 people attended



the Park's "Big Surf!" swims. Also, the Aquatic Park hosted over 750 celebrations by families and friends for birthdays and other parties during the 2012-2013 Fiscal Year.

With over 3,400 annual participants, the Aquatic Park is also home to the largest swim lesson program at one facility in Oregon. As the only public pool within the District, the Aquatic Park hosts all four local high school swim teams (both for practices and home meets), two private swim clubs and two masters swim teams. Nearly 8,000 local students also attend the Aquatic Park for physical education classes throughout the year.

Older Adults

The District provides a variety of coordinated social services, recreation, and educational programs for older adults and people with disabilities at the Milwaukie Center. The Milwaukie Center provides a place for the community to gather and join in events, programs, and volunteer opportunities. During the 2012-2013 Fiscal Year, more than 500 volunteers donated their time at the Milwaukie Center.

Through the Milwaukie Center and Meals and Wheels, more than 65,000 senior meals were delivered during the 2014-2015 fiscal year. In addition to the nutrition program, the Milwaukie Center is the North Clackamas hub for senior transportation. It provides over 14,000 bus rides annually to help seniors and adults with disabilities travel to the Milwaukie Center, the grocery store and to a number of other popular, local destinations.

In addition to these core services, the Milwaukie Center also provides a social gathering space for seniors and other community members throughout the year, offering BINGO and other game nights, and a wide variety of free or nearly free activities.



The Milwaukie Center and the Sara Hite Rose Garden also provide a unique backdrop for more than 350 private rentals annually, for everything from special community events to weddings and anniversary parties.

Special Events and Activities

NCPRD hosts a wide variety of special events and activities across the District including the Daddy Daughter Dinner Dance, Spaghetti Dinner & Poker Tournament, Movies in the Park, Winterfest, and special interest and activity groups such as Bridge and quilting clubs.





The District also focuses on programs for youth with school break and summer offerings including the free RecMobile, a mobile recreation program unit that reached 1,500 young people during the summer of 2014.

There has been a significant increase in NCPRD special event and activity participants since 2004, due in large part to expanded offerings, such as increased “Movies in the Park” events (from only three in 2004-05 to seven in 2012-2013), and more targeted offerings of RecMobile services.

Figure 23: Special Events and Activities Participation Comparison

Special Events and Activities	2004-2005 Fiscal Year Participants	2012-2013 Fiscal Year Participants
Special Events	528	3,128
Activity and Interest Groups	4,950	6,986
RecMobile	675	1,186
TOTAL:	6,153	11,300



Programs and Services Summary

NCPRD's wide range of recreational programs reaches people of all ages and skill levels and are widely used by the community. During the 2012-2013 Fiscal Year, more than 20,000 participants took part in classes, camps, sports leagues, tournaments and programs offered by NCPRD, as illustrated below:





Chapter 6: Natural Resources Management

Natural areas are an important element of a community's character and livability. They provide critical opportunities to preserve and enhance open spaces and unique natural features throughout the community, and provide opportunities for connection with nature, environmental education and volunteerism.

Parks that have retained the best examples of the District's native landscapes, ecosystems, natural communities or scenic qualities are classified as Natural Areas. Wetlands, stream corridors, rare plants, and wildlife habitat are often found in Natural Areas. Natural Areas are often identified by their uniqueness, pristine nature, aesthetic or scenic qualities, and outstanding opportunities for solitude or passive types of recreation. Passive recreation uses are generally secondary in importance to protecting the resource. The District's goals for natural areas generally include:

- Protect habitat for native wildlife species
- Provide wildlife corridors; facilitating migration between habitats
- Protect special aquatic habitats, communities, and ecosystems
- Provide unique, high quality passive recreational experiences
- Protect natural ecological processes, community structure, and function
- Increase and enhance unique community education, interpretative and volunteer opportunities

Natural Resources Program Goals and Objectives:

Natural Resources Management - Provided through coordination and partnership with community groups, agencies, and organizations on natural resource issues and projects, developing policies, guidelines, and directives, and researching, planning, designing and implementing sustainable practices.

Planning - Including program development, creating natural resources management plans for individual parks, coordinating and applying for natural resources permits and assisting with natural resources components of park planning projects, participation in the prioritization of land acquisition needs, natural resource park enhancement projects, and control and monitoring ecological threats to existing natural resources.

Education and Outreach - Including providing program information to citizens and local media, planning and designing natural resources educational programs for student interns, school groups and other groups, and engaging citizens in land stewardship through volunteering events, stewardship and adopt a park programs.



Summary of major Natural Resources accomplishments, 2004-2014

- Adding a Natural Resources Coordinator to NCPRD staff
- Development of partnerships with Clackamas County Parks, Metro, Oak Lodge Sanitary District, Clackamas County Water Environment Services (WES) and others
- Completion of the Clackamas Parks Wildfire Management Plan
- Restoration projects at:
 - Mount Talbert Natural Area
 - Nature Trail Park
 - Three Creeks Natural Area
 - Riverforest Creek in Risley Park
 - Rivervilla Natural Area
 - Boardman Creek through Stringfield Family Park
 - Camas Creek
- The addition of 40 acres of land within Mt. Talbert Nature Park by NCPRD and Metro, and additional natural areas throughout the District
- Natural Resource Program volunteer events, including more than 300 youth and adult volunteers, contributing more than 1,335 hours during the 2010-2011 Fiscal Year.
- Multiple service learning projects at elementary, middle and high schools





Chapter 7: Inventory

This chapter focuses on the current infrastructure inventory and amenities that the North Clackamas Parks and Recreation District (NCPRD) provides, owns, manages or collaboratively uses. The following thumbnail map is for reference and illustrative purposes only, and shows the study area and key locations of properties. Larger maps can be found in *Appendix E*.

North Clackamas Parks & Recreation District
Resource Map A: System Map

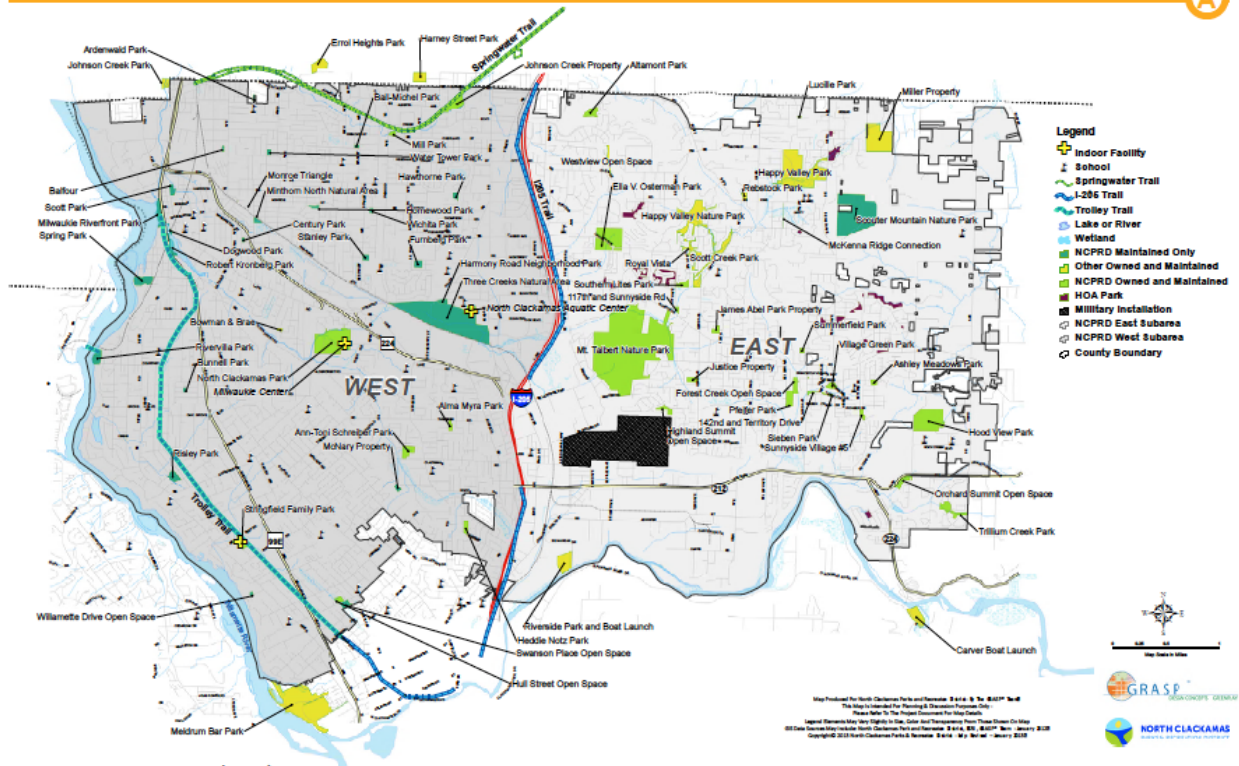



Figure 24: NCPRD System Map

Parks and Outdoor Venue Inventory

The inventory of outdoor parks, trails and natural areas is classified into these categories:

-  Neighborhood Parks
-  Community Parks
-  Natural Areas
-  Greenways
-  Special Use Areas



Neighborhood Parks

Neighborhood parks serve as a recreational and social space of a neighborhood. Many provide opportunities for natural areas, informal activities and passive recreation as well as playgrounds, picnic areas, outdoor basketball courts and/or multi-use sports fields. On-site parking and restrooms are typically not provided as neighborhood parks are intended to serve neighborhoods within easy walking or bicycling distance. They typically serve an area of approximately .5 to 1 mile radius and range from .5 to 5 acres.

Figure 25 lists the neighborhood parks included in the NCPRD inventory.



Village Green



Ashley Meadows



Stanley Park



Figure 25: Neighborhood Park Inventory

LOCATION	OWNERSHIP	MANAGEMENT	ACRES
Alma Myra Park	NCPRD	NCPRD	2.2
Altamont Park	NCPRD	NCPRD	4.7
Ann Toni Schreiber Park	NCPRD	NCPRD	6.3
Ardenwald Park	City of Milwaukie	NCPRD	0.8
Ashley Meadows Park	NCPRD	NCPRD	1.7
Balfour	City of Milwaukie	NCPRD	0.8
Ball-Michel Park	City of Milwaukie	NCPRD	0.8
Bowman and Brae	City of Milwaukie	NCPRD	0.7
Bunnell Park	Clackamas County	NCPRD	0.7
Century Park	City of Milwaukie	NCPRD	0.6
Dogwood Park	City of Milwaukie	NCPRD	2.8
Furnberg Park	City of Milwaukie	NCPRD	2.6
Harmony Road Neighborhood Park	Clackamas County Development Agency	NCPRD	1.5
Hawthorne Park	NCPRD	NCPRD	1
Heddie Notz Park	NCPRD	NCPRD	2.5
Homewood Park	City of Milwaukie	NCPRD	1.2
James Abel Park Property	NCPRD	NCPRD	2.6
Justice Property	NCPRD	NCPRD	2.9
Mill Park	NCPRD	NCPRD	1.4
Risley Park	Clackamas County	NCPRD	4.9
Robert Kronberg Park	City of Milwaukie	NCPRD	4.5
Scott Park	City of Milwaukie	NCPRD	0.6
Sieben Park	NCPRD	NCPRD	1
Southern Lites Park	NCPRD	NCPRD	3
Stanley Park	City of Milwaukie	NCPRD	2
Summerfield Park	NCPRD	NCPRD	1
Pioneer Park	NCPRD	NCPRD	2.4
Trillium Creek Park	NCPRD	NCPRD	1.4
Village Green Park	NCPRD	NCPRD	2.7
Water Tower Park	City of Milwaukie	NCPRD	1
Wichita Park	City of Milwaukie	NCPRD	1
TOTAL:			63.3



Community Parks

Community parks serve a broader purpose than neighborhood parks. Their focus is on meeting community-based recreation needs, as well as conserving unique landscapes and open spaces. Community parks provide a variety of opportunities for active, passive, and structured recreation for individuals as well as groups. They vary in size from 4.5 to 50 acres. *Figure 26* lists the community parks included in the NCPRD inventory.

Figure 26: Community Park Inventory

LOCATION	OWNERSHIP	MANAGEMENT	ACRES
Ella V. Osterman Park	NCPRD	NCPRD	30.6
Happy Valley Park	City of Happy Valley	City of Happy Valley	31
Hood View Park	NCPRD	NCPRD	36
Johnson Creek Property	NCPRD	NCPRD	9.6
Milwaukie Riverfront Park	City of Milwaukie	NCPRD	7.5
North Clackamas Park	City of Milwaukie/NCPRD	NCPRD	43.6
Pfeifer Park	NCPRD	NCPRD	4.9
Stringfield Family Park	NCPRD	NCPRD	4.5
TOTAL:			167.7



North Clackamas Park



Hood View Park



Happy Valley Park



Natural Areas

Natural areas are minimally developed and primarily intended to conserve land for environmental benefit. Many of the sites conserve habitat for wildlife. These areas often include wetlands, steep hillsides and stream corridors. Passive recreation uses are secondary to protecting the natural resources, but natural areas may include picnic facilities, trails, interpretive signage, and viewpoints. Parking and restroom facilities are provided where appropriate. *Figure 27* lists the natural areas included in the NCPRD inventory.

Figure 27 Natural Areas Inventory

LOCATION	OWNERSHIP	MANAGEMENT	ACRES
Blue Heron	City of Happy Valley	City of Happy Valley	6.5
Happy Valley Nature Park	City of Happy Valley	City of Happy Valley	25
Happy Valley Wetland Nature Park	City of Happy Valley	City of Happy Valley	24
Hull Street Open Space	NCPRD	NCPRD	2.1
McNary Property	Clackamas County	NCPRD	1.5
Minthorn North Natural Area	City of Milwaukie	NCPRD	1.2
Mount Talbert Nature Park	NCPRD/Metro	NCPRD	254
Rivervilla Park	Clackamas County	NCPRD	4.8
Spring Park	City of Milwaukie	NCPRD	7.8
Swanson Place Open Space	NCPRD	NCPRD	2.7
Willamette Drive Open Space	NCPRD	NCPRD	0.6
TOTAL:			330.2



Mount Talbert Nature Park



Spring Park



Greenways

Greenways create park connections and corridors which may include natural areas as well as developed lands such as abandoned railroad rights-of-way and power lines. They may provide wildlife corridors and benefits to natural systems. They are linear in nature, often include trails and are used as pedestrian and bike corridors. *Figure 28* lists the greenways included in the NCPRD inventory.



Trolley Trail

Figure 28: Greenway Inventory

LOCATION	OWNERSHIP	MANAGEMENT	ACRES
117 th and Sunnyside Rd (Mount Scott/Scouter Mtn. Trail section)	NCPRD	NCPRD	1.4
142 nd and Territory Drive	NCPRD	NCPRD	1
Forest Creek Open Space	NCPRD	NCPRD	4.4
Highland Summit Open Space	NCPRD	NCPRD	3.2
Lucille Park	City of Happy Valley	City of Happy Valley	0.3
McKenna Ridge Connection	City of Happy Valley	City of Happy Valley	0.8
Orchard Summit Open Space	NCPRD	NCPRD	4.4
Royal Vista (Orchard Ridge)	City of Happy Valley	City of Happy Valley	3.1
Scott Creek Park	City of Happy Valley	City of Happy Valley	13.5
Trolley Trail	NCPRD	NCPRD	13.7 (6 m)
Trillium Creek Greenway	NCPRD	NCPRD	6.3
Westview Open Space	City of Happy Valley	City of Happy Valley	3.8
		TOTAL:	55.9



Special Use Areas

Special use areas cover a broad range of outdoor spaces and indoor/outdoor recreation with special features. Special use areas may include indoor areas such as community centers and senior centers, aquatic facilities, or other public buildings. They also include outdoor areas such as boat ramps or launches, fishing docks, amphitheaters, sports fields, off leash dog areas, plazas, and gardens.

Figure 29 lists the special use areas included in the NCPRD inventory.

Figure 29: Special Use Area Inventory including Facilities and Fields

LOCATION	OWNERSHIP	MANAGEMENT	ACRES
School Athletic Fields including: <ul style="list-style-type: none"> • Alder Creek • Lot Whitcomb • Rex Putnam • Milwaukie High 	NCSD#12	NCSD#12 and NCPRD	N/A
North Clackamas Aquatic Park	NCPRD	NCPRD	7.8
Milwaukie Center	City of Milwaukie	NCPRD	N/A
Stringfield House	NCPRD	NCPRD	N/A
TOTAL:			7.8

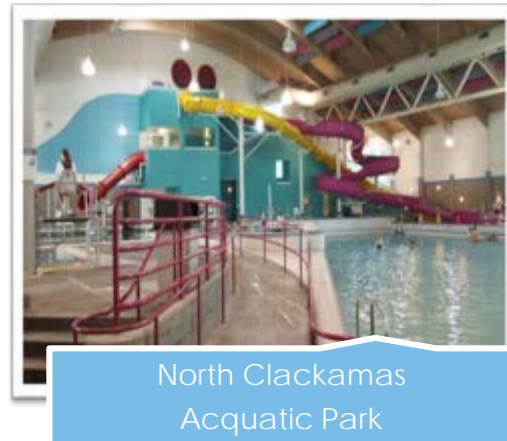


Indoor Facilities

NCPRD operates, manages and administers three indoor facilities to serve District residents. Descriptions of each facility and opportunities/future considerations are included in this section. A comprehensive review and analysis of facilities can be found in *Appendix E*.

North Clackamas Aquatic Park

The North Clackamas Aquatic Park houses several swimming pools, water slides and a rock climbing wall. Its featured swimming pools include a wave pool with four-foot waves and both deep and shallow areas for play, a 25-yard, six-lane competition lap pool, a 13-foot deep diving well with one-meter diving board, an interactive area with cascading fountains, a children's pool, and a hot tub for those over the age of 18.



Slides vary in their journey from two twisting tubes of adventure to a drop slide. The 29-foot rock climbing wall, built in 2007, has three different routes, each with a varying level of difficulty, from easy to difficult, and has trained staff to help.

During Big Surf! swim times, guests can access the entire park, which includes a wave pool, water slides, a hot tub and an adult lap pool. The recreational swim time is open to the public and features 400,000 gallons of water consistently kept at 86 degrees year-round.

The facility is available for rent for parties or group team-building workshops.

Opportunities and Future Considerations for Aquatic Park

- Implement proposed operational efficiency changes
- Implement Cost Recovery Pyramid policy and recommendations to all aquatic programs and rentals
- Target 80% cost recovery rate for the facility



Milwaukie Center

Located within the 44-acre North Clackamas Park, the Milwaukie Center provides many opportunities for senior citizens in a beautiful park setting. Programming and facility use has predominately catered to recreation for seniors (games, socialization, computers, art, travel, etc.), social services for seniors (transportation and the meal programs) and some youth recreation classes. However, increasing demand may necessitate a change of direction.



The Milwaukie Center Strategic Plan

In 2012 the Friends of the Milwaukie Center and staff presented the results of the Milwaukie Center Strategic Plan to the District Advisory Board. At that time, the Milwaukie Center was in the initial phase of seeking National Council on Aging/National Institute of Senior Centers accreditation, which required a 3-5 year strategic plan to fulfill the accreditation requirements. The Strategic Plan determined that the Center serve as “a place for the community to gather, and a link to resources for older adults and their families.”

One of the relevant tasks that came out of the strategic plan was to develop a plan for multi-generational, cultural and ethnic inclusivity as the service area population grows. Moving in this direction will help address and alleviate other highly important unmet needs in the District.

Opportunities and Future Considerations for Milwaukie Center

Space limitations affect some of the Center’s program opportunities but could be remedied with expansion and/or renovation. Parking is a limiting factor for expanding the Center in its current location. If program expansion is desired, it may be most prudent to consider relocating the services to a larger site with more parking. Furthermore, the District may benefit from offering program options to those outside the senior community.

The Stringfield House

The Stringfield House is within one of the District’s newest parks, Stringfield Family Park, and is located on SE Naef Road between SE River Road and McLoughlin Boulevard.

The house is located in a 4.5-acre park, the former property of the Stringfield family, in an established neighborhood on a quiet street. The house sits prominently at the northern edge of the parking lot elevated several feet from the adjacent roadway in a grove of mature native oaks.



Stringfield House

The Stringfield House and property was acquired by NCPRD in 2003 and Stringfield Family Park opened in 2009. Acquisition and development of the park couldn't have been completed without a number of partners, including; Metro, Oak Lodge Sanitary District, and grants from the Oregon Parks and Recreation Department Local Government Grant Program and Land and Water Conservation Fund Program.

The modest, mid-century era home is currently envisioned to become a NCPRD

rental facility intended for small community meetings and activities.

Opportunities and Future Considerations for Stringfield House

NCPRD has already begun improving the house so that it can become a rental property. Completed exterior improvements include an ADA accessible ramp with rails leading from the parking lot to the front door, new windows, and roof. The ground floor restroom has also been completely remodeled to make it fully accessible. The kitchen area could be modified to accommodate food service. The addition of an outdoor deck or terrace that is directly accessible from the living room space could enhance the indoor/outdoor connection from the facility to the adjacent park.



Chapter 8: Level of Service Analysis

Composite-Values Methodology Technique

In planning for the delivery of parks and recreation services, it's useful to think of parks, trails, indoor facilities, and other public spaces as parts of an overall infrastructure. This infrastructure allows people to exercise, socialize, and maintain a healthy physical, mental, and social well-being. The infrastructure is made up of components that support this goal, such as playgrounds, picnic shelters, sports courts, fields, gymnasiums, multi-purpose rooms, swimming pools, and other elements that allow the system to meet its intended purpose.

The consultants employed by NCPRD to lead the development of this Master Plan utilize a unique and industry-leading tool to evaluate how well a community is currently being served by existing park and recreation facilities. Understanding level of service helps to inform recommendations and decisions for new and improved facilities to meet growing demand throughout the community.

The previous District Master Plan (adopted in 2004) utilized the standard industry technique of measuring level of service based on a total population of the service area and the total number of acres, by facility type. This simple method, though widely utilized, results in a very simplistic view of service standard – simply how many acres of parks, how many miles of trail, how many sports fields per thousand residents are provided and how many more acres, miles of fields are needed to achieve whatever standard is adopted.

NCPRD recognized that this previous method, while useful, is now outdated, as more and more parks and recreation service providers are shifting to more sophisticated and analytical techniques to measure level of service and accessibility to park and recreation services. An analytical technique known as *Composite-Values Methodology (CVM)* was used to analyze Levels of Service (LOS) provided by the parks and recreation infrastructure in NCPRD. The LOS analysis considers characteristics such as capacity, quality, condition, location, comfort, convenience, and ambience of each facility.

The proprietary version of CVM used in the Master Plan update is known as GRASP®. The process uses analytical maps known as Perspectives to study LOS. Level of Service Perspectives show how well the District is served by any given set of components, by utilizing maps to graphically display values, along with quantified measurement spreadsheets. This quantification system provides a benchmark against which the District can determine how well it is doing in the provision of services related to its goals, both presently and over time.

The CVM process also helps agencies set standards and develop policies and processes for equitable growth and development in the future. This method helps agencies better assess how well the existing inventory of park and recreation facilities is meeting the needs, how improvements to existing facilities can increase the level of service at those facilities, and how this method of assessment can help to inform decisions regarding new facilities and



improvements. In addition, the CVM analysis can help NCPRD measure aspects of the parks and recreation system that can influence public health, such as walkability and trail access.

The process used for this analysis included the assembly of a detailed inventory of public and semi-public physical assets available for recreational use.

*GreenPlay's branded version of the CVM is called "GRASP"
(Geo-Reference Amenities Standards Process) and is currently being utilized by
more than 80 communities nationwide.*

The inventory, as listed in Chapter 7, includes public parks, recreation, and trails managed by NCPRD. It also included other parks maintained by alternative providers such as homeowner association parks and pocket parks, as well as some parks outside the District but still within proximity to District residents. Additional parks included in the inventory for the level of service analysis are included in *Appendix G*.

In the inventory of parks and recreation facilities, the following information was collected:

- Component type and location
- Evaluation of component quality and function
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- Comments and observations from the inventory team

The inventory team used a three tier rating system to evaluate each component on qualities including the condition of the component, its size and capacity relative to the need at that location, and its overall quality:



In addition to scoring the components, each park site or indoor facility was given a set of scores to rate its comfort, convenience, and ambience qualities. This includes traits such as the availability of restrooms, drinking water, shade, signage, benches, scenery and other amenities.

Tables of the low scoring facilities and facilities with low scoring individual components are listed in *Appendix H*.

GRASP® Perspective Maps

Perspective maps were generated to evaluate the assets available to residents. To generate the Perspective maps, all assets in the inventory were used. Each inventoried component was assigned a GRASP® score and a service area based on a radius from the component. The service



area is the distance from within which a majority of people using the component might reasonably be expected to come.

When service areas, along with their overall level of service scores for each park or facility are plotted on a map, a picture emerges that represents the cumulative service provided by that facility upon the geographic area. Where service areas for multiple parks overlap, a darker shade results from the overlap. Darker shades indicate locations that are served by a combination of more parks and/or higher quality ones. The shades all have numeric values associated with them, which means that for any given location on a GRASP® Perspective, there is a numeric GRASP® Level of Service score for that location and that particular set of components.

For purposes of this study the District boundary was used as the extent of the study area. However, it should be noted that facilities located beyond the District boundaries, whose service area extends into the District, were considered for the purpose of determining LOS calculations. *Figure 30* shows the population for the District as a whole and the two subareas (West and East of Interstate 205). This number was also used to calculate the Population per Acre, so that the population density could be used in the LOS calculations as well.

Figure 30: Population and Acres by Sub and Study Area

Subarea	Total Acres	2012 Population	Population Per Acre
West Subarea	11,732	73,194	6.24
East Subarea	11,309	42,071	3.72
Study Area	23,040	115,924	5.03

Using the scores assigned to parks and components, the NCPRD park system was evaluated from two perspectives:

Perspective A reflects the level of service available to a resident at any given location considering all methods of transportation. It is a blended value based on the number and quality of opportunities that exist in a reasonable proximity to the given location.

Perspective B reflects the level of service available to residents within reasonable walking distance. It is a blended value based on the number and quality of opportunities.

The District's goal is to provide at least a threshold level of service to every residence. For this study the GRASP® score of 67.2 was set as that threshold level of service.

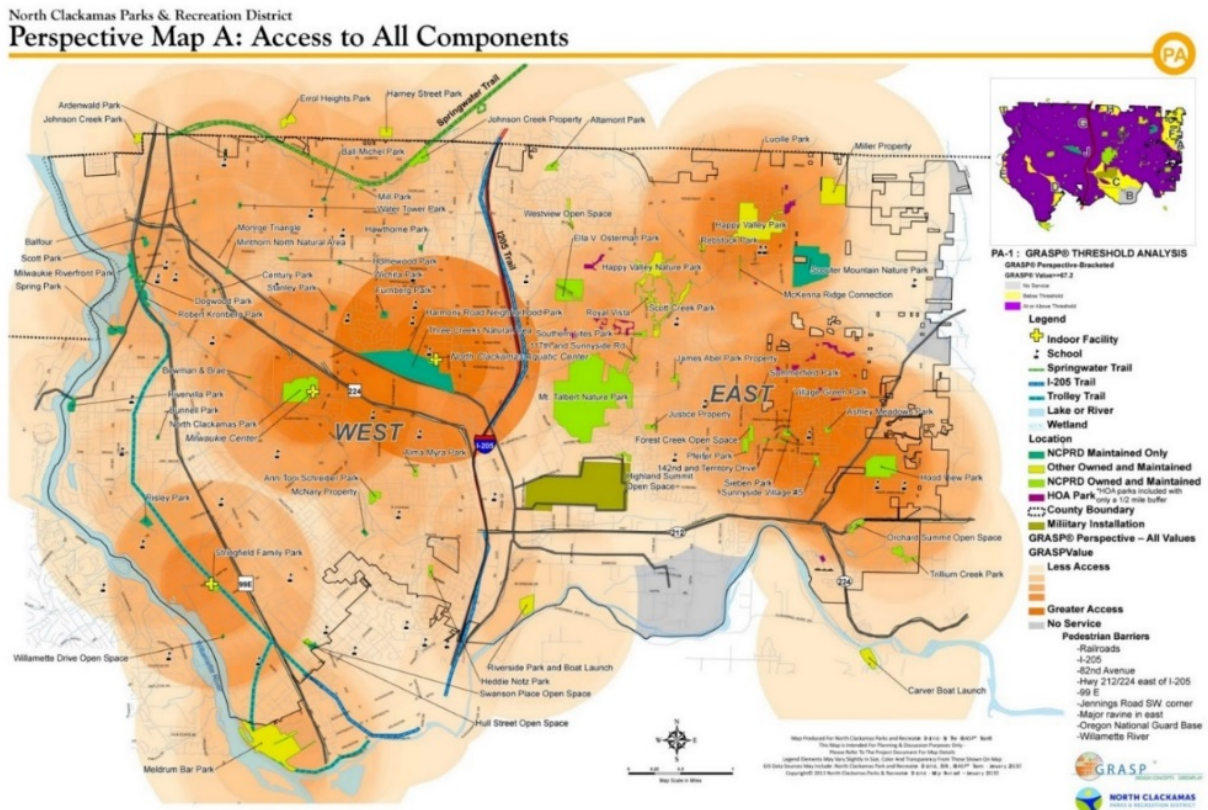


Perspective A: Access to All Components, By All Methods of Transportation

Perspective A shows access to all facilities by all methods of transportation. One-mile service areas have been placed around each facility and shaded relative to the facility’s GRASP® score. This represents a distance from which convenient access to the park can be achieved by normal means such as driving or bicycling. This appears as the circles on the map (Figure 31). In addition, a one-half mile service area representing the distance that a resident can reasonably walk in 15-minutes has been added to each park. As a result, scores are doubled within the one-mile service area to reflect the added value of walkable proximity.

Based on the mapping, in general, NCPRD has good distribution of facilities and general access to parks, open space areas and recreation facilities. Concentrated areas that provide high levels of recreational opportunities tend to be located across the district and provide reasonable access for most residents. Figure 31 is for reference and illustrative purposes only. Larger maps can be found in Appendix E.

Figure 31: Perspective Map A



In Figure 32, the first column in the table shows the percentage of each subarea and the study area that has at least some service (LOS >0). In these tables, blue highlights the high score and yellow indicates the low score for each category.



The second column shows the average numerical value (GRASP® value) of level of service for the all acres in each subarea. In this case we see that the west subarea has a higher overall level of service value per acre than the east subarea.

The third column shows the results of dividing the number from the previous column (Average LOS per Acre Served) by the population density of the area. In this case, even though the west subarea has a higher level of service per acre, when we take into account the larger population we see that the east actually has a higher level of overall service per person.

The GRASP® Index shown in the next column is from a simple numerical calculation that involves dividing the total numerical value of all of the parks in a given area by the population of that area, in thousands. The difference between the GRASP® Index and the previous number is that the GRASP® Index reflects the total value of assets in the area in relation to the number of people the assets serve, while the previous number relates the *density* of service per acre to the *density* of people per acre. Average LOS analysis accounts for assets located outside the planning area to be accounted for, while the GRASP® Index accounts for only assets that are physically located within the area.

Figure 32 Statistics for Perspective A

Area	Percent With LOS	Average LOS Per Acre Served	Average LOS Per Acre Per Population Density	GRASP® Index
West Subarea	100.0%	115	18	13
East Subarea	94.7%	83	22	27
Study Area	97.4%	99	20	20

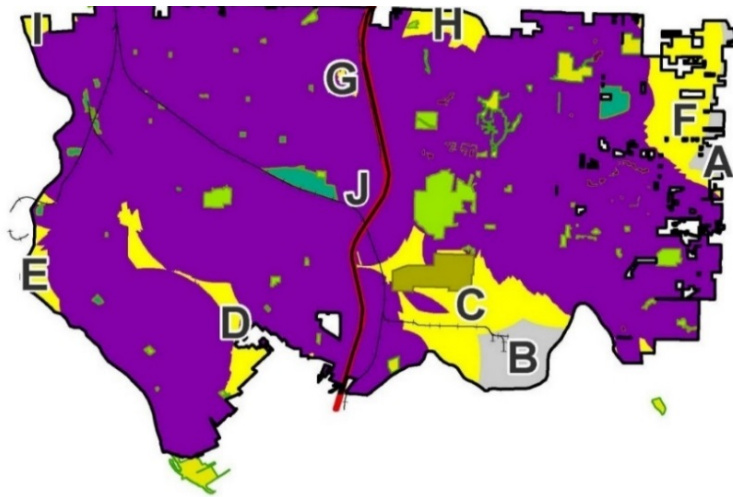


Perspective A Threshold Analysis

The following graphics illustrate the statistical information derived from *Perspective A*. The values on the Perspective were bracketed to show where LOS is above or below a threshold. The result is shown on map PA-1 (*Figure 33*).

On this map, areas that have at least some service are shown in yellow. Areas that are shown in purple have LOS that exceeds the threshold score of 67.2. The threshold of 67.2 represents the equivalent of access to a typical neighborhood park with three components and access to a multi-use trail.

Figure 33: Perspective A Threshold Analysis



Areas with No Service (indicated in gray)	
A	Happy Valley
B	Clackamas Industrial Area
Areas with Service Below Threshold (indicated in yellow)	
C	Clackamas Industrial Area and Sunnyside
D	Oatfield Ridge
E	Oak Grove
F	Happy Valley
G	Southgate
H	Happy Valley and Sunnyside
I	Waverly Golf Course

PA-1 : GRASP® THRESHOLD ANALYSIS

GRASP® Perspective-Bracketed

GRASP® Value ≥ 67.2

- No Service
- Below Threshold
- At or Above Threshold



Figures 34 and 35 display the percent of each subarea that has no composite service, composite service above the threshold score, or service below the threshold score.

Figure 34: Percent of West Subarea Composite with Service Above or Below Threshold

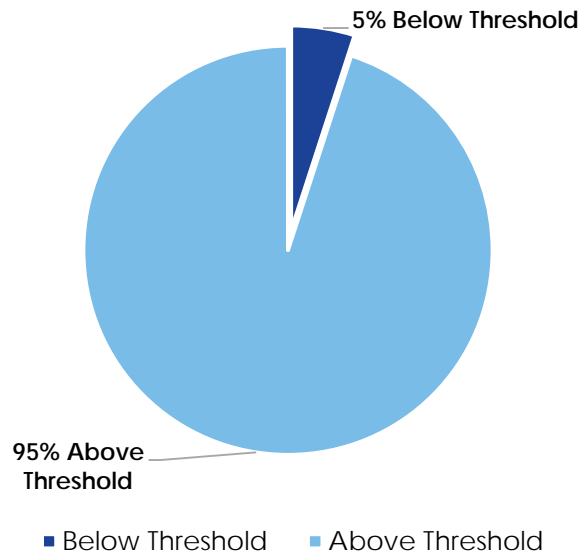
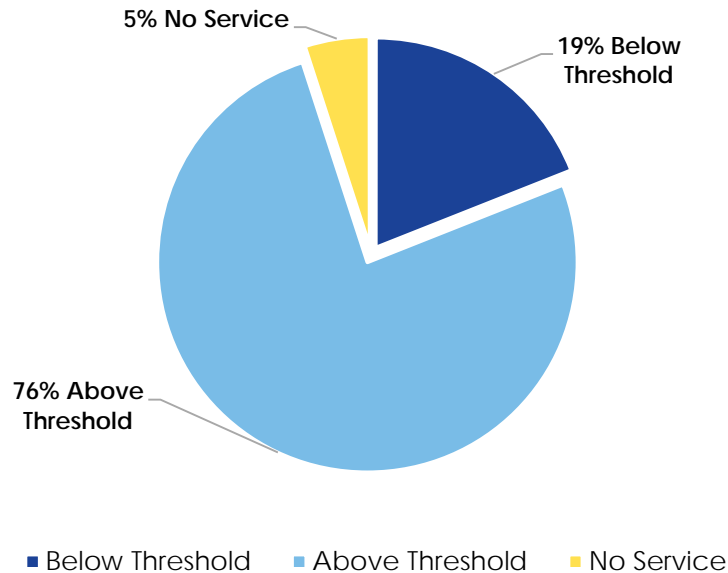


Figure 35: Percent of East Subarea Composite with Service Above or Below Threshold



If we look further into the composition and distribution of actual population within these individual areas as labeled in PA1 we see some very positive trends in distribution of level of service. Additional data related to Perspective A can be found in *Appendix H*.



Perspective B: Walkable Access to All Components

Perspective B analysis is intended to show the LOS available across NCPRD if walking is the only mode used to travel to parks. Only the one-half mile service area was used to reflect the distance that a resident can reasonably walk in fifteen minutes. Scores are doubled within the service area to reflect the added value of walkable proximity, allowing direct comparisons to be made between this Perspective and Perspective A. Virtually all major road arterials and highways are barriers to walkable access. As a result, the walkable level service areas are truncated at these barriers on the mapping. The thumbnail map below is for reference and illustrative purposes only. Larger readable maps are printed in *Appendix E*.

Figure 36: Perspective B Map, Walkable Access to All Components

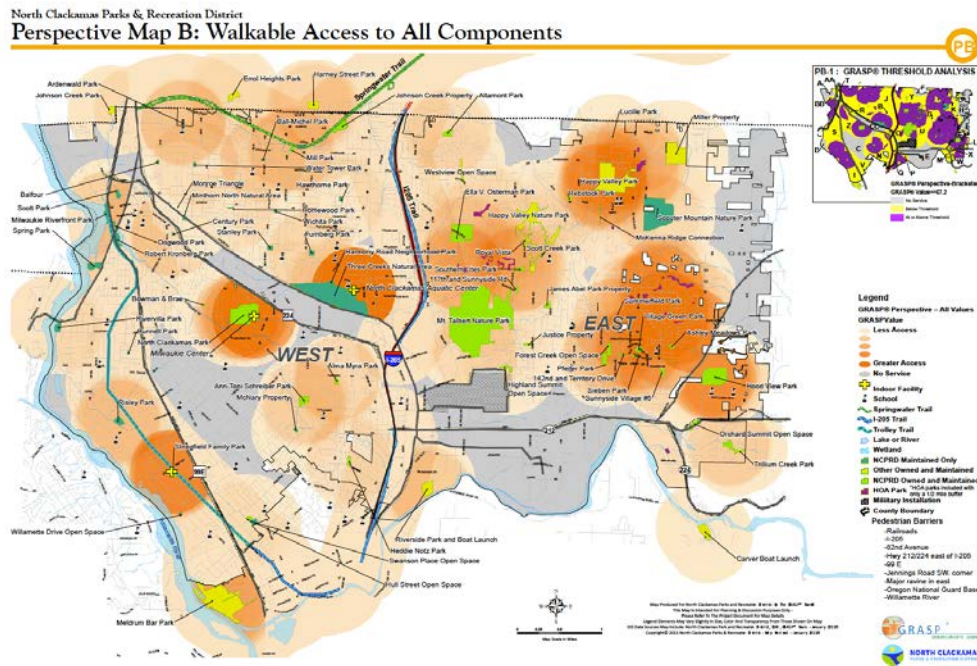


Figure 37 shows the statistical information derived from Perspective B. In this table, **blue** highlights the high score and **yellow** indicates the low score for each category. The numbers in each column are derived as previously described in the explanation for Perspective A.

Figure 37: Statistics for Perspective B

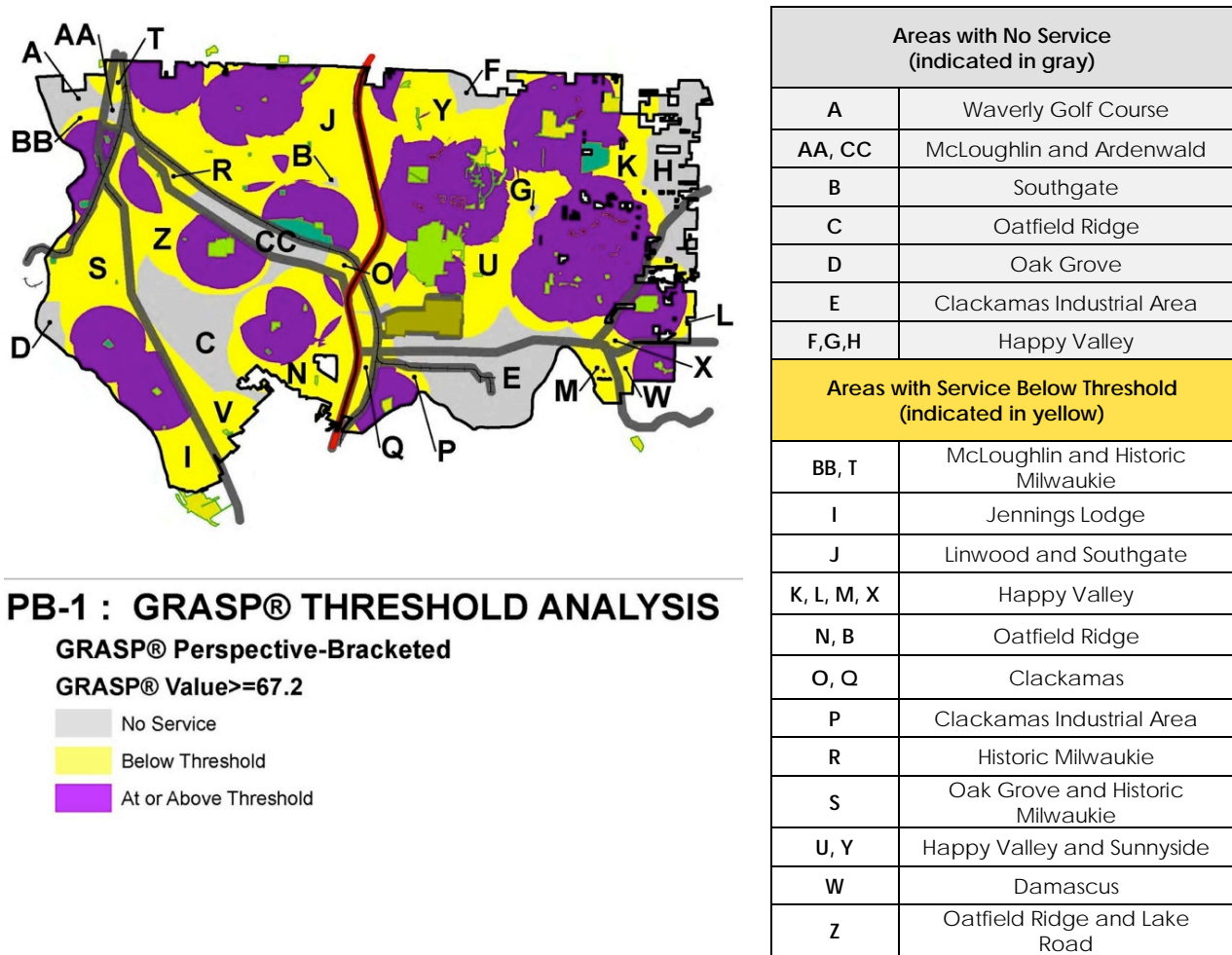
Area	Percent With LOS	Average LOS Per Acre Served	Average LOS Per Acre Per Population Density	GRASP® Index
West Subarea	85.7%	91	15	13
East Subarea	77.4%	125	34	27
Study Area	81.6%	108	24.5	20



The areas shown in yellow on inset map PB-1 (*Figure 38*) are areas of opportunity, because they are areas where land and improvements that provide service are currently available, but the value of those does not add up to the threshold. It may be possible to improve the quantity and quality of those improvements to raise the LOS without the need for acquiring new lands.

The areas with below-threshold levels of service with the largest populations include the Southgate, Sunnyside, Oak Grove, and Clackamas neighborhoods.

Figure 38 PB-1 Threshold Analysis





Figures 39 and 40 display the percent of each subarea that has no walkable service, walkable service above the threshold score, or walkable service below the threshold score.

Figure 39: Percent of West Subarea Walkability with No Service or Service Above or Below Threshold

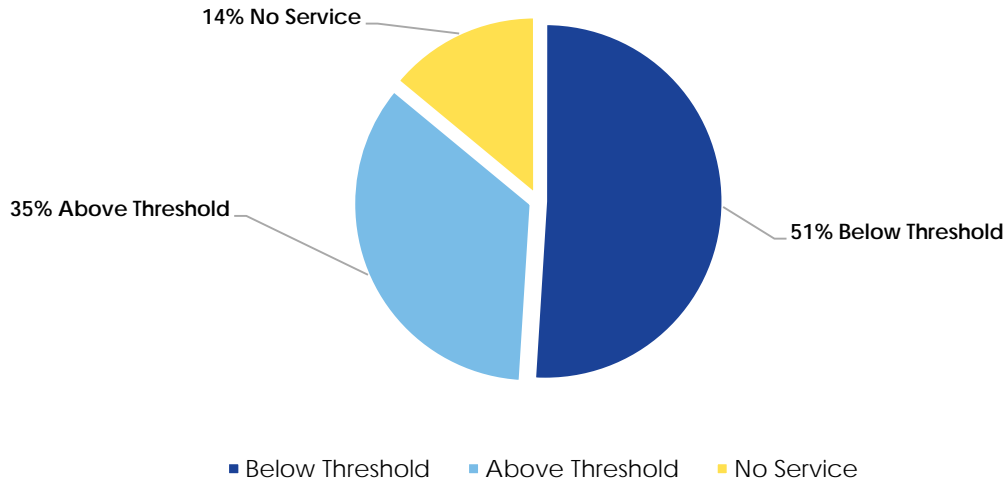
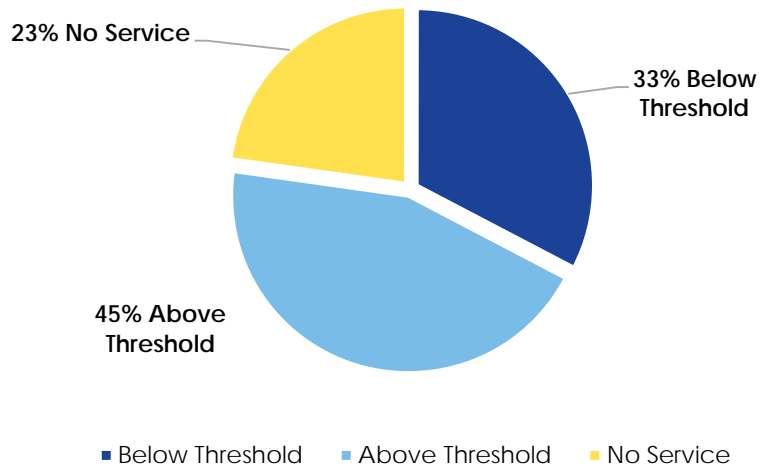


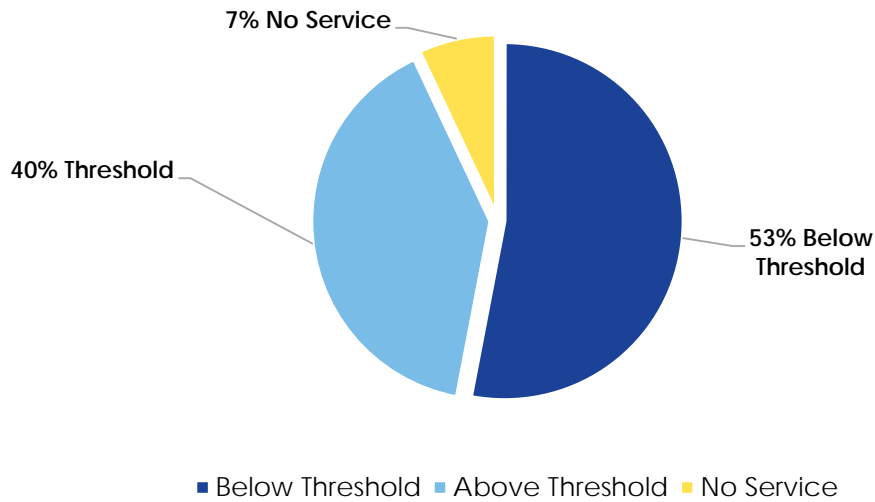
Figure 40: Percent of East Subarea Walkability with No Service or Service Above or Below Threshold





If we look further into the composition and distribution of actual population within these individual areas as labeled in *Figure 38 (PB-1)*, we see some very positive trends in distribution of level of service. While only 27% of the land area is above threshold, we see in *Figure 41* that 40% of the total population lives in an area of threshold level of service. Likewise, while 23% of the land area has no level of service that area actually equates to only 7% of the population.

Figure 41: Percent of Population for PB-1 GRASP Threshold Analysis



Areas “C” (Oatfield) and “E” (Clackamas industrial area) have significantly more residents than other areas with no service. Areas such as “J” (Southgate) and “U” (Sunnyside) have a significant number of residents that could be positively impacted by future increases in level of service. Additional data related to Perspectives A and B can be found in *Appendix H*.



Other Methods and Analysis

The preceding mapping and descriptions provide a good picture of the overall Level of Service (LOS) for the community. It also shows existing park distribution and areas of service concentration. In addition, it can also be helpful to take a detailed look at the variety and capacity of the components in the system. This is especially true for things like tennis courts, athletic fields, and group picnic shelters, where having an adequate supply of facilities is more important than the location or distribution of those facilities.

The capacity of some components is dictated by the ability of the component to provide service to the amount of the population that will be using the facility. For some components this is a fairly easy calculation because the components are programmed for use. The programming determines how many people will be using the facilities over the course of a period of time. Sports fields and courts fall into this category.

Capacities Analysis

Figure 42 (following page) represents the Capacity LOS for NCPRD. This table more closely resembles a traditional LOS analysis and shows how the quantities of certain park and recreation components compare to population. For each component, the spreadsheet shows the current quantity of that component on a “per-1000 persons” basis (referred to as the Capacity LOS) and the pro-rata number of persons in the community represented by each component. This kind of analysis can be used to show the capacity of the current inventory – in other words, how many people are potentially being served by park components.

These figures are provided for District-owned and maintained facilities, schools, and other providers (such as the county and HOAs) for the total of all facilities from all providers. Aside from measuring what is currently provided to the residents of NCPRD, the spreadsheet is also set up to project the number of facilities that will need to be added to maintain the current ratios to accommodate future population growth. These calculations use projected population growth for 2017 and 2022. The spreadsheets show the total numbers of each type of facility the District currently has as well as the numbers of new facilities that will be needed to continue the current LOS as the population grows.

The chart on the following page (*Figure 42*) shows the number of components needed to maintain the District's current level of service with the population growth projected. An important element for further analysis will be to determine whether or not the current level of service is adequate and, should therefore, be utilized as the standard going forward. This will create a set of target numbers, which the district will be able to use as a guide for future decisions regarding improvements to existing and new facilities.



Figure 42: Capacities Analysis

Capacities LOS for Community Components															
	2013 GIS Acres #	Ballfield	Basketball	Horseshoes	Loop Walk	MP Field, all sizes	Open Turf	Picnic Grounds	Playground, all sizes	Community Garden	Shelters	Tennis	Water Access, All	Volleyball	Recreational Trails (in miles) All Trails
NCPRD Owned and Maintained	439.8	9	4.5	2	7	4	14	2	18	0	10	0	0	2	64
NCPRD Maintained Only	227.3	0	3	0	3	1	7	0	10	0	3	3	4	0	0
Other Owned and Maintained	271.7	7	1	4	3	4	5	4	5	2	7	2	5	2	0
HOA	40.4	0	7.5	0	0	0	10	1	13	0	1	0	0	0	0
Total	979.2	16	16	6	13	9	36	7	46	2	21	5	9	4	64
2012 POPULATION - 115,924															
Current Ratio per 1000 Population	8.45	0.14	0.14	0.05	0.11	0.08	0.31	0.06	0.40	0.02	0.18	0.04	0.08	0.03	0.55
Population per component	118	7,245	7,245	19,321	8,917	12,880	3,220	16,561	2,520	57,962	5,520	23,185	12,880	28,981	1,811
PROJECTED 2017 POPULATION - 121,476															
Total # needed to maintain current ratio	1026	17	17	6	14	9	38	7	48	2	22	5	9	4	67
Number that should be added to achieve current ratio	47	1	1	0	1	0	2	0	2	0	1	0	0	0	3
PROJECTED 2022 POPULATION - 127,294															
Total # needed to maintain current ratio	1075	18	18	7	14	10	40	8	51	2	23	5	10	4	70
Number that should be added to achieve current ratio	96	2	2	1	1	1	4	1	5	0	2	0	1	0	6

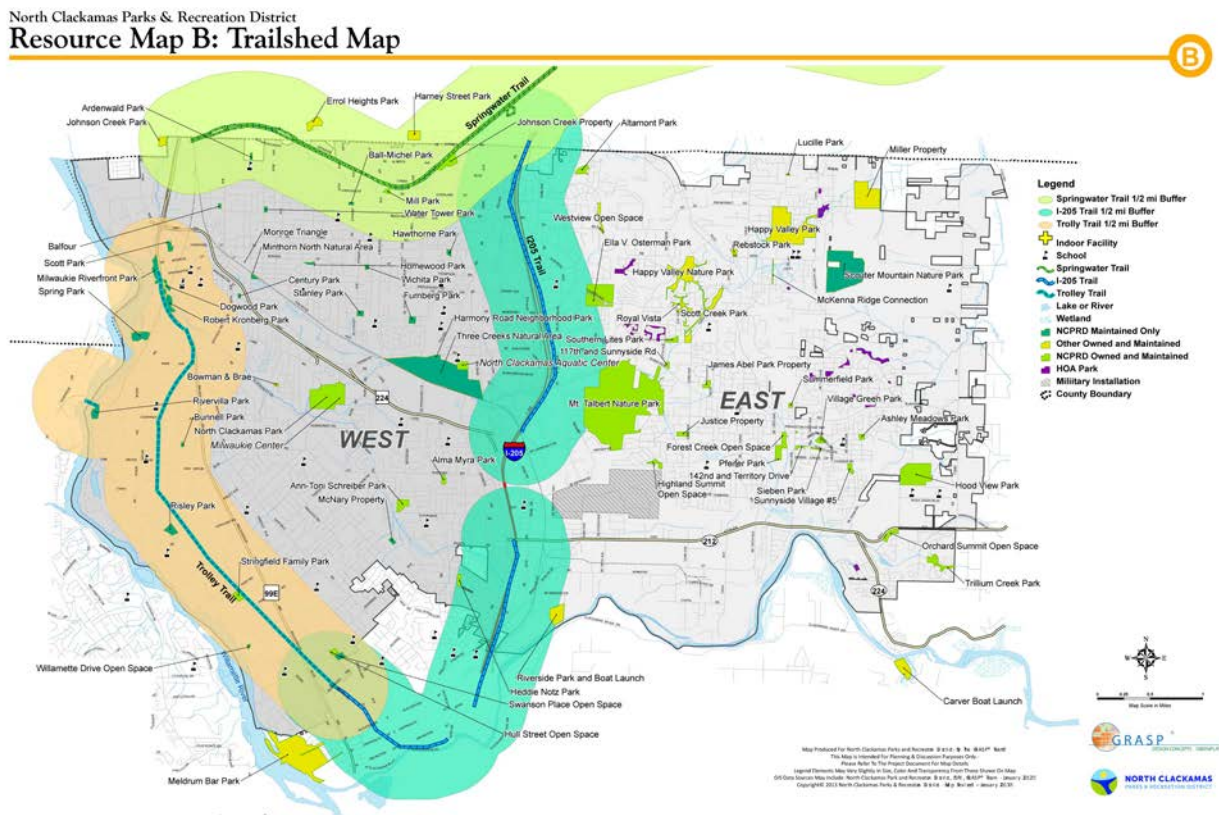


Trailshed Analysis

Resource Map B (Figure 43), or a trailshed analysis, is another way of looking at a trail system and its connectivity to other recreational opportunities within a system. Access to a trail is defined as ½ mile proximity to any portion of a trail and therefore a trailshed includes a ½ mile of the centerline of a trail. Based on this definition, any person located within that ½ mile catchment area is afforded connection or access via that trail. Based on this map, one can see that NCPRD currently has three trailsheds (Trolley Trail, I-205 Trail and Springwater Corridor Trail). Each trailshed is shown in a different color.

NCPRD has made great strides in trail development and the ultimate goal continues to be a well-connected system of trails throughout the District. Linking two or more trailsheds increases this connectivity and the number of facilities or components accessible to users. Developing multiple and well-spaced access points along trails is also important. The thumbnail map below is for reference and illustrative purposes only. Larger maps can be found in *Appendix E*.

Figure 43: Trailshed Analysis Map





Summary Level of Service Findings

NCPRD parks and facilities are generally well maintained. However, with the multiple partnerships, ownership and management situations within the District, maintenance standards vary significantly. Portions of the system are reaching the end of their functional lifespan and will be in need of upgrades or replacement in the near future. These upgrades or replacement could significantly affect the level of service in a favorable way. In addition, numerous properties exist that currently are undeveloped. Strategic development of these properties will also impact level of service modeling.

From an overall level of service analysis, the District has well distributed coverage of **97 percent** of the area having at least some access to recreational opportunities. The average level of service per acre served is higher in the west than the east but a greater number of people live in the west subarea. Threshold analysis shows that in general, where service is provided it exceeds the threshold, indicating that residents for the most part have reasonable access to recreational amenities.

When further analysis is done to look at the distribution and quality of amenities within half-mile proximity of users (walkable distances), the level of service drops off dramatically. This would indicate that a significant portion of the level of service in the District is being provided by centrally located larger facilities such as community parks versus a well distributed system of neighborhood parks and trails. In addition, there are significant pedestrian barriers that exist within the district that limit access to existing recreation opportunities. While a majority of the District and actual population has some access to recreation facilities within walking distance, much of that service is below the threshold level. Areas without any service, however, tend to be sparsely populated or unpopulated with the notable exception of area “C” on map **PB-1**. Area C is the Oatfield residential neighborhood of the District.

Figure 38 (PB-1) identified several areas with potential for impact on the greatest populations. Those areas are located in the Southgate, Sunnyside, Oak Grove, and Clackamas neighborhoods. The need for increased overall level of service is confirmed when evaluating data comparing NCPRD to a sampling of other park districts that have used GRASP®. NCPRD shows a lower number of components and parks, compared to population, than most of the park districts reviewed. See *Appendix H* for comparison charts.

The analysis and findings in this technical section of the Master Plan will have a significant influence on recommendations and decisions regarding future capital improvements and priorities for repair and replacement of existing facilities. Limitations regarding the use of existing revenue sources will also factor into the District’s ability to effectively address the documented needs.



Chapter 9: District Profile, Survey and Influencing Trends

Community Profile and Demographics

In order to evaluate the need for parks and recreation services, it is important to understand the needs and desires of the residents who live in the area.

Changing demographics strongly influence the needs of a community. The addition of Happy Valley in 2006 brought a significant amount of growth to the District. Happy Valley made up over half the District's overall growth between 2000 and 2014. Much of that growth came in the form of young families who have needs for different types of recreational amenities than those of other parts of the District.

Although NCPRD is building and supporting an entire parks system, evaluating areas of the District as individual communities with tailored needs is also important. *Figure 44* demonstrates the varying profiles of communities throughout the District.

Figure 44: Area Demographic Comparison

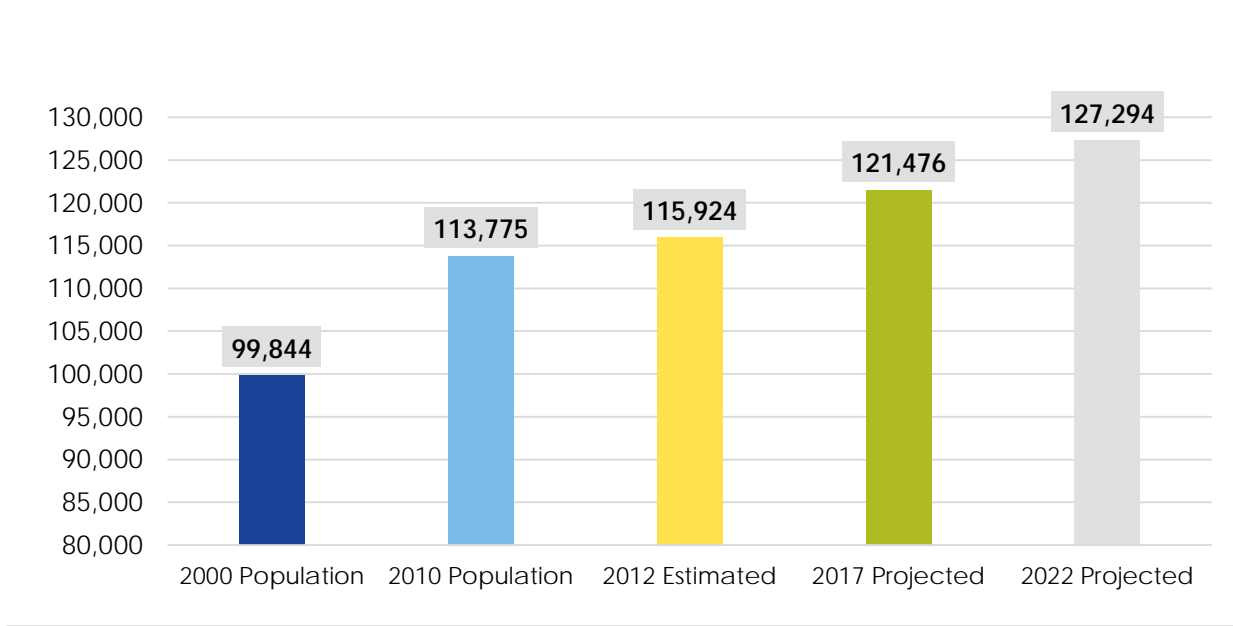
	Happy Valley	Milwaukie	NCPRD Unincorporated & Damascus
Population Growth 2000 - 2014	340% (4,519 - 15,342)	0.2% increase (20,490 - 20,533)	5% increase (74,835 - 78,876)
Household Size	3.1	2.28	2.6
% of Population Under Age 18	27%	20%	22%
Median Household Income	\$80,790	\$47,205	\$58,315
Median Home Values	\$366,278	\$241,993	\$292,486

Source: 2014 Claritas Estimates

The addition of Happy Valley with its strong growth patterns and differing demographics, as well as its high level of contribution to parks and recreation funding, has called attention to the issue of how parks and recreational services are dispersed throughout the District. As part of this master planning process, significant emphasis was placed on evaluating “geographic equity” issues and ensuring District citizens get the most benefit possible from their investments.



Figure 45: District Population and Projections



Source: 2010 Census and ESRI Business Information Solutions. *GreenPlay, LLC, calculated projected populations based on ESRI growth multiplier of .94 percent for NCPRD. The 2000 population numbers include the City of Happy Valley, although Happy Valley didn't join the District until 2006

A comprehensive analysis of NCPRD's demographics can be found in *Appendix I*; summary information is presented below, in *Figure 46*.

Figure 46: NCPRD Demographic Summary

Category	Highlights
Age	<ul style="list-style-type: none"> The median age for the NCPRD is 38.7 years; comparable to State and National averages 31.7% of NCPRD residents are younger than 25, and 26.5% of NCPRD residents are 55 years of age and older.
Ethnicity	<ul style="list-style-type: none"> NCPRD's diversity rate is comparable to the rest of the State, but less than the Country as a whole. The majority of NCPRD residents (83.8%) identify as white alone. The largest other cohorts are Hispanic (9.2%) and Asian (6.3%)
Income	<ul style="list-style-type: none"> Median household income in NCPRD is \$56,270; higher than both the State of Oregon (\$47,814) and the United States (\$50,227).
Education	<ul style="list-style-type: none"> Fewer NCPRD residents 25 years and older have a Bachelor's and/or Master's Degree than residents in the State and in the Country. 8.3% of NCPRD residents have a Graduate or professional degree, a rate that is lower than State (23.5%) and National (10.9%) averages.
Homeownership	<ul style="list-style-type: none"> The ESRI Market Profile predicted that in 2010, 59.5% of NCPRD housing units were owner occupied.



Community Desires

Focus Groups and Stakeholder Meetings

Public and stakeholder involvement and input are vital to developing a strong and citizen-focused Master Plan.

During the summer and early fall of 2012, fourteen stakeholder focus groups meetings, two community meetings and several individual interviews were conducted. Additionally, NCPRD Management and staff met with local Citizens Planning Organizations, the Milwaukie Parks and Recreation Board, and the Milwaukie City Council and representatives from the City of Happy Valley to discuss the effort to develop the new Master Plan and encourage community members to be involved in the process.

During focus group meetings, participants were asked to identify:

- *The key strengths of the NCPRD System – what needs to be kept and celebrated?*
- *What needs fixing or improving?*
- *What is not working?*
- *If they had a blank check, what improvements/changes would they make to the NCPRD system?*
- *Are there programs/services or facilities that are desired that are not currently offered?*
- *Are there potential partners or available land, or other opportunities that the NCPRD should explore?*
- *What key issues and values should be considered while developing the new Master Plan?*

Overwhelmingly, the feedback received was that NCPRD does a good job with the facilities and resources they have. The general consensus is that the District is doing a lot of things right and citizen satisfaction is high. People want to be kept informed and involved, and believe taking care of the District's assets while providing a balance of passive and active recreation is important.



A key issue that emerged was the difference in park development patterns throughout the District. Because more System Development Charges are available to fund park development in growing areas, park development has been significant in those areas. The results of the meetings were used to finalize the community-wide, statistically valid random survey and the self-selected open link survey.

Community Survey

The primary purpose of the survey was to gather public feedback on NCPRD parks, natural areas, programs, facilities, services and other community investments. This feedback and subsequent analysis was designed to assist NCPRD in developing an update to the Parks and Recreation Master Plan and Cost Recovery Model.

Survey Highlights

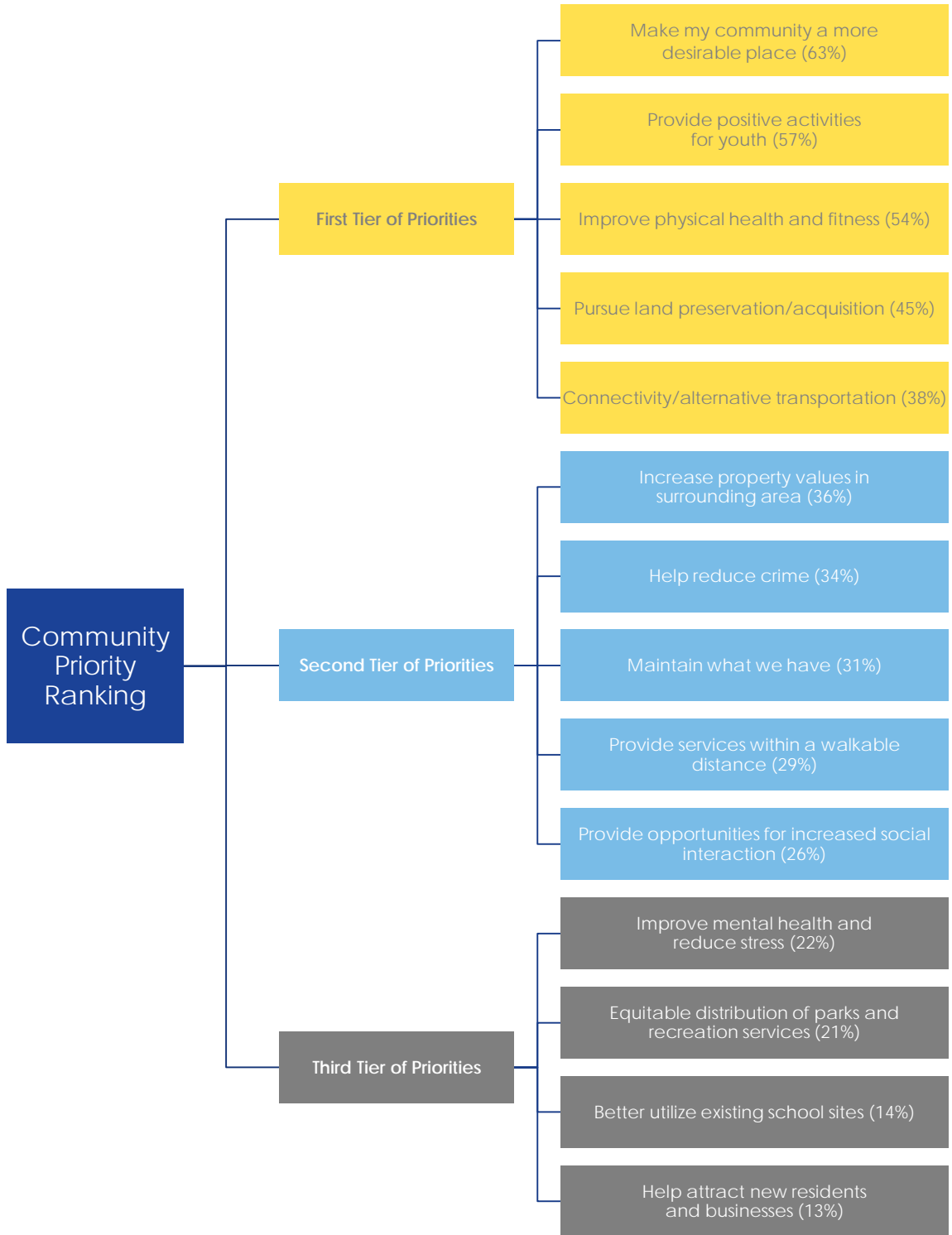
Highlights from the survey results are summarized below. The entire survey report and analysis can be found in *Appendix J*.

Top Five Priorities

When asked to rank the top five priorities for the NCPRD to address, respondents indicated a clear ranking, as show on *Figure 47*:



Figure 47: Survey Response, Community Priority Ranking



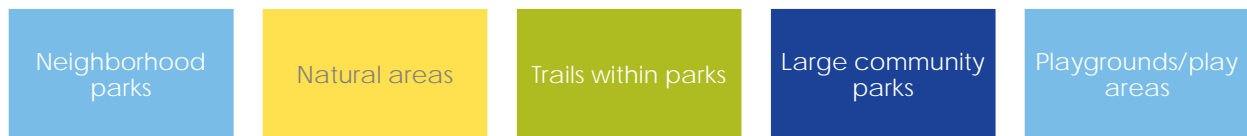


Usage Frequency

Usage information is important in determining what types of facilities are most popular and is helpful in guiding recommendations and decisions for future investments. Residents of NCPRD used neighborhood parks most frequently over the past year (at least 28 times over the past 12 months, or a little more than twice per month). Trails within parks, playgrounds/play areas, large community parks, and natural areas followed with at least 11 visits over the past 12 months, which averages to about once per month.

Importance vs. Satisfaction – Current Facilities

It is informative to compare how current facilities that were rated as important score on how well they are meeting residents' needs. The following are facilities that are considered highly important and are also meeting the household needs of the District. Maintaining these important assets should be a priority for NCPRD:



In the following areas, respondents indicated facilities are not meeting their needs; however, these facilities are important to fewer households. These “niche facilities” are used by a small, but passionate following. There is value in measuring participation and planning for potential future enhancements. The following facilities should be evaluated periodically to make sure the needs of these specialty users are satisfied:



Why Facilities Are Not Used / Where Improvements Can Be Made

Respondents were asked why they do not use NCPRD facilities and where they felt improvements should be made. Not being aware of facilities (47%) was the most frequently reported reason for not using NCPRD facilities and it was the most frequently reported as needing improvement. No time/other personal issues ranked second at 41% for reasons why respondents do not use facilities.

After awareness and time constraints, other reasons and improvements needed were:

- Price/user fees (41% reason for not using; 27% needs improvement)
- Don't have the facilities I want (16% reason for not using; 22% needs improvement)
- Accessibility (15% reason for not using; 21% needs improvement)
- Lack of facilities and amenities (10% reason for not using; 22% needs improvement)



Greatest Facility Needs over the Next 5 to 10 Years – Facilities to be Added, Expanded, or Improved

The following statement was used to introduce survey questions relating to facilities to be added, expanded or improved:

“NCPRD funds parks, recreation, and trail operations and maintenance with user fees and property tax dollars.

As you answer the following questions, please keep in mind that additional funds would be required to build, operate, and maintain new parks, recreation facilities, natural areas and trails.”

Based on this information, respondents rated the greatest needs of the District over the next 5 to 10 years on a 5 point scale in which 1 was Not At All Important and 5 was Very Important. They also ranked their first, second, and third highest priority facility needs over the next 5 to 10 years. The following facilities that had the highest percentage of households indicating a rating of 4 or 5 were:

- Natural Areas (Passive Recreation (62% 4 or 5 rating, 3.7 average))
- Natural Area Land (Conservation Focus) 56% 4 or 5 rating, 3.5 average))
- Outdoor Plaza/Gathering Space (54% 4 or 5 rating, 3.4 average)
- Community Gardens (51% 4 or 5 rating, 3.4 average)
- Fitness Trail with Circuit Equipment (48% 4 or 5 rating, 3.3 average)

Importance vs. Satisfaction – Programs, Activities, and Special Events

As with facilities, it is informative to compare the scores respondents give programs, activities, and special events in terms of importance, with scores for how well they are currently meeting their needs.

Programs, activities, and special events that scored high both in importance, and in currently meeting needs included:



It is important for NCPRD to maintain these programs.



Programs with relatively high importance, but with low scores for how well their needs are being met should be improved. These programs have the greatest opportunities to improve the overall performance of NCPRD programs.



In the following areas, respondents felt programs are not meeting needs well, but are important to fewer members of the community. These “niche programs” serve a small but passionate following; therefore, there is value in measuring participation and evaluating the merit of potential future enhancements to meet those needs, possibly through expanded or new partnerships.



Current Program and Facility Fees Directly Charged to Households

Respondents were asked to indicate their opinions regarding current program and facility fees. The majority of respondents did not have an opinion for either program charges or facility charges. However, a substantial percentage (about one-third) of respondents felt fees were acceptable for the value received for both facility and program fees charged.

In regards to facility charges, 14 percent of households felt that fees were too high for the value received and only 2 percent felt that fees were underpriced. This trend was similar for program fees where 7 percent indicated that fees were too high for the value received while only percent felt that fees were underpriced.

Support for Potential Tax Rate Increase

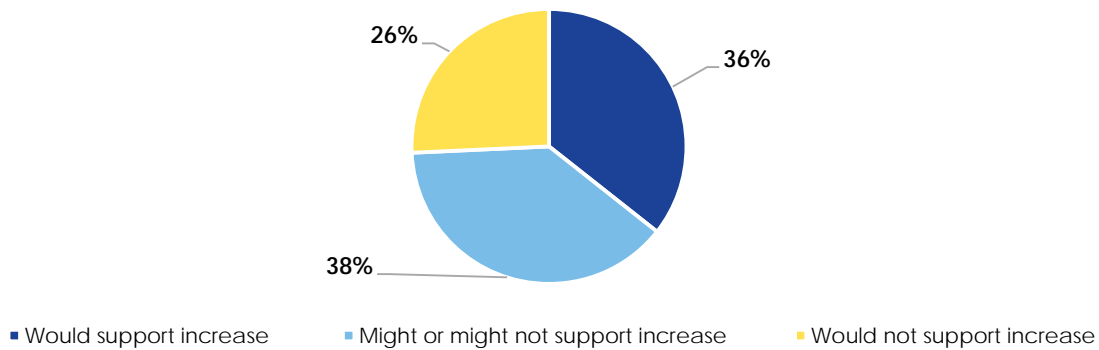
Respondents were given the following background information about tax rates comparing NCPRD with other peer districts in Oregon:



“The current tax rate for NCPRD is \$0.5382 per thousand dollars of assessed value. Therefore, a home in the District assessed at \$200,000 would currently pay about \$9 monthly for parks and recreation. Tax rates for other park and recreation districts in Oregon range between \$0.9076 for Chehalem Park and Recreation District in Newberg/Dundee, equal to approximately \$15 per month on the same \$200,000 assessed value, and \$1.9732 for the Willamalane Parks District in Springfield, equal to approximately \$33 per month.”

Based on this information, respondents were then asked what their level of support would be if the NCPRD increased the tax rate to fund improved operations and maintenance, and provide additional recreation programs and services. A fairly even distribution of mixed response was indicated:

Figure 48: Support for Tax Increase



Of the respondents who stated they would or might support an increase, a clear majority (74%) indicated support for the most modest increase of \$5 to \$10 per month.

Support for Capital Bond to Fund New Facilities

Regarding a possible capital bond to fund new facilities, the following information was provided to respondents:

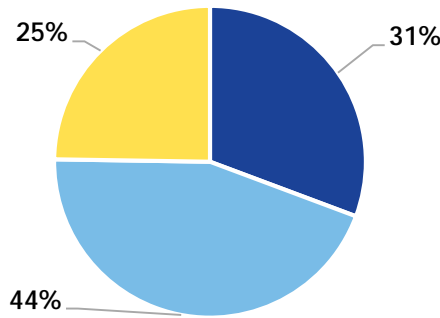
“NCPRD primarily funds land acquisition and development of new facilities with System Development Charges (SDCs) on new residential and commercial construction. Grants and partnerships are other funding sources for capital improvements. Many Park Districts also issue bonds to acquire and build new parks and recreation facilities.

Knowing that additional funds are necessary to acquire and build new parks and recreation facilities in NCPRD, would you be supportive of a capital bond to fund the new facilities that are important to your household?”



As shown on *Figure 49*, results were similar to those found on the tax rate question, and of the respondents who stated they would or might support a capital bond, again, a clear majority indicated support for a modest increase of \$5 to \$10 per month.

Figure 49: Support for Capital Bond



■ Would support a capital bond ■ Might or might not support a capital bond ■ Would not support a capital bond

Survey Mapping

Several maps of survey selected questions show where responses were generated geographically. The maps illustrate the relatively even distribution of survey respondents from throughout the district. These maps can be found in *Appendix E*.

Influencing Trends and Best Management Practices in Parks and Recreation

The following information highlights relevant local, regional, and national parks and recreation industry trends from various sources that may influence the North Clackamas Parks and Recreation District (NCPRD) planning efforts over the next ten years. A detailed trends analysis can be found in *Appendix K*.

- The top five athletic activities ranked by total participation nationally include: exercise walking, exercising with equipment, swimming, camping, and aerobic exercising.
- The top five programs parks and recreation departments across the nation are planning to add within the next three years will focus on fitness, education, teens, mind-body balance, and active adults.

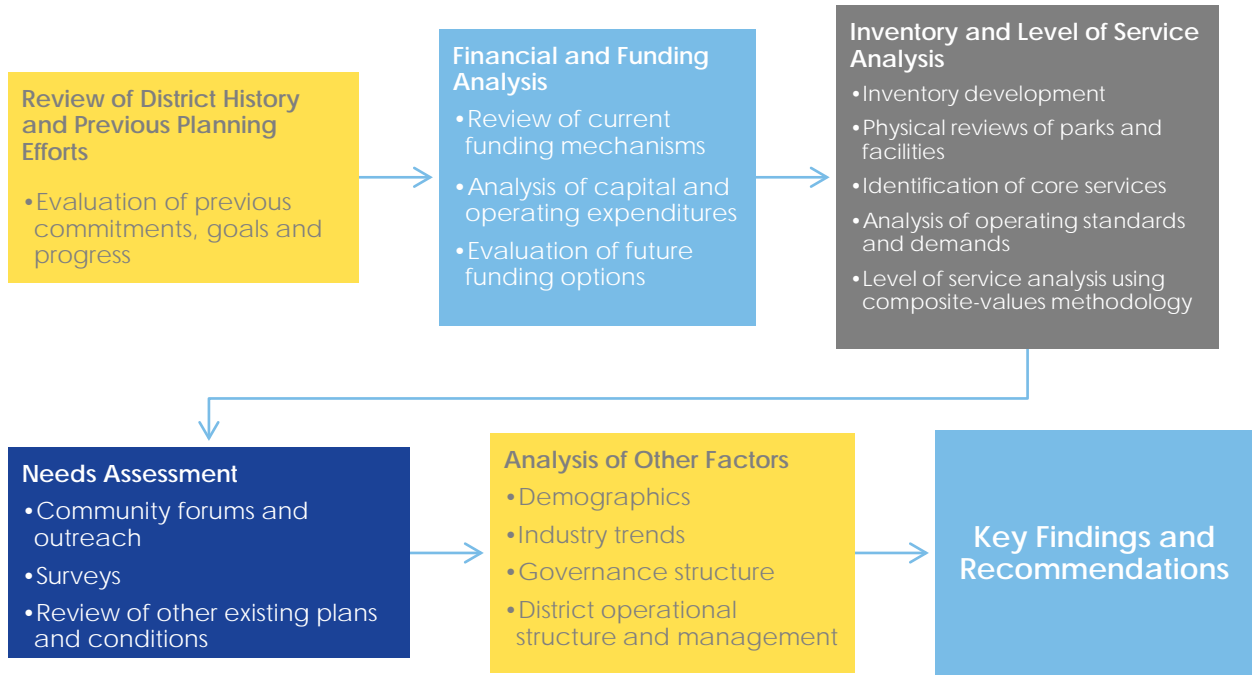


- Therapeutic recreation programs and inclusion services are considered an important trend when planning for the future.
 - There is an increasing trend toward indoor leisure and therapeutic pools.
- The most common programs offered in communities throughout the country are holiday events and other special events, fitness programs, educational programs, day camps and summer camps, mind-body balance programs such as yoga, tai chi, Pilates and martial arts, and youth sports teams.
- Trails, parks, and playgrounds are among the most important community amenities considered when selecting a home.
- In Oregon, natural areas and open space, wildlife habitats, clean water and river access, environmental protection and a healthy green infrastructure are important values.
- A national trend in the delivery of parks and recreation services reflects more partnerships and contractual agreements to support specialized services.
- The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants believe that developing local parks and hiking/walking trails is important, and that there should be more outdoor education activities during the school day.
- Parks and recreation administration trends include agency accreditation and enterprise fund budgets.
 - Web-based niche marketing tools are gaining in popularity for agencies to use as a creative means of marketing programs and services.
- March 15, 2012 was the deadline for ADA transition plans to be in place with organizations to demonstrate compliance to the amended regulations. This may present a significant need for agencies to allocate resources to address transition needs.



Chapter 10: Key Findings, Recommendations, and Implementation Strategies

Previous chapters have highlighted needs and opportunities that were identified through a thorough analysis of the District’s history and previous planning efforts, budgets and funding sources, current level of service, and needs and desires of residents.



This chapter summarizes the key findings and presents recommendations intended to allow the District to achieve strategic growth and meet the needs and desires of District residents into the next decade.



KEY FINDINGS

- There is tremendous value placed on the parks system by District residents, and a high degree of satisfaction with the parks and recreation services that are currently provided by NCPRD.
- There are unmet needs and strong desires for additional parks, trails, and natural areas, particularly in specific areas of the District.
- There is strong community desire for additional recreational facilities and programming.
- There are growing needs for improvements to existing facilities.
- Funding for capital investments in new parks and facilities, and for improvements to existing facilities, is not adequate for meeting the needs.
- The primary funding source for capital improvements -- System Development Charges -- are the only solid source of funds in rapidly growing neighborhoods. There is not a significant source of funds for park development in neighborhoods that are largely built-out, or for large-scale projects that have the ability to serve large segments of district residents.
- The methodology for collecting and investing SDCs needs to be updated to ensure that this growth-related funding source is appropriately supporting growth-related needs for neighborhoods and possibly District-wide facilities.
- Given a growing number of parks and facilities, increasing operations and maintenance costs, and relatively fixed operating revenue, current funding sources are inadequate to maintain the current level of service throughout the District or support additional growth.
- Property tax revenues make up the largest portion of the District's operating budget. The property tax rate cannot be increased unless the District is re-formed.
- The District's current governance structure provides an Advisory Board of District residents dedicated to parks and recreation issues, but without authority to implement policy changes or recommendations.
- Investments and enhancements to improve efficiencies of District operations, technology tools, and data collection can help the District get the most of its resources, but funding for the proposed investments is currently limited.
- Reducing duplication of effort and clarifying roles and asset ownership issues with City partners could provide greater synergy and efficiencies and ensure efficient use of available funds.



Key Recommendations

This update to the NCPRD Master Plan initiated in 2012 and preliminarily concluded in 2014, was based on an aspirational vision for facilities and services throughout the District. The plan was reflective of industry standards and represented a somewhat unconstrained vision for additional facilities and services that would be developed and implemented to better serve the needs of the growing District, but was absent of current financial constraints.

The aspirational vision also identified the need for the District to obtain the financial means to deliver on the additional facilities and services. As a result, one of the key recommendations of the draft Master Plan involved securing significant new funding to implement a robust Capital Improvement Plan, and also securing additional ongoing revenue to provide for expanded programming and maintenance for new facilities.

In August of 2014, the NCPRD Board of Directors authorized a ballot measure which, if approved, would have increased the permanent tax rate of the District by \$0.35 per \$1,000 of assessed value. The revenue from this increase was intended to provide for a one-time limited capital program, while also providing the District with additional operating funds, including added resources to maintain existing and new facilities, expand recreation programs, and address a portion of significantly overdue capital repair and replacement projects.

Unfortunately the ballot measure failed (46% Yes, 54% No). As a result, the District has no short-term means to pursue an aspirational list of capital improvements and expanded programs, let alone adequate funding to address a significant repair and replacement backlog for existing facilities.

Based on the outcome of the ballot measure, the District Board directed NCPRD to revise the draft District Master Plan so that it better reflects the current (2015) financial realities of the District. The Master Plan has been revised to indicate what additional facilities, programs and improvements the residents of the District can expect given the current funding model. Expenses are expected to continue to outpace revenues, and new facilities will be mostly limited to those areas where revenue from growth (primarily Park System Development Charges) and matching non-SDC dollars become available to acquire and develop new facilities, along with growth in District tax revenues sufficient to support the new maintenance obligations.

Adopt an updated Capital Improvement Plan

The Capital Improvement Plan (CIP), developed alongside this Master Plan, identifies specific acquisition, development, and redevelopment of parks, open spaces and facilities within the District. The CIP was designed to address the key issues identified through this Master Plan process.

As with the recommendations put forward in the 2004 Master Plan, with the current funding available to the District, it cannot begin to address all of these needs. Additional funding



sources are needed. Without additional funding, NCPRD will need to identify expense reductions, reduce levels of service, and work to create additional revenues as outlined in the Cost Recovery document to improve the overall District cost recovery picture. Limited and strategic capital improvements could move forward only as funds are identified to cover associated operational and maintenance expenses.

The recommended CIP responds to a very limited number of the needs identified by the community, and would allow the District to do only some of the following, as funding allows:

- **Parks**
 - Establish new neighborhood park sites in areas where Parks SDC funds support acquisition and development and additional tax revenues that support future maintenance.
 - Develop unimproved park sites as funding and demand allows.
 - Enhance existing sites (loop trails, community gardens, fitness stations, covered picnic areas, etc.) where these types of improvements expand service and are supported by maintenance funding.
- **Greenways**
 - Complete trail links (close the gaps)
 - Acquire and develop a select few new trail corridors in areas of growth within the District.
 - When possible, work with partners to improve connectivity to and between district facilities.
- **Natural Areas**
 - Improve/enhance existing sites (to increase resource values and public access).
 - As funding allows, add to and connect existing natural areas and greenways, and add new sites to expand green infrastructure.
- **Special Use Areas**
 - When sufficient funding and partnerships are available, construct sports fields, multi-use, and all-weather fields.
 - Based on available funding and partnerships, establish additional facilities such as plazas, gathering spaces, off-leash facilities and action/alternative recreation facilities (i.e., skate parks), with a focus on youth and diversity.
 - Identify funding and partnerships to support the acquisition and development of additional water access areas, and facilities that provide nature play and similar features that may not be available elsewhere in the District.
- **Indoor Facilities**
 - Based on available funding, re-purpose the existing Milwaukie Community Center to serve a broader customer base, and update the existing aquatic park to improve cost recovery and expand programs.
 - Research future community center opportunities in the east portion of the District.



- **Repair, Replace, Refurbish**
 - Based on safety standards and available funding, repair, replace and refurbish components and facilities, as needed.

Identify funding sources for a more aspirational Capital Improvement Plan

Explore opportunities for a future bond for capital combined or sequenced with a future voter-approved increase in the permanent tax rate for the District

The only dedicated source of funding available to NCPRD for land acquisition and the development of new facilities is System Development Charges (SDCs) collected from new residential and commercial construction. While grants and partnerships are other important funding sources for capital improvements, they usually arise as a result of a specific opportunity, and require matching funds from the District.

As identified on page 28 (*Figure 18*), based on the current SDC ordinance, park SDCs are projected to provide only \$94,000 for park development in the City of Milwaukie over the next 5 years. An additional \$540,000 is estimated within area 1, Milwaukie UGMA. This is due to the limited opportunity for new development in the area. The unincorporated area west of I-205 (service area 2) has some potential for additional growth, but the projections estimate a modest \$1,500,000 to be available from collected SDCs in the next 5 years. \$7,500,000 is projected to be available in Happy Valley and the unincorporated area east of I-205 (service area 3).

Those SDCs projections are not enough to fund even a small amount of the parks and recreational facilities needed and desired by residents. SDCs cannot be used to correct park deficiencies or enhance current facilities unless those additions are growth-related. City of Happy Valley growth is creating a high demand for parks and recreational facilities and SDCs to support additional park development. Although *growth-related* needs are not pressing in other areas of the District, community desire for parks and facilities are high and many areas are underserved, as identified within the needs analysis. The need for additional capital funding is increased in those areas of the District, because, by ordinance, SDCs can only fund that portion of a project that is growth related. The majority of projects require additional funds.

Review and update Park System Development Charges zones and rates

System Development Charges (SDCs) are a dedicated source of funding for acquiring, developing or improving parks or facilities that are needed to support growth within the District. The District adopted a system development charge ordinance in October 1994, which was amended in 2004 and again in 2007.

Due to the growth of the city of Happy Valley, the District is expanding and facing the challenge of providing new capital facilities to meet the service demands created by new growth and density.



Based on the current SDC methodology, there are different SDC rates for each of the zones within the District. They each have different SDC charges due to the differing needs for capital improvements created by projected growth in the zone, and the demands the growth places on community-wide facilities.

With the changing nature of the District, it is necessary to review these geographic zones and their rates. The analysis needs to ensure SDCs are collected and invested in a way that specifically meets projected growth-related demands in each zone, and the impact on system-wide facilities, while also factoring in the current limited financial capacity of the District.

Identify Funding Sources for Strengthened Programming and Ongoing Operations

Several factors have led to the recommendation for increased operating funding:

- Community outreach and statistically-valid market research has demonstrated that District residents desire more recreational facilities, programming and services.
- The cost of maintaining the parks and facilities in the District continues to grow, both because of the increasing number of parks and facilities to maintain, and because of increasing costs of labor and materials. Meanwhile, property tax revenues are limited by state law to a 3% increase per year unless there is new construction.
- Adequate operating and maintenance funding must be identified and secured along with any major capital development project in order for new investments to be viable.

Continue to explore re-forming the District as an independent parks district

The only means of increasing NCPRD's permanent tax rate to fulfill the goals laid out in the new Master Plan is through the formation of a "new" district with a higher maximum permanent rate, and the simultaneous merging of the current District into that newly formed District.

In the future, if the District re-forms to set a higher permanent tax rate, it should explore re-forming as a Special Parks and Recreation District under ORS 266.

NCPRD is a county service district, formed under ORS 451. Most county service districts are created to provide public health and safety services such as sewage, drainage, street lighting, water, transportation, emergency medical services, libraries, human services, law enforcement, cemeteries, and animal control.

All other known urban parks and recreation districts in Oregon are formed under ORS 266, which was designed specifically for parks and recreation districts. This statute spells out provisions for District governance and resident representation, employing legal counsel in its



sole best interest, the establishment of a sinking fund, and powers for taxation and indebtedness, all while focusing exclusively on park and recreation lands, services and facilities. Re-forming under this statute would allow District residents the benefit of a single-purpose Board of Directors made up of members who reside in the District, with the ability to be agile and responsive to the changing dynamics and recreation needs of the citizens of the District.

Shift to a market driven approach to recreation programming

In order to most effectively and efficiently serve its residents, the District should develop a market-driven approach to program development and service delivery. By focusing on District resident demographic information, survey and trend data that identifies needs and desires, and sound resource allocation methodology, the District can most effectively ensure its programs and resources deliver the highest benefit to the community, and the strongest return on the District residents' investment, based on limited funding.

Implement the Cost Recovery Plan

- Adopt policies regarding Resource Allocation Philosophy and Model to guide taxpayer investments, serve as the basis for establishing fees and charges, and improve the District's cost recovery picture moving forward.
- As funding allows, fund and leverage the Scholarship Program through annual general fund allocations and partnerships.
- Define the role and responsibilities of groups and organizations that have aligned interests with NCPRD and help to fulfill core services.
- Adjust fees to align with the Target Tier Minimum goals for cost recovery and fee guidelines.
- Review, seek and implement alternative funding sources including new partnerships and sponsorships.
- Reduce expenditures through continued creativity and focused financial management and business best practices.
- Adjust program management strategies by modifying or cancelling programs that do not meet minimum cost recovery goals or minimum participation levels and promoting new or modified programs that are more likely to succeed.
- Improve marketing efforts to achieve target participation levels and cost recovery goals.



Evaluate and address operational efficiencies

Maintenance Facilities

- NCPRD currently leases a maintenance shop in the west portion of the District. NCPRD shall further review the potential benefits of a centrally located maintenance facility that may produce cost savings and efficiencies to the District.

District Office Location

- The current NCPRD Administration office is located outside of the District. Other staff is located at the Milwaukie Center, Aquatic Park, and at facilities throughout the District. NCPRD should review whether location of staff impacts delivery of service and efficiencies in communication, and if there are opportunities for centralized re-location.

Enhance collaborative partnerships

General

- Address land ownership and best practices for capital investments on non-district owned properties.
- Update Intergovernmental Agreements with the cities of Happy Valley and Milwaukie to reflect current priorities and operational inefficiencies.
- Consider where additional collaborative management structures through annexation or inclusions, private partnerships, contractual agreement, long-term leases, shared use, reduction of duplicative services, etc. would be beneficial.

North Clackamas School District

- Update Intergovernmental Agreement with the North Clackamas School District and re-evaluate shared resident programming and facility needs, including ballfields, playgrounds, court use, and co-located facilities.

Strengthen communications and oversight

- Develop a communications strategy to engage the general public, partners and special interest groups throughout the Master Plan implementation process.
- Improve public awareness of the District's facilities and programs, and, as funding allows, consider increasing targeted marketing and outreach efforts.



- Explore and enhance community events to create greater exposure of NCPRD facilities and programs.
- Develop a District Advisory Board Speakers Bureau.

Implementation Strategies:

Revise District land acquisition and development strategies and tools

Utilize Level of Service analysis to inform decisions and priorities for purchasing land in unserved and underserved areas of the district.

- Acquisition should be prioritized over development, due to the rate of urban development on developable lands that make good park sites. Action should be taken to strategically acquire a sustainable number of parcels in the unincorporated urban area and quickly developing East Happy Valley to assure an adequate amount of park land in the future.
- Conduct a sports field study that examines the current inventory and usage, projected growth in need, and opportunities to establish more fields.
- Prioritize acquisition and development of new parks in areas identified in *Figure 38, PB-1*; as grey (indicating no service); Milwaukie (AA, CC), Southgate (B), Oatfield Ridge (C), Oak Grove (D), Clackamas (E), and Happy Valley (F, G, H).
- Consider and enhance strategic partnerships, including those with the fire department and Oak Lodge Sanitary District, to leverage resources and maximize synergy of co-location with other important community assets.
- Assess current and future value of existing undeveloped sites to determine which no longer fit with the priorities of the District and could be sold and the proceeds invested into higher priorities.

Focus efforts on walkability, equitable access, and an enhanced trail system

- Focus on neighborhood park acquisition and development, which should be strategically located so that no resident would travel more than one-half mile to reach a facility.
- Update the Geographic Information Systems (GIS) trails layer to establish a current snapshot, and develop a planning tool.



- Develop an urban trail system plan that addresses walking and bicycling, especially in conjunction with the development of neighborhood and community parks. This plan should address community connectivity, safe walking conditions, and a system approach to planning and implementation. Use should be made of open space linkages along creek and river banks, ridgelines, and existing rights-of-way. Open space dedication at the time of development could be used as a means of completing this trail system. NCPRD has the ‘bones’ of an outstanding trail system with three major multi-use trails that potentially could create a very valuable loop bordering the west half of the district. Providing feeder or connections to these regional trails through existing neighborhoods will increase the overall level of service in underserved or no service areas. In order to create recreational, safe routes to parks, school and commuter access for the majority of the citizens, the more challenging cross-town links and feeders into the existing trails will need to be addressed.
- Continue to develop the trails system throughout the District, including implementation of the Mount Scott – Scouter Mountain Loop Trail Master Plan.

Evaluate opportunities to develop or re-develop existing facilities for increased level of service

In order to address the recommendations established in the Level of Service Analysis (Chapter 8), the District should focus available resources to improve, modify and/or enhance existing facilities to better serve residents.

- Address low scoring facilities and amenities by adding new amenities to existing parks as recommended in this Master Plan in Chapter 10. *Figure 38 (PB-1)* identifies several areas with potential for impact on the greatest populations, specifically areas Southgate (J), Oatfield (N), Oak Grove (S), Sunnyside (U) should be prioritized.
- Adding new amenities consistent with current trends helps to keep parks up to date and meets the needs of current residents. *Appendix G* includes tables listing “Low Scoring Facilities” and “Low Scoring Components in Specific Facilities” that would increase level of service in areas of the District that are below threshold or underserved, if improved.
- Many of the properties identified above are undeveloped natural areas. Providing passive recreation opportunities and access to these areas will also increase level of service. Informal open spaces, natural surface trails, and interpretive signage are examples of uses that may be considered.

Conduct an overall indoor facility study

In conjunction with the need to develop a new community center in Happy Valley and improve the Milwaukie Center to serve a broader older adult population, the District should conduct a system wide analysis of indoor recreation facilities and needs.



Conclusion

North Clackamas Parks and Recreation District's 2015 Master Plan and accompanying Capital Improvement Plan lay out an array of potential improvements that will enhance park and recreation facilities and services to the benefit of all residents of the District.

Implementing the vision developed throughout this planning process will require effort, creativity, and additional resources in order to fund acquisition, development, operations and maintenance.

Through a focused and thoughtful effort, together with partners and stakeholders, the District can achieve strategic growth to meet the needs and desires of District residents into the next decade.

North Clackamas Parks & Recreation District **Parks and Recreation Master Plan**



In association with
Barney & Worth, Inc.
Portland, Oregon



District Advisory Board Approved Fall 2003
Clackamas County Board of County Commissioners
Adopted Winter 2004

North Clackamas Parks & Recreation District is a service district of Clackamas County

Acknowledgements

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PURPOSE OF THE PLAN

The North Clackamas Parks & Recreation District was formed in 1990 when residents voted to create a County Service District to fund a higher level of parks and recreation facilities and programs in northern Clackamas County. As a *County Service District*, North Clackamas Parks & Recreation District is legally separate from other Clackamas County departments and has its own taxing authority. The Board of County Commissioners acts as the District's Board of Directors.

In 1990 a Citizen Task Force and Clackamas County Planners developed the first Master Plan for the District. This, along with a Neighborhood Parks Master Plan, has guided North Clackamas Parks & Recreation District in providing parks and recreation facilities, programs and services to its residents.

During the years since the first Comprehensive Master Plan was developed, the District has experienced dramatic changes. Population has grown significantly, the citizenry has become older and more ethnically diverse, and recreation preferences have changed.

The most debilitating changes have resulted from the passage of statewide property tax limitation Measure 47/50 in 1997, which has affected almost all public agencies. Since 1997, District revenues have grown only 3 to 4 percent each year; operations costs have grown by 7 to 8 percent. The costs of land acquisition and development have also continued to rise.

North Clackamas Parks & Recreation District initially struggled to prevent cuts in programs and park development by using monetary reserves. However, in the last five years, lower revenues have forced staff cuts, program reductions, and reduced funding for maintenance. Voter

rejection of two local option levy requests suggests that the District will need to re-evaluate service delivery options and clearly define priorities to assure maximum impact with limited financial resources.

The Master Plan represents the recreation needs of the community. The District cannot bear the responsibility alone for meeting these needs, but has the ability to bring stakeholders and interest groups together to coordinate the provision of services and facilities throughout the community. The entire community – public agencies, schools, private businesses, and non-profit organizations – must all collaborate and contribute to meet the recreation needs of the residents of North Clackamas County.

The Master Plan, like a roadmap, must be updated as conditions change. The purpose of this planning process has been to complete the first update – to develop strategies that will help the District respond to the challenges it faces today, to provide a course for the next six years, and to refine a vision for the next 20 years and beyond.

PLANNING PROCESS

The District Advisory Board (DAB) approved the formation of an 11-member Citizen Advisory Committee (CAC) to work with staff and consultants to develop a draft document. The DAB requested that the plan be realistic and achievable.

The CAC worked intensively with staff and consultants over a period of 15 months to develop a Draft Master Plan that responded to the needs expressed by District residents, and reflected the economic challenges facing the District.

More than 800 District residents participated in the process of updating the

Executive Summary

Master Plan. They attended workshops and open houses, responded to surveys, and followed the process on the District's website. District staff made presentations to civic and service organizations, met with Neighborhood Parks Advisory Boards (NPAB) and the Milwaukie Center Community Advisory Board (C/CAB).

Ultimately, the CAC unanimously endorsed the draft plan that includes a recommendation to dissolve the current *County Service District* and create a *Special Parks District* with a higher permanent tax rate.

VISION AND GOALS

The vision and goals contained in the 1990 Comprehensive Master Plan were refined to reflect today's North Clackamas Parks & Recreation District and its constituents, and to provide guidance for the future.

The vision for North Clackamas Parks & Recreation District is:

A well-functioning and well-maintained park system that enhances the quality of life by offering a diversity of recreational opportunities for people of all ages and needs.

Existing goals were reviewed and refined and new goals were written to articulate the District's commitment to:

- Quality of life
- Financial stability
- Sense of community
- Maintenance and safety
- Diverse programs and facilities
- Meeting community needs
- Efficiency and collaboration
- Long-range flexible planning
- Education

- Preservation
- Accessibility
- Environmental advocacy and stewardship

RECOMMENDATIONS

For the District to meet today's challenges and for it to remain viable in the future, recommendations address every aspect of the organization.

The District is committed to implementing recommendations according to the priorities established as funding permits. However, in the complex world of today and tomorrow, financial, environmental, legal, and political conditions change rapidly. The plan allows the District the flexibility to adjust priorities and respond to conditions as they change.

GOVERNANCE AND FINANCING

The District's permanent tax rate currently is \$0.5382, the lowest of any of the parks districts used for purposes of comparison during this process. The recommended financing strategy is the creation of a new *Special Parks District* with a higher permanent tax rate.

The governance structure for a *Special Parks District* (ORS 266) would consist of an elected board of directors with three or five members who reside in the District. Geographic representation could be achieved by establishing a five-member board of directors with one board member from each of the five planning areas in the District. If geographic representation were provided through the elected Board of Directors, subcommittees could be organized around a classification other than geography such as interest area, facility or age group.

ORGANIZATIONAL STRUCTURE

To meet the challenges of the future, the District must be a strong organization composed of staff who are equipped and motivated to work together as a unit. The organizational structure should support the efforts of staff. The current organizational structure should be re-evaluated and reshaped to provide maximum support for reaching the District's goals and implementing the recommendations contained in the updated Master Plan.

PARKS AND RECREATION FACILITIES

To leverage the use of the District's resources and to continue to provide new parks and facilities in the face of a shrinking vacant land inventory, recommendations for capital projects rely heavily on partnerships with local school districts and other public agencies. The highest priority capital projects include those in unserved and underserved areas of the District, that provide high recreation value for the dollar, such as:

- Renovation of existing parks
- Development of land currently in the District's inventory
- Development of trails in partnership with Metro and other regional partners
- Development of neighborhood parks on local school district property
- Renovation of sport fields on local school district property

PROGRAMS AND SERVICES

Recommendations were developed for each program area. They were designed to provide the following benefits to residents:

- Positive benefits for youth
- Improved community livability

- Equal access to programs, services, and facilities for people of all ages, abilities and income levels.

PARTNERSHIPS

Partnerships have been formed with more than 40 public and private organizations to improve recreation opportunities for District residents. In order to respond effectively to current and future needs for programs, services, parks, open space and recreation facilities, these partnerships should be expanded and new partnerships initiated.

BOARD OF COUNTY COMMISSIONER REVIEW

In September of 2003, the Board of County Commissioners began reviewing the Draft Master Plan. The Board recognized the many challenges confronting the District and supported the general vision articulated in the Plan. However, the Board had perspectives on some of the Plan's components that differed from the recommendations of the CAC. The opinions of the Board were influenced by events occurring subsequent to the completion of the CAC's work on the Draft Master Plan that included:

- Defeat of the District's second local option levy request in November of 2002.
- Continued economic difficulties, high unemployment and significant reduction in funding at all levels of government.
- Receipt of formal notice from the City of Happy Valley indicating their intent to withdraw from the Urban Services Agreement with the District for parks, recreation and open space services.
- DAB's conclusion that the CIP included in the Draft Master Plan was neither realistic nor achievable within a 20-year time frame.

Executive Summary

While the Board had no desire to modify or amend the CAC recommendations included in the Draft Master Plan, they did want the final document to clearly reflect their formal response and resolution of several key issues:

1. The Board expressed a strong desire to repair, improve and expand the District's working relationship with the City of Happy Valley. This desire is based upon the fundamental belief that meeting the recreational needs of a growing population will require coordination, collaboration and a partnership approach. Towards this end, the Board will adopt the Happy Valley Parks Master Plan concurrently with the District's Master Plan with the intent that the Happy Valley Parks Master Plan will provide primary policy guidance in those portions of the District that are located within the jurisdictional boundaries of Happy Valley.
2. The Board concludes there should be priority emphasis given to the provision of new "community parks" rather than "neighborhood parks." In reaching this conclusion, the Board notes the following facts:
 - a. Community parks provide a larger range of recreational opportunities and are more cost effective to operate and maintain.
 - b. Public preference as indicated in surveys and public comment in the Draft Master Plan was essentially equal for "community" and "neighborhood parks."
 - c. There is a significant shortage of field space for youth baseball, softball, soccer, and football throughout the District. These facilities require larger acreages that are typically classified as "community parks."
 - d. The Board recognizes that due to the lack of suitable vacant land, "neighborhood parks" may be the only alternative in certain areas of the District.
3. The Board will remain the governing body of the District rather than pursue the creation of a special district with an independently elected board of directors. This approach will allow greater flexibility to coordinate and integrate the services of the District and Clackamas County Parks Department.
4. The Board concurs with the DAB that the CIP included in the Draft Master Plan was neither realistic nor achievable within a 20-year time frame. Consequently, the CIP that will be included in the final Master Plan includes a downsized 20-year CIP with a companion list of projects that may be considered in the future.
5. The Board recognizes that downsizing the CIP will impact the recommended "level of service standards" noted in the Draft Master Plan. As the District lacks the financial resources to achieve the recommended "standards," the Board concludes that the recommendations should be classified as "level of service goals."

CONCLUSION

The North Clackamas Parks & Recreation District was formed to help meet the needs of residents for parks, open spaces, and trails, to provide opportunities for people of all ages and abilities to play, exercise, socialize and access nature. As North Clackamas County becomes more and more densely populated, these fundamental needs are greater than ever and beyond the capability of any single entity to provide.

Meeting the recreational needs of the rapidly growing communities of North Clackamas County will require careful consideration of District priorities, improved efficiencies in the provision of programs and services, and a commitment to collaborate and partner with a diverse range of stakeholders and interest groups.

PURPOSE OF THE PLAN

More than 12 years ago, a 27-member Parks Task Force, assisted by Clackamas County Planners, developed the first master plan. The master plan was a major step forward in responding to the desire of residents who asked that higher priority be placed on providing parks, recreation, and open spaces to the citizens of northern Clackamas County inside the Urban Growth Boundary (UGB).

A 1991 addendum to the 1990 Comprehensive Master Plan provided a long-range vision and a 10-year implementation plan for each of the five neighborhoods within the District.

Since that time, population in the Portland metropolitan area, including North Clackamas County, has grown. Recreation preferences have changed, and demographics are shifting. Funding for the North Clackamas Parks & Recreation District was hit hard by Measure 47/50, a statewide property tax limitation measure passed in 1996. Reduced revenues have forced staff cuts that have, in turn, resulted in program reductions, an end to grant writing, and reduced funding for maintenance.

The District is expected to continue to grow at a rate of 1.96% each year. The time is right to develop a plan to guide the District toward 2021.

VISION AND GOALS

While it is important to develop a master plan that is achievable with limited resources, it is also wise to have a vision for the future that extends beyond what seems possible today. The vision and goals below build upon those contained in the District's first master plan. They have

been refined to reflect the North Clackamas Parks & Recreation District and its constituents in 2001.

VISION

To establish a well-functioning and well-maintained park system that enhances quality of life by offering a diversity of recreational opportunities for people of all ages and needs.

GOAL 1: QUALITY OF LIFE

Enhance quality of life and community livability by providing a balance of developed and open space areas for residents, employees, visitors, and others to use to relax, play, exercise, enjoy nature, and socialize.

GOAL 2: FINANCIAL SOLVENCY

Develop a long-term funding strategy that employs a variety of funding techniques, including, among others, taxation options, user fees, public-private partnerships and grants. Ensure fiscal solvency and continual support for basic high quality, long-term maintenance and operations.

GOAL 3: DEVELOP A SENSE OF COMMUNITY

Promote community involvement through volunteer action. Support stewardship of park resources such as the development of trails, restoration plantings, and park maintenance. Support community volunteerism throughout the District. Provide institutional support for building neighborhood pride by sponsoring neighborhood cleanups and improvement efforts. Provide opportunities for volunteer and community labor to achieve each of the preceding and following goals.

Chapter One: Introduction

GOAL 4: MAINTENANCE AND SAFETY

Keep all facilities safe, clean, well lit, well maintained and vandalism free through partnerships with neighborhoods and businesses, and through best industry practices.

GOAL 5: DIVERSE PROGRAMS AND FACILITIES FOR EQUITY

Provide a variety of passive and active recreational experiences and a number of different park types. Link developed and undeveloped facilities with linear natural areas and trails. Meet the recreational needs of all ages, physical conditions and lifestyles by providing appropriate facilities and programs to serve the needs of all geographic areas of the District.

GOAL 6: COMMUNITY NEEDS

Regularly evaluate unmet park and recreation needs of the community and work to try to meet them, keeping in mind budget and other resource constraints. Work to provide for future generations and to reduce pressure and overuse of existing facilities.

GOAL 7: EFFICIENCY AND COLLABORATION

Develop parks in an economically efficient manner by working with the private sector and other government agencies to provide facilities and programs. Avoid duplication of efforts by coordinating with schools and existing private, nonprofit, and public sector providers. Seek partnerships whenever feasible for acquiring land, using maintenance equipment and personnel, developing facilities, and sharing programming activities. Leverage optimum use of limited land resources and operational funds.

GOAL 8: LONG-RANGE FLEXIBLE PLANNING

Take a proactive, not reactive, approach to planning that maximizes citizen involvement. Be flexible and alert to identify, analyze, and when prudent, seize unique opportunities and partnerships that arise to expand or improve facilities, programs and services as compatible with stated goals of the District.

GOAL 9: EDUCATION

Educate residents and visitors about the natural environment, ecological systems, physical fitness and wellness, and lifelong recreational activities.

GOAL 10: PRESERVATION

Preserve natural habitats and open space. Work to provide pedestrian access to rivers, local buttes, and rural areas. Promote stewardship to maintain cultural resources, scenic areas and views of the community.

GOAL 11: ACCESSIBILITY

Provide facilities that are easily accessible for people of all ages and physical conditions within walking distance of every home and close to places of employment. When feasible, provide parking for motor vehicles and bicycles at facilities.

GOAL 12: ENVIRONMENTAL ADVOCACY AND STEWARDSHIP

Support stewardship of natural resource areas. Provide educational programs and interpretive facilities that help others appreciate and care for the natural environment.

PLANNING PROCESS

This parks and recreation master planning process involved four basic phases:

- Inventory of Existing Conditions
- Evaluation of Community Needs
- Development of Policies and Draft Recommendations
- Development of Action Plan and Financing Strategies

An 11-member Citizen Advisory Committee (CAC) guided the master planning process over a period of 15 months. More than 800 District residents participated in the process by attending community workshops and open houses, responding to surveys, and following the process on the District's web site. District staff gave presentations to civic and service organizations. They also met with Neighborhood Parks Advisory Boards and the Milwaukie Center Community Advisory Board. The District Advisory

Board (DAB) directed the CAC, the staff, and the consultants to develop an *achievable* short-range plan, along with a long-term vision. The DAB and Board of County Commissioners were briefed during each phase of the process.

PUBLIC INVOLVEMENT

An extensive public involvement program was designed to gather information from the community about the need for parks, open space, recreation facilities and programs, and older adult services. The elements of this program included:

- Staff workshops
- Open houses
- Newsletter surveys
- Website surveys
- Survey of organized sports providers
- Community-wide workshops
- Random household survey

A bulleted summary of the public involvement can be found in *Appendix A*.



Chapter One: Introduction

STAFF WORKSHOPS

The first staff workshop was held on June 7, 2001. Twenty-six North Clackamas Parks & Recreation District staff members attended. The purpose of the workshop was to engage staff in the master planning process, to get their perspective on issues facing the District today, to gain an understanding of their perceptions regarding the District's purpose, and to learn what needs exist in the District for parks, recreation facilities, recreation programs, and older adult services.

Additional meetings and workshops were held with staff throughout the process to test ideas and seek advice.

OPEN HOUSES

An open house was held at the Milwaukie Center in connection with the "Famous Sunday Dinner" in early June 2001. At the end of June, another open house was held at the Aquatic Park in conjunction with a free family swim. Over 500 District residents attended. At both events, staff and consultants distributed information about the master planning process and invited open house participants to complete a questionnaire; 40 people responded to the questionnaire.

NEWSLETTER SURVEYS

In mid-June 2001, the District mailed an inaugural newsletter to all residences and businesses within its current service area. The newsletter was also mailed to addresses between the eastern boundary of the District and the Damascus planning area boundary. The newsletter included a mail-in survey that asked questions about priorities for future facilities, programs and services. Additional newsletters were posted during each phase of the master planning process, each asking questions about recreational needs and priorities.

WEBSITE SURVEY

Newsletter surveys were also posted on the District website.

SURVEY OF ORGANIZED SPORTS PROVIDERS

All known providers of organized sports were contacted to learn how they use sport fields and other facilities in the District, and to learn their opinion on the need for improved or additional facilities.

COMMUNITY WORKSHOPS

The District sponsored two public workshops in late July 2001, one at the Milwaukie Center and the other at Sunnyside Village Center. Altogether, 60 people contributed their ideas about the most important facilities, programs, and services the District should offer.

RANDOM HOUSEHOLD SURVEY

Table 1.1
Survey Distribution and Return

	Quantity
Households Surveyed	405
Questionnaires Distributed	841
Questionnaires Completed	479
Return Rate	57.0%

Residents of 405 randomly selected households within the District were asked to complete a self-administered survey during August and September 2001. Each member of the selected household aged ten and over was asked to complete a questionnaire. The total return of 479 questionnaires provided an accurate sampling of user characteristics, participation rates, opinions, and preferences. The survey also provided insight into the public's knowledge and understanding of District operations.

Appendix E provides a complete analysis of survey results.

RELATED PLANNING EFFORTS

In the course of the project, recent and concurrent planning efforts were reviewed and incorporated. A complete list of references is included in the Bibliography.

DOCUMENT

ORGANIZATION

The first three chapters provide background information about North Clackamas Parks & Recreation District, and the planning area of North Clackamas County. The final four chapters describe individual service areas and make recommendations. *The report is based on data through the end of fiscal year 2001-2002.*

- *Chapter One* – Introduction: A description of the plan’s purpose; a vision statement and 12 related goals for the District; a description of the planning process; and the organization of this document.
- *Chapter Two* – Planning Area Profile: The physical and cultural characteristics of the planning area.
- *Chapter Three* – District Analysis: A description of the District’s governance, organizational structure, and budget.
- *Chapter Four* – Parks and Facilities: The organizational structure and operations analysis of Park Services Division; a description of parks and facilities provided by the District and other providers; an assessment of the need for parks and facilities in the District based on findings of the community involvement process, the random household survey, comparisons to other Districts and Cities, and mathematical models; and recommendations for parks and facilities.
- *Chapter Five* – Programs and Services: The organizational structure and operations analysis of three service areas providing programs and services; a description of the programs and services provided by the District and other providers; an assessment of the need for programs and services in the District based on findings of the community involvement process and the random household survey; and recommendations for providing future programs and services.
- *Chapter Six* – Administration and Management: The organizational structure and operations analysis of Administrative Services. Proposed policies and recommendations for management.
- *Chapter Seven* – Action Plan: A discussion of funding sources and techniques for land acquisition; an examination of several financing strategies; and a listing of first, second, and third priority capital projects.
- *Appendix A* – Public Involvement Summary: A summary of public involvement processes as related to this master planning process.
- *Appendix B* – Facility Inventory: A complete inventory of parks and recreation facilities owned or maintained by the District, as well as recreation facilities owned by other providers.
- *Appendix C* – Park Descriptions: One-page descriptions of each park owned or maintained by the District.

Chapter One: Introduction

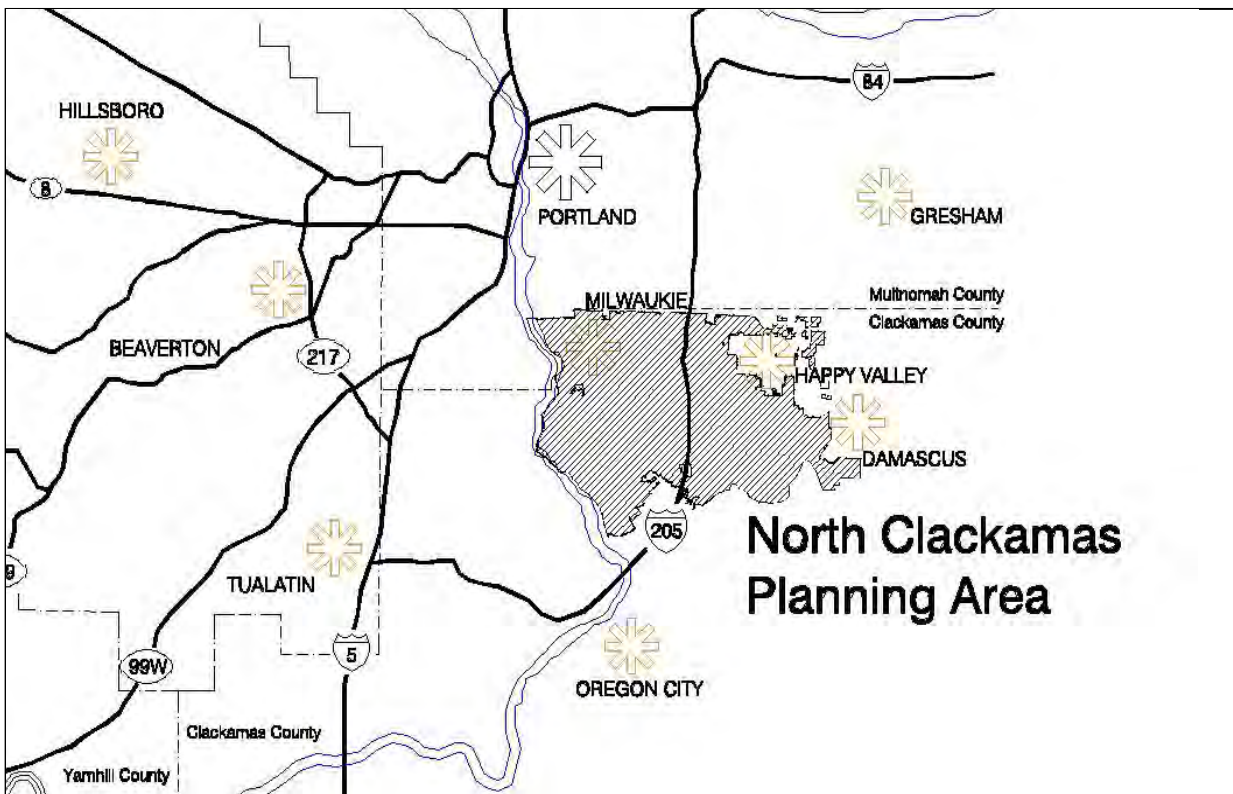
- *Appendix D* – Programs and Services Matrix: Programs and services offered by the District and other agencies that serve District residents; includes ages served and funding sources.
- *Appendix E* – Random Household Survey Results: Results of the random household survey conducted as a part of this master planning process.
- *Appendix F*– Cost Assumptions: A list of cost assumptions used to estimate costs for capital projects.
- *Appendix G* – List of 33 Oregon cities used for purposes of comparison.
- *Appendix H* – Summary of public comments during final open house and 30-day review period of Draft Master Plan.
- *Appendix I* – Master Plan Comparison 1990 to 2002: A comparison of recommendations contained in the 1990 master plan and those contained in the 2002 update.
- *Appendix J* – A listing of relevant 2000 U.S. Census data.

PLANNING AREA

The North Clackamas Parks & Recreation District is 32 square miles in area, making it one of the largest park districts in the state. Its boundaries are defined by the Clackamas River on the south, the Willamette River on the west, Multnomah County line on the north, and the 1979

Urban Growth Boundary on the east. The District includes the incorporated City of Milwaukie and a large area of urban unincorporated Clackamas County. It does not include the cities of Gladstone, Johnson City, or most of Happy Valley (Figure 2.1).

Figure 2.1
Vicinity Map
North Clackamas Parks & Recreation District

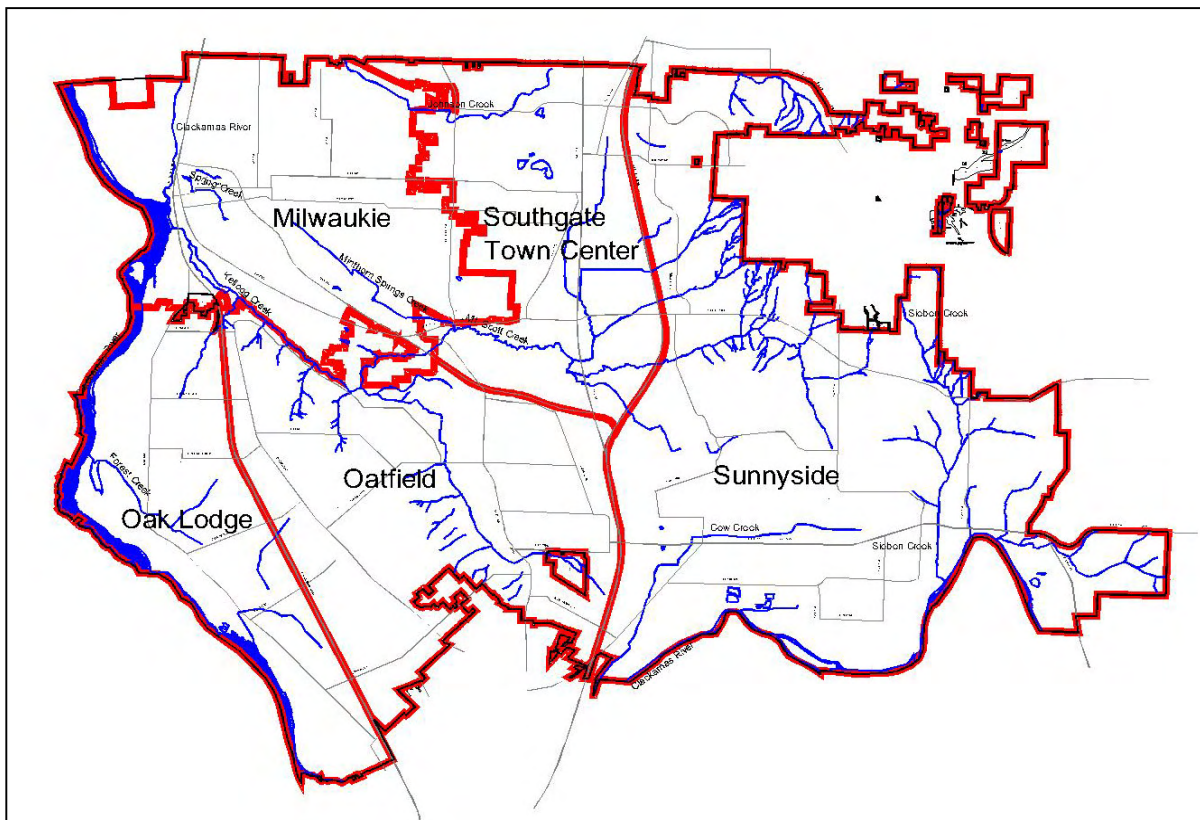


Chapter Two: Planning Area Profile

During the formation of the District, five neighborhood planning sub-areas were identified (*Figure 2.2*). They include:

- Milwaukie
- Oak Lodge
- Oatfield
- Southgate/Town Center
- Sunnyside

Figure 2.2
Planning Area Map
North Clackamas Parks & Recreation District



COMMUNITY CHARACTER

The planning area for this study includes the most industrialized portion of Clackamas County. It is home to the 2,000-acre Clackamas Industrial Area, the county's largest market location for manufacturing, distribution, and warehousing firms.

Clackamas Town Center Area, located in the center of the planning area, is a regional suburban business center and the primary market area for retail in the County. It includes the 1.2 million square foot Clackamas Town Center Mall, Kaiser Permanente Hospital, North Clackamas Aquatic Park, Oregon Institute of Technology and Clackamas Community College Harmony Road campuses.

- Providence Milwaukie Hospital
- Willamette View, Inc. (retirement home)
- Willamette View Convalescent Center
- Tree of Life Gourmet Foods
- Unified Western Grocers
- Food Services of America
- Warn Industries of Portland (vehicular lighting equipment)
- Oregon Cutting Systems (hand saws and saw blades)
- Clean-Pak International (industrial buildings and warehouses)
- Patterson, Inc. (carpentering)
- Mail-Well Envelopes (envelopes)

TRANSPORTATION

Highways 99E, 224, 212, and I-205 run through the District. The area is currently served by Tri-Met bus service. According to the Clackamas County Comprehensive Plan, high capacity transit service (bus rapid transit or light rail) is planned through the City of Milwaukie and along Highway 224, with a regional transit center planned for the Clackamas Town Center Area.

EMPLOYMENT

The area's major employers (250 or more employees) are made up of educational and health care institutions, grocery suppliers, and manufacturing companies. They include:

- North Clackamas School District #12
- Kaiser Permanente Hospital

Chapter Two: Planning Area Profile

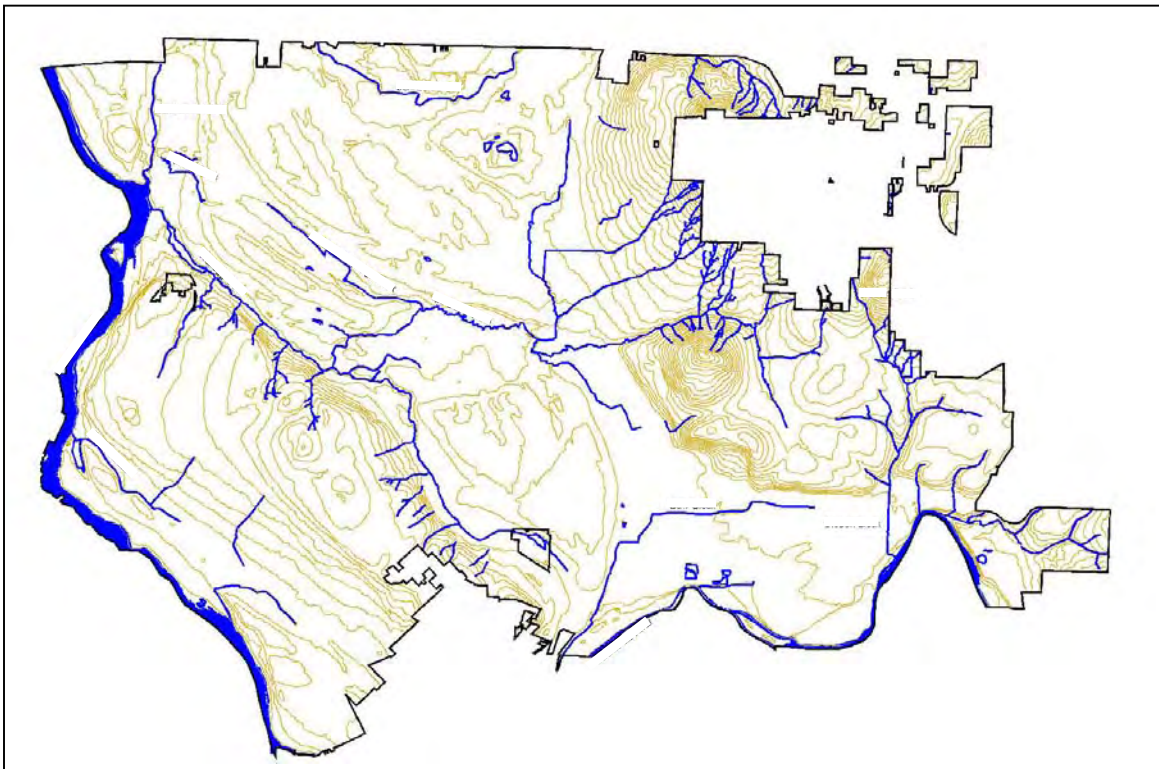
NATURAL FEATURES

The landscape of the planning area is varied, including floodplain terraces, wetlands, hills, bluffs, and heavily forested steep slopes (*Figure 2.3*).

Some of the notable natural features include:

- *Boardman Slough* – the last remnant of a prehistoric channel of the Clackamas River.
- *Clackamas Bluffs* – the steep northern edge of the Clackamas River terrace.
- *Cow Creek*
- *Johnson Creek* – supports anadromous fish.
- *Kellogg Creek* – a small stream with many undeveloped wetlands; headwaters are located in Oatfield.
- *Mount Scott*
- *Mount Scott Creek*
- *Mount Talbert*
- *Phillips Creek*
- *Sieben Creek* - headwaters are located in Sunnyside Heights.
- *Spring Creek*
- *Minthorn Spring*

Figure 2.3
Topography and Water Bodies
North Clackamas Parks & Recreation District



CURRENT AND PROJECTED POPULATION

Although 2000 Census data is currently being released, detailed demographic information for the District is not yet available. *Appendix J* includes 2000 Census data for Clackamas County as a whole.

For purposes of this study, current and projected population data will be those provided by Traffic Analysis Zones (TAZ). Metro Regional Services and the District use these data in projecting System Development Charges (SDCs).

The estimated 2001 population within the District boundaries (excluding Gladstone, Johnson City and most of Happy Valley) is 90,933. An average annual growth rate of 1.96% is predicted. By 2021, the population is anticipated to be 125,897.

DEMOGRAPHIC PROFILE

In addition to population data, demographic information provides clues to successfully addressing recreation needs. For example, some cultures may have a need for unprogrammed sport fields in addition to those provided for organized league play. Older people are more likely to prefer passive recreation activities while young people prefer to be very active. Household income levels, household size, and the cost of housing can indicate the ability to pay for facilities and services. A highly educated population is more likely to participate in recreation activities than a less educated population. 2001 demographic information is based on the 1990 census. This information was obtained from

Claritas, Inc., a private information service.

Table 2.1 compares several demographic characteristics of the North Clackamas Parks & Recreation District population to those of Clackamas County as a whole.

ETHNIC DIVERSITY

The District population is more diverse than that of Clackamas County as a whole. An estimated 90.9% of District residents are white compared to 93.18% Countywide. Asian and Pacific Islanders make up 4.44% of the population, African Americans, 1.38%, and other races, 3.28%. Residents who are of Hispanic origin are 6.1% of the District population.

HOUSEHOLD SIZE AND INCOME

There are an estimated 40,927 households in the District. The average household size is 2.32 persons, slightly smaller than the average Clackamas County household of 2.62 persons.

The estimated average household income in 2001 is \$55,386, significantly lower than the average Clackamas County income of \$74,748. Households with annual incomes below federal poverty guidelines are 8.16%. Only 10.51% of households have an annual income of \$100,000 or more.

HOME VALUE AND RENT

The median home value is assessed at \$131,795 (one-half the homes are more expensive and one-half the homes are less) compared to \$149,640 for all of Clackamas County. However, the median rent is higher by \$4.00 per month.

Chapter Two: Planning Area Profile

Table 2.1
Demographics
Clackamas County and
North Clackamas Parks & Recreation District

	North Clackamas Parks & Recreation District 2001 Estimate Claritas, Inc.	Clackamas County 2001 Estimate Claritas, Inc.
Households		
Average Household Size	2.32	2.62
Family Households	82.43%	86.84%
Age		
Average Age	37.72	36.68
65 years and over	14.22%	11.10%
Race		
White	90.90%	93.18%
African American	1.38%	.78%
Asian & Pacific Islander	4.44%	3.11%
Other Races	3.28%	2.93%
Hispanic Origin	6.10%	5.07%
Income		
Average Household Income	\$55,386.00	\$74,748.00
Per Capita Income	\$24,230.00	\$29,537.00
Households Below Poverty Level	8.16%	7.03%
Education		
Age 25+ with Some College	54.17%	58.49%
Housing		
Median Property Value	\$131,795.00	\$149,640.00
Median Rent	\$408.00	\$404.00

AGE

District residents are slightly older at an average age of 37.72, compared to an average age of 36.68 for Clackamas County residents. More than 18% of residents are older than 60, the least likely age group to participate in active recreation.

EDUCATION

Of residents 25 years of age and older, more than 54% have had some college education. More than 18% are college graduates or higher. Post-secondary education typically indicates higher recreation participation.

GROWTH MANAGEMENT

Recent growth in Clackamas County has put extraordinary demands on roads, water systems, parks, open spaces and other public infrastructure. In response to these pressures, Clackamas County initiated two important processes that relate to this study.

CONCURRENCY

Concurrency is a method of managing growth with the goal of putting public infrastructure improvements and private development on roughly concurrent schedules. It requires that an adequate infrastructure of sewer, water, surface water management, and parks be in place prior to development approval. New development will be responsible for bearing the total cost of providing new infrastructure.

COMPLETE COMMUNITIES

Since January 2000, Clackamas County

residents participated in a discussion of the qualities that make Clackamas County and their communities complete. Among the 12 attributes that were identified as essential to a “complete community”, several are relevant to this study. The attributes are:

- Engaged citizenry
- Cultural diversity
- Variety of cultural opportunities
- Excellent and well-funded educational system
- Range of employment options
- Environmental health
- Strong growth management and land use planning
- Network of health and social services
- Variety of housing choices for all residents
- Sufficient parks and recreation
- Assurance of public safety
- Transportation system with a range of travel options



GOVERNANCE

Voters formed North Clackamas Parks & Recreation District in November 1990. It is a County Service District of Clackamas County under Oregon Revised Statutes (ORS) 451. It is legally separate from other Clackamas County departments and has its own taxing authority. The Board of County Commissioners acts as the District's Board of Directors (*Figure 3.1*). The Board of Directors and staff are advised by the volunteer District Advisory Board (DAB).

DISTRICT ADVISORY BOARD

The nine-member DAB is composed of three at-large members, a representative from the Milwaukie Center and representatives from each of five planning areas:

- City of Milwaukie
- Oak Lodge
- Sunnyside
- Oatfield
- Southgate/Town Center

There is one at-large alternate. The DAB reviews all issues and proposals relating to the District, and forwards them to the Board of Directors with its recommendations.

NEIGHBORHOOD PARKS ADVISORY BOARDS

Each planning area has a nine-member Neighborhood Parks Advisory Board (NPAB), which is appointed by the District's Board of Directors.

In the Milwaukie planning area, the City Council appoints a representative to the DAB. Although the City is part of the

North Clackamas Parks & Recreation District and many of its parks are managed and maintained by the District through an Intergovernmental Agreement (IGA), the City Council appoints its own Parks and Recreation Board. The Milwaukie Parks and Recreation Board functions independently of the District as well as acting as the planning area's NPAB. The District provides a staff liaison at the Board's meetings.

MILWAUKIE CENTER/COMMUNITY ADVISORY BOARD

A Center/Community Advisory Board (C/CAB) meets monthly and advises the staff and DAB on Milwaukie Center operations and the needs of older adults in the community. The District's Board of Directors appoints half of the members, and half are appointed by the Milwaukie City Council.

ANALYSIS

A more streamlined governance structure was explored throughout this process with staff, the Citizen Advisory Committee, and District residents. Subcommittees based on interest area, facility, or age group were suggested as alternatives to the structure of five NPABs and the single CCAB.

Citizens expressed differing views about the advantages and disadvantages of the current and proposed structures. However, two strong messages were heard: (1) Residents favor a structure that provides maximum accountability to them as residents of the North Clackamas Parks & Recreation District; (2) The structure must include geographic representation.

Chapter Three: District Analysis

SPECIAL PARKS DISTRICT ORS 266

One option available to the District is to re-form itself as a Special Parks District (ORS 266). Under ORS 266, the Board of Directors is elected. The number of members on the Board can be either three or five. If the re-formed North Clackamas Parks & Recreation District were established with a five-member board of directors, each director could represent one of the five planning areas within the District. With geographic representation provided by the Board of Directors, grass roots involvement could continue through the five existing NPABs and the single C/CAB, or occur through a set of subcommittees organized around another classification such as interest area, facility, or age group.

The option of re-forming as a Special Parks District (ORS 266) is also discussed in Chapter Seven: Action Plan.

ORGANIZATIONAL STRUCTURE

The North Clackamas Parks & Recreation District operates under the supervision of a District Director. The Director oversees the operation and management of all District programs and services, which are organized into four divisions (*Figure 3.1*):

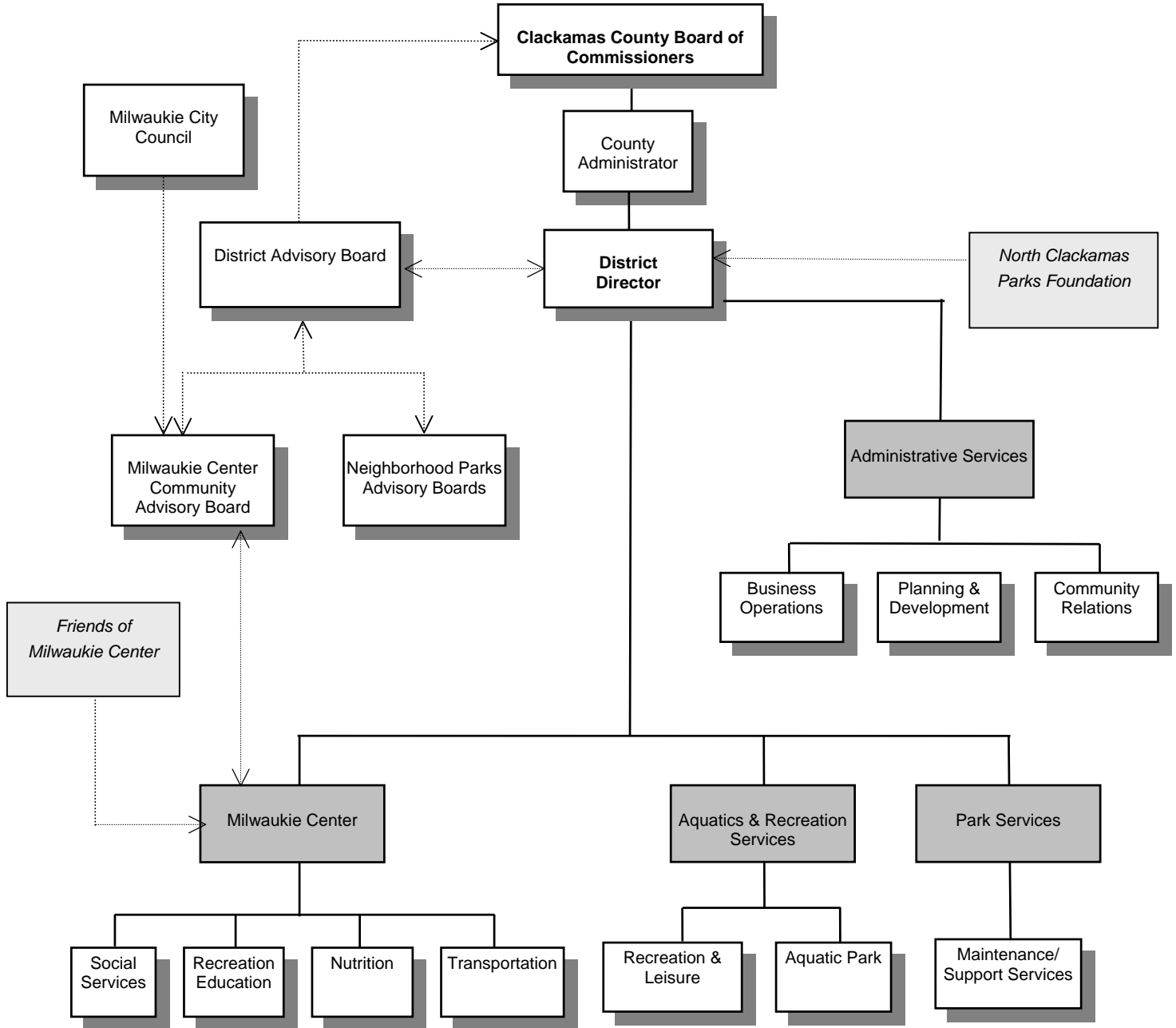
- Administrative Services
- Aquatics and Recreation Services
- Milwaukie Center
- Park Services

Each division is headed by a manager, who reports directly to the District Director.



Chapter Three: District Analysis

Figure 3.1
Organizational Structure
North Clackamas Parks & Recreation District



Chapter Three: District Analysis

Administrative Services is responsible for the overall operations of the District. It includes general operations, finance, risk management, planning, and community involvement.

Aquatics and Recreation Services provides aquatic programs for all ages, and recreation and leisure programs for youth and adults.

Milwaukie Center provides programs and services to older adults in the District including social services, recreation and education services, nutrition services, and transportation services.

Park Services manages the District's parks, open spaces, and outdoor recreation facilities.

In addition to its permanent employees, the District employs between 98 and 144 temporary or seasonal part-time employees at any one time. Aquatics and Recreation Services utilize the greatest number of temporary/seasonal part-time employees (83 to 134). These employees are used primarily as lifeguards and instructors for the Aquatic Park, and as recreation leaders.

The Milwaukie Center employs nine temporary part-time staff. In addition, more than 1,000 volunteers annually assist staff in providing programs and services.

Administrative Services employs four temporary part-time staff.

Park Services utilizes one seasonal part-time worker. It also contracts with Clackamas County Community Service Program for the use of community service workers two days each week to help maintain parks. Undeveloped sites are mowed by contract labor. Volunteer work parties have been used to clear invasive plants on Mount Talbert, to construct erosion control water bars, and to improve trails.

As with other park and recreation agencies, the large number of part-time and volunteer staff used in recreation programs presents a training and management challenge to the District.

OPERATIONS ANALYSIS

In FY 2001-02, the District has 34.3 permanent positions. Despite the District's population growth, the number of employees actually decreased during the two years between 2000 and 2002.

Currently, the ratio of permanent employees to population is 1:2,774 for overall District staffing. Based on the District's budget constraints, it is expected that this ratio will remain about the same for the immediate future (*Table 3.1*).

Table 3.1
Permanent Full-Time and Part-Time Regular Employees
FY 1998-99 to 2001-02
North Clackamas Parks & Recreation District

Fiscal Year (FY)	Administrative Services	Aquatic & Recreation Services	Milwaukie Center	Park Services	TOTAL
1998-99	6.0	10.0	14.3	5.0	35.
1999-00	6.0	10.0	15.3	5.0	36.
2000-01	4.5	9.0	14.5	6.0	34.
2001-02	4.0	10.0	14.3	6.0	34.3

CURRENT ECONOMIC STATUS

Currently, the District's limited revenues are inadequate to meet the existing needs of the community. With every year that passes without new revenue, the District loses ground financially. Today it is faced with the need to regain lost ground before it can move forward. The situation will continue to worsen unless efforts to bring in new revenue sources are successful.

ECONOMIC HISTORY OF THE DISTRICT

The North Clackamas Parks & Recreation District has historically relied primarily on property tax revenues and on SDCs to fund programs, services, and facilities.

Of the four park districts used for comparison throughout the master planning process, North Clackamas Parks & Recreation District has the lowest tax rate of any at \$0.5382 per \$1000 of assessed valuation (*Table 3.2*).

Table 3.2
Comparison of Tax Rate per \$1000 of Assessed Value

Parks & Recreation District	Tax Rate
North Clackamas Parks & Recreation District	\$0.5382
Chehalem Park and Recreation District, Newberg, Oregon	\$0.9076
Tualatin Hills Park and Recreation District, Beaverton, Oregon	\$1.31
Bend Metro Park and Recreation District, Bend, Oregon	\$1.46
Willamalane Park and Recreation District, Springfield, Oregon	\$1.9732

The District's SDCs at \$950 per new single-family home are among the lowest in the Metro region.

In May of 1997, Oregon voters passed Measure 50, further hobbling the District. This measure rolled back property tax values to 1995 values less 10%. Meanwhile, the population, the price of land, and the cost of development have all continued to grow. Operations costs for the District continue to grow by 5% to 6% each year, due primarily to increases in health insurance and pay raises. Revenues, on the other hand, have grown only 3% to 4% each year. Each year the District must dip into reserves to offer a level of service that is lower than that of five years ago.

ANNUAL BUDGET

Each spring, the District Budget Committee approves the upcoming annual budget, which is adopted mid-year by the District's Board of Directors.

Over the last four years, the total operating budget has remained at a fairly constant level despite population growth in the District (*Table 3.3*). In fiscal year 1999-00, the District refinanced the existing debt from the 1993 bond. Had this money not been included, the total operating budget would have been approximately \$11,180,000.

Table 3.3
Operating Budgets
FY 1998-99 to 2001-02 Adopted Budgets
North Clackamas Parks & Recreation District

Fiscal Year	Operating Budget	General Fund Budget	% of Total
1998-99	\$12,610,508	\$6,432,652	51.0%
1999-00	\$27,120,701	\$5,802,035	NA
2000-01	\$11,191,77	\$5,578,30	49.8%
2001-02	\$12,308,542	\$6,077,753	49.4%

Chapter Three: District Analysis

The District's budget is divided into six categories. The revenue dollars from each fund and the percentage of total revenues are shown in *Table 3.4*. A description of each fund follows.

Table 3.4
Revenue by Fund
2001-02 Adopted Budget
North Clackamas Parks & Recreation District

Fund	2001-2002 Revenue	% of Total
General Fund	\$6,077,753	49%
Capital Projects Fund	\$2,763,391	22%
SDCs	\$1,911,794	15%
Nutrition & Transportation	\$440,471	6%
Debt Service	\$821,774	6%
Fixed Asset Capital Replacement Fund	\$293,359	2%
TOTAL	\$12,308,542	100%

- **General Fund:** This is the principal operating fund for the District. It derives most of its money from property taxes, fees and charges for services, contributions, grants and interest income. Property taxes contribute almost 50% of the money to this fund.
- **Capital Projects Fund:** This fund finances capital improvements. It derives most of its money from System Development Charges (SDCs).
- **System Development Charges (SDCs):** SDCs are imposed on new development to meet the growth needs of the community for parks. Park SDCs can only be used for

parkland acquisition, planning, and/or development. They cannot be used for operations and maintenance of parks and facilities. The fund amount varies depending upon the development activity in the District.

- **Nutrition and Transportation Fund:** This is a special revenue fund for the Milwaukie Center. The fund is supported by user charges, grants and fundraising. This program receives no direct General Fund tax support. However, some overhead costs are paid by the General Fund.
- **Debt Service:** This fund pays for the District's annual debt on existing bonds. Revenue from the bond sale was used for park improvements and construction of the Aquatic Park.
- **Fixed Asset Capital Replacement Fund:** This fund allocates money for the replacement of existing fixed assets in the District. The current policy is to allocate 1% of the General Fund revenue for this program.

REVENUES

For this analysis, only the General Fund category will be reviewed. The General Fund represents tax-generated revenue, as well as fees and charges, fund balance, grants, and other related items. This fund is the most useful for comparison with other parks and recreation districts. *Table 3.5* shows the sources of General Fund revenues.

Table 3.5
General Fund Revenue Sources
FY 2001-02 Adopted Budget
North Clackamas Parks & Recreation District

Revenue Source	Amount	% of Total
Taxes	\$2,826,015	47%
Fees & Charges	\$1,850,800	31%
Fund Balance (1)	\$995,98	16%
Cooperative Financing (2)	\$200,000	3%
Grants	\$113,100	2%
Interest	\$60,000	1%
Contributions	\$24,850	-
Transfer In (3)	\$7,000	-
Total	\$6,077,75	100%

- (1) Carryover from previous year
- (2) Loan Agreement with Clackamas County
- (3) Transfer from Nutrition and Transportation Fund

EXPENDITURES

District administration accounts for 9% of the general fund expenditures (*Table 3.6*). Typically, administration services account

for 10% to 12% of a park and recreation agency's budget.

The largest budget expenditure is the Aquatic Park with a budget of more than \$1.8 million. This amount does not include debt service on the bond.

Park Services accounts for only 8% of the budget, which is substantially below average. Most park agencies spend in the range of 30% to 35%. The percentage for Park Services is much lower than average because the number of acres maintained is much lower than average (refer to *Chapter 4*).

District expenditures for two fiscal years are shown on *Table 3.7*.

Administrative Services and Recreation and Leisure have experienced budget decreases. The budgets for the Aquatic Park, Milwaukie Center, Park Services, and Planning and Community Involvement have all increased. Although the percent increase ranges from 1.8% to 125.9%, the highest percent increase for Planning and Community Involvement amounts to less than \$24,000 in actual dollars.

Chapter Three: District Analysis

Table 3.6
Expenditures by General Fund Category
FY 2001-02 Adopted Budget
North Clackamas Parks & Recreation District

Item	Expenditure	% of Total
Aquatic Park	\$1,818,224	30%
Contingency Fund	\$1,163,915	19%
Milwaukie Center	\$702,409	12%
Debt Service	\$750,000	12%
Administrative Services	\$557,818	9%
Allocated Charges	\$226,031	4%
Park Services	\$502,500	8%
Recreation & Leisure	\$314,206	5%
Planning & Community Involvement	\$42,650	1%
Total	\$6,077,753	100%

Table 3.7
Expenditures by General Fund Category
FY 2000-01 and FY 2001-02 Adopted Budgets
North Clackamas Parks & Recreation District

Item	FY 2000-01 Expenditures	FY 2001-02 Expenditures	% Increase (Decrease)
Administrative Services	\$884,854	\$783,849	(11.4%)
Planning & Community Involvement	\$18,880	\$42,650	125.9%
Park Services	\$430,587	\$502,500	16.7%
Recreation & Leisure	\$318,268	\$314,206	(1.3%)
Aquatic Park	\$1,786,719	\$1,818,224	1.8%
Milwaukie Center	\$667,005	\$702,409	5.3%
Contingency Fund	\$1,101,996	\$1,163,915	5.6%
Debt Service	\$370,000	\$750,000	102.7%
Subtotal	\$5,578,309	\$6,077,753	9.0%

Chapter Three: District Analysis

FEES AND CHARGES

Many park and recreation agencies recover a significant amount of their costs through the collection of fees and charges for services rendered. *Table 3.8* compares expenditures with fees and charges for each General Fund category.

The Aquatic Park is 83.7% self-supporting, exceeding the 80% target established for the facility prior to construction.

Recreation and Leisure has a revenue recovery rate of 55.3%. Recreation programs typically generate about 50% to 70% of its costs. The District's Recreation and Leisure revenue is limited

by the types and number of programs offered.

The Milwaukie Center recovers 41.6% of its cost, which is slightly above average for centers of this type.

Typically, park maintenance operations generate very little revenue.

Based on its adopted budget for FY 2001-02, the District will recover 47.9% of its cost through fees and charges. For most communities, 50% or more is considered a good return. And as *Table 3.9* shows, the District recovers a higher percentage of its costs than all but one of the park and recreation districts used for purposes of comparison.

Table 3.8
Revenue & Expenditures by General Fund Category
FY 2001-02 Adopted Budget
North Clackamas Parks & Recreation District

Item	2001-02 Revenues	2001-02 Expenditures	Revenue as % of Expenditure
Administrative Services	\$700	\$783,849	-
Planning & Community Involvement	-	\$42,650	-
Park Services	\$4,900	\$502,500	1.0%
Recreation & Leisure	\$173,800	\$314,206	55.3%
Aquatic Park	\$1,521,300	\$1,818,224	83.7%
Milwaukie Center	\$292,250	\$702,409	41.6%
Total	\$1,992,950	\$4,163,838	47.9%

Note: Excludes debt service and contingency fund

Chapter Three: District Analysis

SERVICE COST PER CAPITA

One means of analyzing the cost of park and recreation services is to make a comparison between the operating budget and the number of persons served. This ratio is expressed as the *cost per capita*.

Another method of cost analysis is to compare persons served with the net operating cost. This is the cost after the revenue is deducted. This is a true reflection of cost because it is the amount the taxpayer must support. This analysis is called the *net cost per capita*.

Since the District produces significant amounts of revenue, the net cost per

capita is a truer picture of the cost of service.

Table 3.9 shows the net and gross costs per capita for park services for five park and recreation districts in Oregon.

Note: FY 2000-01 Adopted Budgets were used for comparison among park and recreation districts.

North Clackamas Parks & Recreation District has the lowest net cost per capita of the Districts surveyed (*Table 3.9*). At the same time, the District has a revenue recovery rate of 46.21%, second only to Chehalem Park and Recreation District. The three other Districts have revenue recovery rates in the range of 22% to 28%.

Table 3.9
Operating Budgets for Park and Recreation Services - Selected Districts
FY 2000-01 Adopted Budgets

District	Population	General Fund Budget (1)	Gross Cost /Capita	Net Cost /Capita (2)	Revenue Recovery Rate
North Clackamas Parks & Recreation District, Oregon	90,933	\$4,420,313	\$48.61	\$22.46 Total Revenue \$2,042,615	46.21%
Tualatin Hills Park and Recreation District Beaverton, Oregon	200,000	\$18,755,259	\$93.78	\$67.01 Total Revenue \$5,352,706	28.54%
Bend Metro Park and Recreation District Bend, Oregon	52,000	\$7,123,483	\$163.90	\$105.95 Total Revenue \$1,614,110	22.65%
Willamalane Park and Recreation District Springfield, Oregon	57,000	\$6,680,248	\$117.20	\$ 85.45 Total Revenue \$1,809,774	27.09%
Chehalem Park and Recreation District Newberg, Oregon	25,000	\$2,017,412	\$80.70	\$39.76 Total Revenue \$1,023,493	50.73%

(1) Excludes capital outlay, debt service and contingency

(2) Includes revenues from rental fees and charges only



COST OF SERVICE

One criterion to use in analyzing programs and services is the cost for each unit of service provided. A unit of service is one occasion of participation. For example, one person attending one swimming class represents one unit of service. One person being delivered an in-home meal by Meals on Wheels represents one unit of service. The District is currently engaged in a cost of service study. The results are expected to be available after this master planning process has been completed.

To permit a preliminary analysis of cost of service during the process, the **FY 2000-**

01 Audited Results were used.

Overhead costs, including administration and debt service, were allocated based on percent of total expense. For example, if direct expenses for the Aquatic Park are 50% of the District's total direct expenses, 50% of overhead costs were also allocated to the Aquatic Park.

This methodology, while not ideal, was the best available. Once the cost of service study has been completed, an analysis based on actual program costs will be possible.

A summary of all program areas is shown below in *Table 3.10*.

Chapter Three: District Analysis

Table 3.10
Revenue Recovery Rate by Program Area
FY 2000-01 Audited Financial Report
North Clackamas Parks & Recreation District

	Direct Expense	Overhead Cost	Total Expense	Revenue	Revenue Recovery Rate
Aquatic Park	\$1,649,553	\$540,351	\$2,189,904	\$1,423,908	65.02%
Recreation & Leisure	\$266,837	\$87,409	\$354,246	\$173,983	49.11%
Milwaukie Center (MC)	\$670,366	\$219,595	\$889,961	\$279,907	31.45%
MC Nutrition Program	\$236,646	\$77,519	\$314,165	\$275,848	87.80%
MC Transportation Program	\$91,283	\$29,902	\$121,185	\$87,814	72.46%
Park Services	\$470,368	\$154,080	\$624,448		
Totals	\$3,385,053	\$1,108,856	\$4,493,909	\$2,241,460	Average 49.88%

Notes: Based on FY 2000-01 audited results, Comprehensive Annual Financial Report.

Overhead share is calculated by dividing total expense by direct expense for each program to find the percent expense for each program. Total overhead is multiplied by the percent share of expense for each program. Park Services figures are included in order that Overhead and Expense costs are consistent with Audited Results.

Overhead Cost includes:	Administration	\$	745,537
	Debt service	\$	363,324
	Total overhead	\$	1,108,861
Total Expense includes:	General fund expenditures (fund 113)	\$	4,166,002
	Nutrition and transportation expenditures (fund 270)	\$	327,928
	Less total overhead	(\$	1,108,861)
	Total expense (funds 113 and 270)	\$	3,385,069

PARK SERVICES

The Park Services Division manages the District's parks, open spaces, and outdoor recreation facilities.

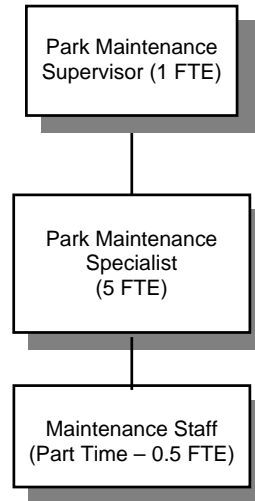
ORGANIZATIONAL STRUCTURE

Park Services is under the direction of the Park Maintenance Supervisor (*Figure 4.1*). The Park Maintenance Supervisor directs the work of five full-time employees and one seasonal part-time employee. Park Services augments its labor force through an agreement with the Clackamas County Community Service Program.

Park Services is responsible for the maintenance of all District parks, grounds, and outdoor recreation facilities including mowing, pruning, weed control and vandalism repair. Under an Intergovernmental Service Agreement (IGA) with the City of Milwaukie, Park Services also maintains some municipal properties.

Park Services is responsible for reviewing plans for new park development and manages new park construction. This division also provides support services to the community and to District divisions for special events.

**Figure 4.1
Park Services
Organizational Structure**



PARK SERVICES OPERATIONS

The FY 2001-2002 adopted budget for Park Services is \$502,500.

MAINTENANCE COST PER ACRE

North Clackamas Parks & Recreation District spends approximately \$4,263 per acre of developed parkland. This figure is slightly below average compared to other park and recreation districts in Oregon (*Table 4.1*).

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Table 4.1
Maintenance Cost per Acre - Selected Districts
FY 2000-01 Adopted Budgets

Parks & Recreation District	Parks Maintenance Budget ⁽¹⁾	Maintained Acres ⁽²⁾	Cost per Acre
North Clackamas Parks & Recreation District, Oregon	\$430,587	101	\$4,263
Tualatin Hills Park and Recreation District, Beaverton, Oregon	\$6,980,031	1,716	\$4,067
Bend Metro Park and Recreation District, Bend, Oregon	\$2,169,382	475	\$4,567
Willamalane Park and Recreation District, Springfield, Oregon	\$3,490,385	680	\$5,132
Chehalem Park and Recreation District, Newberg, Oregon	\$475,750	88	\$5,406

(1) Excludes capital outlay

(2) Excludes open space and undeveloped parkland

MAINTENANCE AND OPERATIONS RECOMMENDATIONS

The addition of new parks and other recreation facilities adds to the cost of operating and maintaining park and recreation services. These costs will be reflected in terms of additional staff, supplies, and new maintenance equipment. However, increased cost in maintenance and operations will not be in direct proportion to the amount of improvements due to economy of scale.

While the cost of park maintenance varies widely, a general rule of thumb is \$4,000 to \$5,000 per maintained acre for a park system. To keep maintenance costs to a minimum and yet maintain a quality park system, policies on funding and approaches to maintenance should be developed.

Listed below are some strategies for efficient park maintenance and management:

- Continue to utilize community service workers to the maximum extent possible.
- Establish an Adopt-a-Park program.
- Consider increasing the use of seasonal employees. Ideally, about one-third to one-half of the maintenance crew should be made up of seasonal employees. The District can hire seasonal employees for about a third the cost of full-time personnel. Seasonal employees are usually more available during the summer, which is also the time of greatest maintenance demand.
- Continue using standard site furnishings, structures, and equipment for a consistent District park look, and to simplify repair and replacement.
- Reduce maintenance costs through high quality park design and construction:
 - Construct curbs and mow strips to reduce hand mowing
 - Minimize the use of high-maintenance plant materials
 - Design mowing areas to permit the use of larger mowers
 - Install automatic irrigation systems

Chapter Four: Parks and Facilities

- Use concrete rather than asphalt for paved trails.
- Complete a safety audit (by Certified Playground Safety Inspector) on all children's play areas; follow up with periodic inspections to make certain that play areas meet current safety standards.
- Increase the uses of lawn seed mix that requires less water, less fertilizer, and less frequent mowing than traditional lawn mix, and little to no herbicides.
- Increase the use of native plants to reduce or eliminate the need for irrigation, fertilizer, and herbicides.



Chapter Four: Parks and Facilities

PARKS AND OPEN SPACE OVERVIEW

The District has approximately 500 acres of parkland in its inventory (*Appendix B*). It owns and maintains approximately 320 acres of parks and open space. It maintains and manages an additional 180 acres of parkland through IGAs with the City of Milwaukie (approximately 80 acres), Clackamas County (approximately 99 acres), and North Clackamas School District (approximately 0.62 acres).

Standard signs mark each developed park and future park site. Site furnishings and children's play equipment have a consistent look throughout the park system. The parks are well managed for safety and appearance. However, maintenance budget limitations and water conservation measures have resulted in less than ideal playing conditions for sport fields.

Directional signs are noticeably absent for all but the largest parks. As a result, most parks are difficult for newcomers and visitors to find.

CLASSIFICATION

This Parks and Recreation Master Plan introduces a single District-wide classification system that incorporates

elements of the first Neighborhood Parks Plan. The designations include:

- Neighborhood Parks
- Community Parks
- Regional Parks
- Linear Parks
- Pocket/Mini-Parks
- Miscellaneous Open Space

Each classification includes both land that has been developed with appropriate amenities and facilities, and undeveloped land that has been land banked for future development. The combination of the undeveloped land with the developed sites gives a truer picture of the District's actual parkland inventory.

EXISTING RESOURCES

Table 4.2 summarizes the number of acres for each park type, the ratio of park acres to population, and the average number of acres per 1,000 population in 33 cities or park districts in Oregon.

Figure 4.2 Existing Resources shows the location and type of parks and parkland in the District.

Chapter Four: Parks and Facilities

Table 4.2
Summary of Parks by Type
North Clackamas Parks & Recreation District

Park Type	Number of Sites*	Total Acres*	Acres per 1000 Population (90,933)	Oregon Average Acres per 1000 Population
Neighborhood Parks	30	64.31	0.71	1.04
Community Parks	3	83.17	0.91	2.14
Regional Parks	-	-	-	1.71
Natural Resource Areas	9	288.22	3.17	3.11
Linear Parks	1	29.09	0.31	0.14
Special Use Areas	14	29.37	0.32	1.49
Pocket/Mini-Parks	1	.75	0.01	0.18
Misc. Open Space / Beautification Areas	4	4.85	0.05	-
Total	62	499.76	5.50	12.94

Notes: *Includes undeveloped land that is being acquired for future park development.

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Chapter Four: Parks and Facilities

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Figure 4.2 Existing Resources Map

Chapter Four: Parks and Facilities

NEEDS ASSESSMENT

One of the most critical elements of the Parks and Recreation Master Plan is the assessment of need for parks, facilities, programs, and services. Quantifying need is difficult because it is influenced by many different variables. Personal values, local participation patterns, and willingness to pay for services and facilities vary widely from community to community. This chapter discusses the need for parks, facilities, programs, and services within the North Clackamas Parks & Recreation District (NCPRD).

METHODOLOGY

This needs assessment relies upon the following sources of information:

- Results of an extensive public involvement process, including a random household survey
- Current recreation participation patterns
- Comparison to other communities
- Mathematical demand models
- Trends in providing park facilities and services
- Geographic distribution
- Maintenance impact
- Land availability and financial resources

For a more detailed discussion of the methodology, please refer to *Discussion Paper #4, Needs Assessment*.

EXISTING AND FORECASTED POPULATION

The ratio of parkland to population is based on estimated current population and projected population within the District. The planning horizon for this study is 2021. For this study, we will use the existing and future population forecasts identified below, based on Traffic Analysis Zones (TAZ) (*Table 4.3*).

Table 4.3
Population Forecast
North Clackamas Parks & Recreation District

Year	Estimated Population
2001	90,933
2006	101,572
2011	108,449
2021	125,897

Specific needs for three types of parks are discussed in this chapter. The categories of parkland include:

- Neighborhood Parks
- Community Parks
- Natural Resource Areas

Goals for each of these park types are recommended. The recommended goal is expressed in terms of acres per 1,000 population.

Taking into account the District's current limited financial resources, these goals are considered very long term targets for each park type in the North Clackamas area and may not be achievable in the next 20 years. At a minimum, these goals will be reevaluated in five years (from the date of adoption) during the update of this document. The adoption of these goals does not indicate a responsibility for the District to be the sole provider of these needed facilities. Rather, the District will seek out creative partnerships with other private and public organizations to work towards meeting these goals.

Chapter Four: Parks and Facilities

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Table 4.4 Existing Parkland, Recommended Goals, and Anticipated Need

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In addition, the total need for other types of parkland, including special use areas and regional parks, are discussed without specifying a goal for each type. This approach will allow the District flexibility to respond to opportunities as they arise.

Those types for which a specific goal is not discussed but which are included in the overall goal for parkland to population ratio include:

- Linear Parks
- Special Use Areas
- Regional Parks
- Pocket / Mini-Parks
- Miscellaneous Open Space / Beautification Areas
- Undeveloped Parkland (land banked for future development)

EXISTING CONDITION

The District's ratio of existing parkland to population is **5.5 acres per 1,000 residents**.

COMPARISON TO OTHER COMMUNITIES

It is often helpful to make comparisons between communities in terms of park standards, operating budgets, existing facilities, recreation participation, and other factors. For comparison purposes, MIG analyzed four park and recreation districts in Oregon:

- Bend Metro Park and Recreation District
- Chehalem Park and Recreation District
- Tualatin Hills Park and Recreation District
- Willamalane Park and Recreation District

In addition, the service levels of 33 Oregon cities were used for comparison. The cities are listed in *Appendix G*.

The average ratio of parkland acres to population for the 33 Oregon cities is 14.90 acres per 1,000 population. The same Oregon cities have adopted level of service standards that average 15.87 acres per 1,000 population.

The average ratio of existing parkland to population for the four park districts used for comparison is 19.65 acres per 1,000 population. The range is 8.5 acres per 1,000 (Tualatin Hills Park and Recreation District) to 38 acres per 1,000 (Bend Metro Park and Recreation District).

Tualatin Hills Park and Recreation District has adopted a standard of 6.5 acres per 1,000 of *core parkland*, which includes 1 acre of neighborhood parkland, 1.5 acres community parkland, and 4 acres undesignated.

NORTHWEST AVERAGE FOR PARTICIPATION

Recreation participation reported on the random household survey was compared to participation in the 15 cities in the Northwest most recently studied by MIG. This database of participation is called ***The Northwest Average*** and represents average participation for specific activities. Noting whether participation in an activity is above or below the norm provides a guide to proposing goals for facilities that support that activity.

RECOMMENDED DISTRICT GOAL

A goal of **9.0 acres per 1,000 population is recommended for total parkland**. (The goal for each park type is shown on *Table 4.4*).

Assuming this goal, an additional 319.4 acres is currently needed. By 2021, the need will have grown to 637.8 acres. The overall goal should apply to all parks within the system including those for which no goal has been recommended.

Chapter Four: Parks and Facilities

FACILITIES PLAN

Specific recommendations to meet the District's long-term needs for park and recreation facilities are illustrated on the *Facilities Plan* (Figure 4.3).

A letter of the alphabet and number (such as N-12) defines each site on the *Facilities Plan*. The number is for site identification only and corresponds to text in this section. The letter represents the type of proposed park as shown below:

- N Neighborhood Park
- C Community Park
- NR Natural Resource Area
- L Linear Park
- SU Special Use Facility

A large asterisk illustrates each proposed site for neighborhood parks, community parks, natural resource areas, and special use facilities. Linear park segments are indicated with small asterisks at the beginning and end of each segment. **The asterisks are intended to indicate a general location only.** The actual location will be based on land availability, acquisition cost, and the owner's willingness to sell.

The potential exists for some parks to be developed in partnership with other public agencies. In these cases only, asterisks indicate specific properties that are publicly owned.

The proposed park system is designed to serve residents within the existing District boundaries. If annexations occur to the east, it will be necessary to adjust the *Facilities Plan*.

COORDINATION WITH ADJACENT JURISDICTIONS

The District is separated from the cities of Portland, Happy Valley, and Gladstone only by political boundaries. The Willamette and Clackamas Rivers, which are recreation resources for the entire

region, form its western and southern boundaries.

In order to provide the best possible recreation opportunities for District residents as well as for its neighbors, the *Facilities Plan* builds upon opportunities for cooperation, coordination, and partnership with other jurisdictions such as Metro, Clackamas County, City of Milwaukie, City of Happy Valley, City of Gladstone, and Portland Parks and Recreation.

City of Milwaukie

The City of Milwaukie is both part of the District and a partner in providing facilities.

City of Happy Valley

The City of Happy Valley occupies the northeast corner of the District. Although Happy Valley elected not to join the District when it formed, as a practical matter District residents use Happy Valley parks and facilities, and Happy Valley residents use District facilities. While the majority of Happy Valley does not fall within NCPRD, there are a number of properties that do as a result of an Urban Services Agreement signed between the City and NCPRD in April 2000. Terms of the agreement state that the City and NCPRD should work jointly on park and recreation planning efforts.

In an effort to work in partnership with Happy Valley, the Happy Valley Parks Master Plan is being adopted by reference to this document and will provide primary policy guidance in the sections of the city that fall within NCPRD. In addition, the *Facilities Plan* contained in this document shows the location of proposed parks and trails that appeared in the Happy Valley Draft Master Plan dated May 2001, which includes parks proposed for the Rock Creek area.

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Metro

There are many opportunities to develop linear parks and trails in cooperation with Metro. Linear parks shown on the *Facilities Plan* include trail corridors that are proposed on the Metro Regional Trails and Greenways Map (June 1996). They are:

- Bluff Trail
- Clackamas River Greenway Trail
- Mt. Scott Trail
- North Clackamas Greenway Trail
- Trolley Trail
- Scouter Mountain Trail
- Willamette River Greenway Trail

Clackamas County

Trail corridors that appear in the Clackamas County Comprehensive Plan (April 2000) have been incorporated as Linear Parks on the *Facilities Plan*.

Partnerships may be possible to develop and maintain some linear parks and trails.

Portland Parks and Recreation

Portland Parks and Recreation invited the District to participate in developing a management plan for Elk Rock Island, which is adjacent to Spring Park. Springwater Corridor is also one of Portland Parks' facilities. It dips down into the District and provides links to other City of Portland and regional facilities for District residents.

City of Gladstone

The Trolley Trail enters Gladstone, offering an opportunity for coordination between the District and the City of Gladstone for trail maintenance.



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Figure 4.3 Facilities Plan

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PARKS ANALYSIS

The following section includes a discussion of each specific type in the District's system of parks and open space.

NEIGHBORHOOD PARKS

Neighborhood parks are generally designed for unsupervised, unorganized recreation activities. They vary in size from 0.5 to 5 acres and serve an area of an approximately 0.5-mile radius. Facilities typically found in a neighborhood park include a children's playground, picnic areas, trails, open grass areas for passive use, outdoor basketball courts, and multi-use sport fields. On-site parking and permanent restrooms are ordinarily not provided.

The District currently manages 14 developed neighborhood parks. The parks vary in size from 0.5 to 5 acres, and total 29.91 acres:

- Alma Myra Park
- Ardenwald Park
- Ashley Meadows Park
- Bunnell Park
- Century Park
- Furnberg Park
- Harmony Road Park
- Heddie Notz Park
- Mill Park
- Riskey Park
- Southern Lites Park
- Summerfield Park
- Sunnyside Village Green
- Water Tower Park

Based on a current District population of 90,933, the existing level of service is about 0.3 acre per 1,000 residents for developed neighborhood parks.

The District has 13 undeveloped neighborhood park sites in its inventory. These range in size from 0.5 acre to 5 acres and total 27.4 acres:

- Altamont Site
- Anderegg Property
- James Abele Property
- Justice Property
- Sieben Property
- Stringfield Family Park
- Pfeifer Property
- Stanley Property
- Wichita Park
- *Lewelling Park
- *Homewood Park

(*Note: These sites are owned by the City of Milwaukie. Management of these sites is not the responsibility of the District.)

Through a partnership with North Clackamas School District #12 and the Oregon City School District, the District may improve park and recreation facilities at five elementary schools for use as neighborhood parks:

- Candy Lane Elementary
- Concord Elementary
- Jennings Lodge Elementary
- Mt. Scott Elementary
- View Acres Elementary

(Note: The District will be required to negotiate intergovernmental agreements with both School Districts prior to the improvement of these sites.)

Improvement of these schoolyards adds another five park sites or 7 acres to the District's neighborhood park inventory.

TRENDS

Most communities in the northwest have developed a park system centered on the neighborhood park. This balances the issue of convenience with the cost of development and maintenance. Some

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communities, however, are discontinuing development of neighborhood parks in favor of developing fewer but larger community parks due to associated development and maintenance costs.

COMPARISON TO OTHER COMMUNITIES

The service area radius used by comparable park districts in Oregon varies from 0.25 to 0.5 mile.

The neighborhood park size standard for Tualatin Hills Park and Recreation District, the only other District within the Metro area, is 3 to 5 acres. Willamalane and Chehalem, less urbanized districts, use a size standard of 5 to 10 acres.

Tualatin Hills Park and Recreation District has adopted a standard of 1 acre per 1,000 population for neighborhood parks. Willamalane has adopted a standard of 2 acres per 1,000.

The average current ratio for neighborhood parks provided by 33 Oregon cities is 0.93 acres per 1,000. The average adopted standard for Oregon cities is 2.08 acres per 1,000.

PUBLIC INPUT

In each of the public involvement opportunities, neighborhood parks were consistently ranked as one of the top three priorities for facilities the District should provide in the future.

SERVICE AREA

According to the National Recreation and Parks Association (NRPA), a neighborhood park should be centrally located within a 0.25 to 0.5 mile distance uninterrupted by non-residential roads and other physical barriers. The site should be accessible to residents by interconnecting trails, sidewalks, or low-volume residential streets.

The recommended service area for a neighborhood park is a .5-mile radius. The service areas for existing neighborhood parks are shown on *Figure 4.4*. Community parks also provide a neighborhood park function for those who live nearby, so they are also shown with a 0.5-mile radius.

RECOMMENDED DISTRICT GOALS

Assuming a 0.5-mile service area, many residential areas in the District are underserved. To provide a neighborhood park within 0.5-mile for each residential area, to provide the parks required by the Sunnyside Village Development Plan, and to develop land acquired by the City of Milwaukie, about 25 additional parks will need to be developed.

Using an average size of 4 acres per neighborhood park, the need for 25 additional neighborhood parks results in a need for approximately 52 acres of neighborhood parkland by 2021 in addition to the existing developed neighborhood parks. If this acreage is added to the existing neighborhood park acreage and divided by the 2021 projected population, the ratio, and recommended goal, is **0.89 acres per 1,000 residents**.

Note: If additional residential areas are annexed to the District in the future, or if land uses are converted to residential, the goal will need to be recalculated.

Five of the 25 needed parks could be developed on land already in the District inventory that has been earmarked for development as neighborhood parks (see *Undeveloped Parkland*). Two could be developed in cooperation with the City of Milwaukie on sites they currently own. (*Note: Parkland already in the inventory of the City and of the District is less than the recommended minimum size of 3 acres.*) Five parks could potentially be developed on public school property.

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Thirteen additional sites would need to be acquired.

RECOMMENDATIONS

Provide a neighborhood park within 0.5 mile of every resident.

- Renovate and add facilities to existing neighborhood parks to increase the recreation opportunities available.
- To increase the recreation value of small neighborhood parks, acquire land adjacent to existing parks when the opportunity arises.

- Acquire land for neighborhood parks through developer dedication.
- Where vacant land is not available or not attainable, develop partnerships with local school districts and other public agencies to provide neighborhood park facilities on public land.

Table 4.5 lists recommendations for specific neighborhood parks.

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Figure 4.4 Neighborhood Park Service Area Map

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**Table 4.5 Neighborhood Park Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
New Neighborhood Parks					
N-1	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-2	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-3	Fuller Area Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-4	Altamont Site	Develop a new neighborhood park in cooperation with North Clackamas School District on land-banked property		4.6	
N-5	Mt. Scott Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District		1.5	
N-6	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-7	Stanley Property	Develop a new neighborhood park on City of Milwaukie land-banked property		2.0	
N-9	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-10	Wichita Park	Work with Linwood Neighborhood District Association to implement the neighborhood park master plan		1.0	
N-11	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-12	Concord Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District		1.0	
N-13	View Acres Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District		1.5	
N-14	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-15	Candy Lane Elementary	Provide neighborhood park facilities in partnership with Oregon City School District		1.5	
N-16	Jennings Lodge Elementary	Provide neighborhood park facilities in partnership with Oregon City School District		1.5	
N-19	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	

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Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
New Neighborhood Parks <i>continued</i>					
N-20	James Abele Property	Develop a new neighborhood park on District land-banked property		2.8	
N-21	Justice Property	Develop a new neighborhood park on District land-banked property		3.0	
N-22	Sieben Property/Village Green	Develop a new neighborhood park in cooperation with WES on land-banked and other publicly owned property		3.4	
N-23	Sunnyside Village Park No. 5	Acquire and develop a neighborhood park	3.0	3.0	
N-24	Anderegg Site	Develop a new neighborhood park		1.4	
N-26	Stringfield Family Park	Develop a new neighborhood park connected to the Trolley Trail		4.5	
N-28	Neighborhood Park	Acquire land and develop a new neighborhood park	3.0	3.0	
N-29	Lewelling Community Park	Implement the master plan for a neighborhood park in partnership with City of Milwaukie and Lewelling Neighborhood District Association		0.9	
N-31	Pfeifer Property	Develop a neighborhood park		5.0	
N-34	Northeast Area Neighborhood Park, Clackamas Regional Center	Acquire and develop a neighborhood park	3.0	3.0	
RENOVATED NEIGHBORHOOD PARKS					
	Bunnell Park	Provide additional recreation facilities			0.8
	Century Park	Renovate			0.5
	Mill Park	Purchase additional property and provide additional recreation facilities	1.0	1.0	
	Harmony Road Neighborhood Park	Provide additional amenities			1.5
	Risley Park	Renovate			1.0
	Scott Park	Complete Phases II and III of master plan			3.0
	Southern Lites Park	Restore banks of drainage way			0.5
	Add acres to existing parks	Acquire/develop additional land adjacent to existing parks when the opportunity arises.	5.0	5.0	

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DESIGN AND DEVELOPMENT POLICIES

The following design and development policies are recommended for neighborhood parks.

Site Selection Criteria

- Ideally, neighborhood parks should be no smaller than 3 acres in size.
- At least 50% of the site should be flat and usable, and provide space for both active and passive uses. Where possible, at least 2 acres should be developed and maintained.
- The site should be reasonably central to the neighborhood it is intended to serve.
- Access routes within the 0.5-mile service area radius should minimize physical barriers and crossing of major roadways.
- Access to the site should be via a local residential street. If located on a busy street, incorporate buffers and/or barriers necessary to reduce hazards from passing vehicles.
- To encourage legitimate uses, the site should be visible from adjoining streets and have no less than 200 feet of street frontage.

Design and Development Standards

- Design should encourage access by foot or bicycle.
- A limited number of parking spaces should be provided for park users who need to drive to the park.
- Appropriate facilities include:
 - Children's play areas
 - Basketball half-court
 - Multi-purpose paved court
 - Tennis courts
 - Unstructured open play areas and practice sport fields
 - Picnic areas
 - Park shelter (small)
 - Trails and/or pathways
 - Natural open space
 - Site furnishings (picnic tables, benches, bike racks, drinking fountains, trash receptacles, etc.)
 - Restrooms
- Active and noise producing facilities, such as tennis and basketball courts, should be sited away from adjacent homes.
- Children's play areas should be universally accessible and responsive to developmental needs of children from infancy through early teens.

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COMMUNITY PARKS

The purpose of a community park is to provide opportunities for active and structured recreation, such as organized sports, as well as for individual and family activities. Sport fields are usually a primary feature. Other facilities may include group picnic areas, covered play areas, informal playfields, walking paths, community gardens, skate facilities, and support facilities such as on-site parking and permanent restrooms. The service area is several neighborhoods, or a radius of approximately 1 to 2 miles. The size may range from 6 to 50 acres.

The District manages two community parks totaling 52.17 acres:

- Ann-Toni Schreiber Park
- North Clackamas Park

The total community park acreage is 52 acres for a level of service of 0.5 acre per 1,000 residents for developed community parks.

Note: The District is also anticipating a dedication of approximately 30 acres on the former Top O' Scott golf course site. The 30-acre dedication will include a park and executive golf course (golf course will be run by private organization).

TRENDS

Communities with limited operating budgets are gravitating toward park systems centered on the community park.

PUBLIC INPUT

Results of the random household survey indicated support for "large multi-use community parks for active and passive play, located within 1 to 2 miles of most neighborhoods". The level of support was very similar to that for "small neighborhood parks within 0.5 mile of most neighborhoods".

SERVICE AREA

According to NRPA, a community park should serve two or more neighborhoods within a radius of up to 3 miles. The site should be easily accessible by major streets and interconnecting trails.

The service area for a community park has been established at a 2-mile radius. Assuming this service area, some parts of District are not served by this type of park (*Figure 4.5*).

COMPARISON TO OTHER COMMUNITIES

The service area radius used by Tualatin Hills Park and Recreation District for community parks is 3 miles. The size standard is 10 to 25 acres.

Tualatin Hills Park and Recreation District's ratio of community parkland to population in 1995 was 2.2 acres. Their adopted standard is 1.5 acres per 1,000.

Chehalem Park and Recreation District uses a service area radius of 0.5 to 3 miles, and a size standard of 30 to 50 acres.

The average existing ratio provided by 33 Oregon cities is 1.94 acres per 1,000 population. The average adopted standard for 33 Oregon cities is 2.71 acres per 1,000.

RECOMMENDED DISTRICT GOAL

Based on a 2-mile service area radius one additional community park would be needed to serve the District. At an average size of 30 acres, this is equivalent to 30 additional acres.

If this acreage is added to the existing inventory of 83.7 acres and divided by the 2021 population, the result is 0.91. The recommended goal is **0.91 acres per 1,000 population**. Based on this goal, an additional 30 acres will be needed by 2021.

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Insert

Figure 4.5 Community Park Service Area Map

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RECOMMENDATIONS

Provide a community park within 2 miles of most residents.

- Update and implement the master plan for North Clackamas Park.
- Explore the feasibility of developing a community park on existing publicly owned property, or

- Explore the feasibility of developing a community park in partnership with North Clackamas School District.

Specific recommendations for community parks are listed on *Table 4.6*.

**Table 4.6 Community Park Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
NEW COMMUNITY PARKS					
C-18	Ella V. Osterman Park *	Complete and implement a master plan for a new community park		31.0	
C-25	Community Park	Acquire and develop a community park east of I-205	30.0	30.0	
RENOVATED COMMUNITY PARKS					
	Ann-Toni Schreiber Park	Provide additional recreation facilities			6.7
	North Clackamas Park	Complete and implement an updated master plan			45.0

(Note: C-18 includes a 15- acre executive golf course leased and operated by a private organization.)

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DESIGN AND DEVELOPMENT POLICIES

The following design and development policies are recommended for community parks.

General Land Use Guidelines

- Because of their size, the acquisition of community parkland should occur far in advance of its need.
- A community park should be constructed when the area it will serve reaches about 50% development (measured by either acreage developed, or population accommodated).
- Wherever feasible, community parks should be developed adjacent to middle school or high school sites.

Site Selection Criteria

- Minimum size should ideally be no less than 20 acres.
- At least two-thirds of the site should be available for active recreation use. Adequate open space buffers should be used to separate active use areas from nearby homes.
- The site should be visible from adjoining streets and have a minimum 300 to 400 feet of street frontage.
- Access should be via a collector or arterial street.

Design and Development Standards

- Appropriate facilities include:
 - Children's play areas
 - Basketball courts
 - Multi-purpose paved court
 - Tennis courts
 - Volleyball courts (sand or grass)
 - Sport fields
 - Open multi-use grass area / natural open space
 - Picnic area
 - Group picnic facilities

- Picnic shelters (various sizes)
- Restrooms (permanent)
- Site amenities (picnic tables, benches, bike racks, drinking fountains, trash receptacles, etc.)
- Trails/pathway systems
- Parking requirements are dependent upon facilities provided. Applicable local codes should be followed, for example, 50 parking spaces are required per sport field plus five spaces per acre of active use area.
- Permanent restrooms are appropriate for this type of park but should be located in highly visible areas and near public streets.
- Children's play areas should be universally accessible and responsive to developmental needs of children from infancy through early teens.

NATURAL RESOURCE AREAS

A natural resource area is undeveloped land preserved for its environmental benefit. Natural resource lands often include wetlands, steep hillsides, stream corridors, rare plants, and wildlife habitat. In natural resource areas, recreation uses are generally secondary to protecting the resource.

The District manages 288.2 acres of natural resource areas including the 83.5-acre North Clackamas District Park, which is located behind the North Clackamas Aquatic Park. In 1990 this land was purchased by Clackamas County as part of its storm water management plan. At that time, the District was going to be allowed to develop recreation facilities on the site. Unfortunately, contaminated soils were found on much of the site and it was not possible to proceed with the development of recreational facilities. Since then, the contaminated area has been undergoing bioremediation. On other parts of the site, wetlands have been delineated. It is unclear if it will be possible to develop facilities for active recreation in the future.

Other natural resource areas include:

- Forest Creek Estates Site
- Hull Street Site
- Mt. Talbert Nature Park
- Spring Park
- Swanson Site

Hiking trails and other facilities to support passive recreation are planned for Mt. Talbert and North Clackamas District Park.

The City of Milwaukie has acquired and manages three natural resource sites totaling 3.42 acres.

- Minthorn North
- Roswell Pond
- Willow Place

TRENDS

In metropolitan areas, the preservation of natural resource areas has become very important for environmental education and recreation. Natural resource areas are also important in enhancing the livability and character of a community.

PUBLIC INPUT

According to survey participants, “natural open space with very limited development such as trails and viewpoints” ranked fourth out of seven in terms of the type of parks or facilities the District should develop for the future.

“Nature walks” was ranked in second place (“walking” was ranked first) by survey participants as the recreational activity they would most like to do if facilities were available.

12.8% of survey participants said “trail and pathways development” should be included if the District were to propose an increase in property taxes. This was in third place behind park development (13.3%) and funding for upkeep and maintenance (17.8%).

COMPARISON TO OTHER COMMUNITIES

The average ratio provided by 33 Oregon cities is 5.20 acres of natural resource area per 1,000 population. The average adopted standard is 14.68 acres per 1,000.

MAINTENANCE IMPACTS

Maintaining natural resource areas is much less costly than maintaining other recreational spaces.

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RECOMMENDED DISTRICT GOALS

The existing ratio is 3.2 acres per 1,000. It is the District's goal to maintain the same level of service ratio for natural resource areas.

areas and provide opportunities for hiking, bird and wildlife watching, environmental education, and other passive recreational activities.

Utilize volunteers in restoration and preservation efforts.

RECOMMENDATIONS

Partner with Metro, Water Environment Services, Clackamas County, and other agencies to preserve natural resource

Table 4.7 lists the specific recommendations for Natural Resource Areas (NR).

**Table 4.7 Natural Resource Area Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
NATURAL RESOURCE AREAS					
NR-32	Boardman Slough	Participate in partnership to acquire land	12.0	12.0	
NR-27	Mt Talbert	Acquire additional land through dedication to expand natural resource area	10.0	10.0	
	Mt Talbert	Implement the Master Plan		185.0	
NR-33	North Clackamas District Park	Complete and implement a new master plan which reflects site conditions and current environmental regulations		83.5	
NR-30	Spring Park	Complete and implement a master plan in coordination with Elk Rock Island Natural Area Management Plan		6.9	
	New Natural Resource Land	Acquire and develop additional natural resource land throughout the District	92.7	92.7	

DESIGN AND DEVELOPMENT POLICIES

The following design and development policies are recommended for natural resource areas.

Site Selection Criteria

- Emphasis in acquisition should be for those areas that are identified in adopted local or regional plans and that have significant environmental value.
- Acquire a corridor of adequate width to provide a buffer between trails and rivers or streams. The required width may vary. Regulatory agencies should be consulted in each specific case.

Design and Development Standards

- Design and manage natural resource areas to protect the environment, and to accommodate passive recreation.
- Follow federal, state, and local regulations regarding environmental protection.
- Where feasible, encourage public access and use of natural resource areas. Protect environmentally sensitive areas from overuse. Prohibit recreation activities in very sensitive areas.
- Keep improvements to a minimum; emphasize interpretive and educational features. Improvements should typically be limited to the following, although other uses or sites may permit more intensive development:
 - Trails
 - Seating
 - Interpretive/directional signs
 - Viewing areas
- Trails should be designed and sited to minimize impacts on the ecological functions of stream corridors and to minimize the impacts of unplanned access.
- Provide a vegetated buffer between stream corridors and trails.
- Review alignment and design details with regulatory agencies prior to construction.
- Limit parking to trailheads. Provide parking at a level the area can accommodate while preserving its natural character.
- Design facilities and utilize construction techniques to minimize erosion.
- Avoid stream banks, significant plant populations, and other sensitive features in siting and constructing trails and other features.
- Develop policies to preserve and enhance a diverse native plant community, and enhance wildlife habitat.
- Minimize the amount of bare soil by using plant materials that will develop extensive root systems.
- Remove non-native species and re-introduce native species; prevent re-infestation of non-native species.
- For newly acquired natural resource areas, develop management recommendations that are specific to the site. Forecast impact on overall management resources.
- Monitor and remedy potential problems such as tree-falls, invasive vegetation, or other liability issues.

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LINEAR PARKS

Linear parks are developed lands that follow corridors such as abandoned railroad rights-of-way, canals, power lines, and other elongated features. This type of park usually contains trails, landscaped areas, viewpoints, and seating areas.

The District currently manages no linear parks. However, it will be involved in a regional partnership to develop and maintain trails through the 6-mile Trolley Trail recently acquired by the District and Metro.

TRENDS

Linear parks have been gaining popularity over the last decade. They can provide the means to re-use existing easements that are no longer needed for rail lines. They can provide connections between parks, residential areas, and other uses.

Multi-purpose trails provide recreational opportunities for walkers, bicyclists, and skaters. They can serve as commuting routes for alternative modes, decreasing energy consumption and pollution. Depending on their location, they can also act as wildlife corridors.

PUBLIC INPUT

Walking, bicycling, jogging, and nature walks were all among the top 20 activities in the District. One or more of these activities could take place in a linear park with soft-surface nature trails or multi-purpose paved trails.

Walking and nature walks topped the top 10 list of activities people would like to do if the facilities were available. Bicycling for pleasure was the number five choice.

Trails and pathways were among the top three facilities most needed in the District according to residents who participated in open houses, public workshops, and newsletter surveys.

MAINTENANCE IMPACTS

The maintenance of linear parks is low compared to other types of recreational spaces. Service organizations or other volunteer groups are often willing to assume responsibility for maintaining sections of linear parks.

RECOMMENDATIONS

Provide linear parks and trails to connect parks, schools, neighborhoods, and other trail systems.

- Work with regional partners to provide a continuous public greenway along the Willamette and Clackamas Rivers.
- Work with regional partners to acquire, develop, and maintain linear parks and trails throughout the District.

Specific recommendations for Linear Parks are shown on *Table 4.8*. Linear parks located in natural resource areas are indicated with L/NR.

*Note: **Segments shown in italics are lower priority.** These segments are desirable in the long-term, but may not be feasible in the short-term.*

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**Table 4.8 Linear Park Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS					
L-1	OMSI to Springwater Corridor	Work with regional partners to acquire land and develop a linear park / trail corridor	0.5	0.5	
L-2	OMSI to Springwater Corridor	Work with regional partners to acquire land and develop a linear park / trail corridor	2.1	2.1	
L-3	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			5.0
L-4	Railroad Trestle	Work with regional partners to develop a bicycle and pedestrian connection across the Willamette River			
L/NR-5	Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	34.0	34.0	
L/NR-6	Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	29.4	29.4	
L-7	Trolley Trail / Willamette Greenway Connection	Work with regional partners to acquire land and develop a linear park / trail corridor	1.1	1.1	
L/SU-8	Willamette Greenway Trail	Participate with City of Milwaukie to acquire and develop trail. (see also SU/L - 8)	10.0	10.0	
L-9	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			8.7
L-10	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			8.7
L-11	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			3.3
L-12	Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	1.8	1.8	
L-13	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	9.2	9.2	

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Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS <i>continued</i>					
L-16	I-205 Trail to Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor	2.2	2.2	
L-17	Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor	7.4	7.4	
L/NR-18	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	13.8	13.8	
L/NR-19	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	17.4	17.4	
L/NR-20	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	45.5	45.5	
L/NR-21	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	11.9	11.9	
L/NR-22	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	17.9	17.9	
L/NR-23	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	19.3	19.3	
L-24	Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor	9.4	9.4	
L/NR-25	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.9	6.9	
L-26	Bluffs Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	4.4	4.4	
L-27	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	4.4	4.4	
L-28	Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	11.2	11.2	
L-29	Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	8.1	8.1	

Chapter Four: Parks and Facilities

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS <i>continued</i>					
L-30	Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	3.3	3.3	
L-31	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	9.1	9.1	
L-32	Mount Scott Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	5.6	5.6	
L-33	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	8.0	8.0	
L-34	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	4.0	4.0	
L-35	North Clackamas Greenway Trail	Work with regional partners to develop a trail corridor		7.7	
L-36	Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor	6.6	6.6	
L-37	Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor	13.8	13.8	
L/NR-38	Phillips Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.9	6.9	
L/NR-39	Phillips Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.9	6.9	
L-40	Unnamed trail	Work with regional partners to acquire land and develop a linear park / trail corridor	13.8	13.8	
L/NR-41	Sieben Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	23.0	23.0	
L/NR-42	Sieben Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.0	6.0	
L-43	Sunnyside Village Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	7.6	7.6	

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Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS <i>continued</i>					
L-44	Scouter's Mountain Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	17.9	17.9	
L-45	Unnamed trail	Work with regional partners to acquire land and develop a linear park / trail corridor	7.2	7.2	
L-46	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	3.8	3.8	
T-47	I-205 Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	8.0	8.0	



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DESIGN AND DEVELOPMENT POLICIES

Design and development policies for linear parks are discussed below. Most of the items refer to trail development since trails are the most important built feature in linear parks.

- Trails easements and dedications ideally should occur prior to or at the time of development.
- Trails along stream corridors will require special design/construction techniques in order to protect water quality.
- The District should be sensitive to private owners when trails are proposed adjacent to private property.
- In developed areas, trails will be sited through purchase or easements from willing property owners. Alternative routing will be considered when necessary.
- Wherever possible, the District should utilize undeveloped street rights-of-way for trail corridors.

Site Selection Criteria

- Wherever feasible, recreation pathways and trails should be located off-street. However, streets should be used in order to complete connection, whenever needed.
- Wherever possible, trails should encourage accessibility, particularly within loop or destination opportunities.
- Linear parks with trails should be developed throughout the community to provide linkages to schools, parks, and other destination points.
- Each proposed trail connection should be reviewed on a case-by-case basis to determine if it should be part of the District's trail system.
- Adequate buffers between trails and adjacent uses should be provided. The required width may vary.

Regulatory agencies should be consulted for buffer requirements in each specific application.

Design and Development Standards

- Trail alignments should take into account soil conditions, steep slopes, surface drainage, and other physical limitations that could increase construction and/or maintenance costs.
- Review alignment and design details with regulatory agencies prior to construction.
- Off-street multi-purpose trails may vary in width from 8' to 12', with 12' width being optimum to permit access for maintenance and security vehicles. Wider trails may be necessary to accommodate in-line skaters.
- Trails should be designed to provide access to people with and without disabilities.
- A vegetated buffer should be provided between stream corridors and trails. The required width may vary. State and local regulatory agencies should be consulted on a case-by-case basis.

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SPECIAL USE AREAS

Special use areas are sites that contain a special feature or do not fit into other categories. They may include specialized indoor facilities such as a museum, a senior center, a theater, aquatic facility, or other public buildings. They also include specialized outdoor facilities such as boat ramps or launches, fishing docks, cemeteries, and botanic gardens.

The District includes 14 special use areas totaling 29.37 acres:

- District Administration Office
- District Maintenance Facility
- Jefferson Street Boat Ramp
- Kellogg Lake
- Lewelling Elementary School Tennis Courts
- Milwaukie Center

- Milwaukie Riverfront*
- North Clackamas Aquatic Park
- Orchard Summit
- Pioneer Cemetery
- Riverville Park
- Rowe Middle School Tennis Courts
- Sara Hite Rose Garden
- Scott Park

(*Note: The City of Milwaukie is in the process of acquiring additional riverfront property as part of its Riverfront redevelopment plan. Management of this site is not the responsibility of the District).

RECOMMENDATIONS

Provide parkland to accommodate specialized outdoor recreation activities and indoor recreation facilities.

Specific recommendations for Special Use Facilities are shown on *Table 4.9*.

**Table 4.9 Special Use Facility Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
NEW SPECIAL USE PARKS					
SU-8	Milwaukie Riverfront	Participate with City of Milwaukie in the implementation of the Riverfront Master Plan.			25.0
SU-17	Multi-Sport Complex	Develop a multi-sport complex possibly on grounds of Old Clackamas High School in partnership with North Clackamas School District			25.0
	Multi-Sport Complex	Acquire and Develop a multi-sport complex East of I-205	20	20	
	Off leash Area	Acquire and develop off leash area for dogs west of I-205	3.0	3.0	
	Off leash Area	Acquire and develop off leash area for dogs east of I-205	3.0	3.0	
RENOVATED SPECIAL USE PARKS					
	Riverville Park	Expand recreation opportunities as feasible within floodway			

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DESIGN AND DEVELOPMENT POLICIES FOR INDOOR SPECIAL USE FACILITIES

General Land Use Guidelines

- Prior to the development of any indoor special use facility, a detailed cost benefit analysis and maintenance impact statement should be prepared.
- Indoor special use facilities should be reasonably central to the community or the area they intend to serve.
- Indoor special use facilities that generate significant traffic should be located on collector or arterial roadways so as not to adversely impact residential areas (traffic and parking).
- The minimum size of the special use site will depend upon the function it serves. The site should be large enough to accommodate adequate setbacks and support facilities (e.g., parking and landscaping.)

Parking requirements are dependent upon facilities provided. Local codes should be followed.

POCKET / MINI-PARKS

Pocket parks are small urban parks that range in size from 0.25 acre to 0.75 acre. They are designed to serve a single purpose for park users who live or work in the immediate vicinity.

The District manages one pocket park:

- Dogwood Park

TRENDS

Due to high maintenance costs and low utilization, pocket parks are generally developed very selectively. They are sometimes used in densely populated areas where land is scarce.

REGIONAL PARKS

Regional parks are recreational areas that serve the entire District and may draw users from surrounding areas. They are usually large and can accommodate several hundred users at one event. Typically, they include one specific use or feature that makes them unique, such as a sport complex or a large amphitheater.

The District has no regional parks at this time.

MISCELLANEOUS OPEN SPACE / BEAUTIFICATION AREAS

Miscellaneous open space includes land that may be valuable for aesthetic reasons, but which provides no recreation opportunity and is of limited or no value as a natural resource area. Open space may include publicly owned land such as rights-of-way and beautification areas.

The District manages four open space sites totaling 4.85 acres:

- Highland Summit
- Shannon View Site
- Well #8
- Willamette Drive

TRENDS

Some communities place a high value on beautification areas such as street landscaping, entry features, and floral gardens. However, the areas are often expensive to maintain.

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RECREATION FACILITIES

In this section, the needs for specific recreation facilities are discussed. They include facilities that are currently provided and those that are needed as indicated by the public involvement process:

- Aquatic Facilities
- Community / Recreation Centers
- Senior Centers
- Trails
- Picnic Facilities
- Children's Play Areas
- Sport Fields
- Courts (Tennis, Basketball)
- Gymnasiums
- X-treme Sports Facilities
- Off-Leash Areas for Dogs
- Boat Ramps
- Golf Facilities

OVERVIEW OF DISTRICT FACILITIES

In its parks, the District provides the facilities shown in *Table 4.10*.

Table 4.10
District Recreation Facilities

Facility Type	Quantity
Aquatic Park	1
Ball Wall	-
Basketball Full-Court	-
Basketball Half-Court	11
Boat Ramp	1
Children's Play Areas	11
Picnic Areas	14
Picnic Shelters (Large Group)	2
Sport Fields	7
Tennis Courts	9*
Trail/Path (Paved)	3 locations

**The Parks & Recreation District also maintains tennis courts at Lewelling Elementary and Rowe Middle Schools for public use through an Intergovernmental Agreement (IGA) with the North Clackamas School District.*

In addition to parks owned or managed by the North Clackamas Parks & Recreation District, other recreation opportunities are available within District boundaries to residents:

- Clackamas River Water District
- City of Happy Valley
- City of Milwaukie
- North Clackamas School District
- Oregon City School District
- Oregon Institute of Technology (OIT)

District residents are also served by local, state, and regional parks located nearby:

- State of Oregon
- Portland Parks and Recreation
- Metro

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CLACKAMAS RIVER WATER DISTRICT

Clackamas River Water District owns and maintains Riverside Park on the Clackamas River. This community park has a boat ramp, making it one of only a few access points in the District for boating and fishing.

CITY OF MILWAUKIE

Through an IGA between the City of Milwaukie and the District, most parks and recreation facilities owned by the City are managed and maintained by the District. The City, however, has continued to acquire sites in response to requests by residents and neighborhood groups. These newly acquired sites are maintained by the City and include two sites for future park development (see *Undeveloped Parkland*) and four sites for resource protection (see *Natural Resource Areas*).

NORTH CLACKAMAS SCHOOL DISTRICT

The North Clackamas School District includes:

- Three high schools
- Four middle schools
- 19 elementary schools

Based on information provided by organized sports groups, the sport fields and gymnasiums of all public schools are used for league practice and play.

OREGON CITY SCHOOL DISTRICT

Two Oregon City School District elementary schools (Candy Lane and Jennings Lodge) are within the North Clackamas Parks & Recreation District. Their sport fields and gymnasiums are also used by organized sport groups for games and practices.

OREGON INSTITUTE OF TECHNOLOGY (OIT)

Through an IGA, the District developed and maintains a soccer field on OIT property. It also utilizes OIT's gymnasium for recreation programs.

CITY OF HAPPY VALLEY

Happy Valley Park is used by organized sports leagues for games and practices.

STATE OF OREGON

Meldrum Bar State Park is located along the Clackamas River in the City of Gladstone.

PORTLAND PARKS AND RECREATION

Portland Parks and Recreation owns Elk Rock Island in the Willamette River. A management plan was developed in cooperation with the City of Milwaukie, North Clackamas Parks & Recreation District, and Friends of Elk Rock Island Natural Area.

The Springwater Corridor, a major element in the planned 40-mile loop, dips into the District on the north edge of Milwaukie.

District residents also use and benefit from other trails and sports fields located in Portland.

METRO

In addition to natural resource areas and trails purchased and developed in partnership with Metro, District residents have access to Metro parks nearby.

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SUMMARY OF PUBLICLY OWNED FACILITIES

Table 4.11 summarizes all public facilities within the District boundaries – those owned or maintained by the District, and those owned and maintained by schools and other public agencies. Where data are available, the average ratio for 33 Oregon cities is also shown.

The District is behind the Oregon average acres per 1,000 population in each category and for total parkland. It also has a low ratio of recreation facilities to population in almost every category.

The following section includes an analysis of specific recreation facilities, parkland facilities, and recommended goals for each. The recommendations are summarized on *Table 4.11*. The adoption of these goals does not indicate a responsibility for the District to be the sole provider of these needed recreation facilities. Rather, the District will seek out creative partnerships with other private and public organizations to work towards meeting these goals.

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Insert

**Table 4.11 Existing Recreation Facilities,
Recommended Goal, and Anticipated Need.**

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AQUATIC FACILITY / OUTDOOR POOL

The District does not currently own or operate any outdoor pools. There is an outdoor pool at Portland Waldorf School (formerly Milwaukie Junior High School). This site was previously owned and operated by the North Clackamas School District. Recently, the School District sold the property to the Waldorf School, which is a private educational institution.

The random household survey revealed a considerable amount of outdoor swimming as a recreational activity. In addition to the Waldorf School facility, outdoor swimming may be occurring in private pools, the Clackamas and Willamette Rivers, or elsewhere.

TRENDS

On a national scale, swimming continues to be a very popular recreation activity. In most communities, the effort has been to construct an indoor pool rather than an outdoor pool because of the limited swimming season. However, many swimmers prefer an outdoor swimming environment when the weather is warm. In some instances such as with Hillsboro and Corvallis, an outdoor and indoor pool are located side by side.

PUBLIC COMMENTS

Survey participants were asked to suggest additional features they would like to see at the Aquatic Park. The need for an outdoor pool was mentioned almost as often as an additional water slide for the Aquatic Park.

In terms of current participation, swimming outdoors was number 11 in popularity, followed by swimming indoors, which was number 12.

MAINTENANCE IMPACTS

While the maintenance and operation cost of an outdoor pool may be less than an indoor pool because of the limited season, the net cost of operation for both may be the same because outdoor pools traditionally do not generate as much revenue. The exception is outdoor leisure pools, which contain a variety of tanks and water slides.

RECOMMENDED DISTRICT GOAL

A goal of **34.4 square feet of outdoor water area per 1,000 population** is proposed. The current need is for 3,127 square feet of surface water area, which is equivalent to a 25-yard six-lane pool. By the year 2021, the demand will increase to 4,331 square feet of water area.

RECOMMENDATION

- Investigate a partnership with Portland Waldorf School and Friends of Milwaukie Pool for public access to an outdoor swimming pool.

AQUATIC FACILITY / INDOOR POOL

Currently, there are three indoor pools within the North Clackamas Parks & Recreation District. These include the pools at East Side Athletic Club (private health club) and the pool at the North Clackamas Aquatic Park.

- East Side Athletic Club Pools (2), 3,200 square feet water surface
- North Clackamas Aquatic Park, 12,802 square feet water surface

The North Clackamas Aquatic Park is recognized as a regional facility due to the types of facilities it provides. It serves residents throughout the Portland region and beyond.

PUBLIC INPUT

Survey participants were asked to suggest additional features they would like to see at the Aquatic Park. More water slides were mentioned the most frequently. The need for an outdoor pool was mentioned almost as often.

In terms of current participation, swimming outdoors was number 11 in popularity, followed by swimming indoors, which was number 12.

Swimming indoors was one of the top 10 activities that people would most like to do if facilities were available. This indicates that, in some way, the Aquatic Park does not meet the needs of all District residents who would like to swim indoors. Some mentioned the price of admission as a deterrent.

A swimming pool was also mentioned as one of the facilities people would like to have included in a community center if one were built.

SERVICE AREA

The Aquatic Park, which is a highly specialized facility, serves the entire District and areas well beyond the physical boundaries of the District. In fact, 78% of the users of this facility are from areas located outside the District.

RECOMMENDED DISTRICT GOAL

A goal of **62.4 square feet per 1,000 population** is recommended. Based on this goal, by the year 2021 there will be a need for 4,835 square feet of indoor pool space. This is equivalent to one large pool facility or two smaller (25-yard six-lane) pool facilities.

RECOMMENDATIONS

- Develop a partnership with health care provider(s) to provide a warm

water therapy pool and programs at the Aquatic Park.

- Provide additional water activities at the Aquatic Park.
- Develop partnerships with public and private organizations to provide an additional indoor pool (*see also Community/ Recreation Center*).

COMMUNITY / RECREATION CENTER

Currently, the North Clackamas Parks & Recreation District does not have an indoor community/recreation center. However, the District does use the gymnasium owned by Oregon Institute of Technology (OIT). In addition, the District uses two sites owned by the North Clackamas School District (Sunnyside Village Center and the Oak Grove Community Center) for sport and other recreation programs. To use these facilities, the Park District must work around school schedules. As a result, room availability is often not at convenient times.

PUBLIC INPUT

73% of survey respondents said a new community center is needed. The facilities they would most like to have included if a community center were built are:

- A multi-purpose gymnasium;
- Teen activity area;
- Exercise and aerobics room; and
- Outdoor swimming pool.

SERVICE AREA

The service area for a community center depends upon its size and the facilities it provides. Some are designed to serve the entire community while others may be designed to serve only a few neighborhoods. This is an issue that

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must be resolved during this planning study.

MAINTENANCE IMPACTS

In most instances, community centers require considerable maintenance. However, if designed appropriately, they can produce significant revenue from programs and services, which help offset maintenance costs.

RECOMMENDED DISTRICT GOAL

With a market area of nearly 100,000 people, the District could easily support a community center. This is based on operations of other centers in the Northwest. Based on the public input and stated needs, a center of 50,000 square feet would be of optimum size. The issue of this study will be how the activity space will be distributed. From a management and operation point of view, one major facility is preferable. However, in terms of providing access to all residents, two smaller centers would be best. It is not recommended that centers of less than 15,000 square feet be constructed.

Based on the above findings, a service level of 550 square feet of floor area per 1,000 population is recommended. This means that 50,000 square feet of community floor space is currently needed. By the year 2021, this need will increase to 69,245 square feet.

RECOMMENDATIONS

- Explore acquisition of existing property for conversion to a community center west of I-205.
- Acquire property and develop a community center east of I-205. Include space for senior services.
- Explore acquiring the use of Sunnyside Village Center to operate as a community center or senior center. Explore partnering with

private or non-profit corporation for operation and maintenance.

- Investigate a partnership with North Clackamas School District to build a community center and indoor swimming pool in conjunction with the new high school.

SENIOR CENTERS

The primary purpose of the Milwaukie Center is to provide recreation programs and social services to older adults and people with disabilities. The 18,600 square foot center is used at capacity during the peak hours of 8:30 am to 3:00 pm. In the evenings and weekends, the Center is rented for meetings and receptions. About \$40,000 per year is generated from room rental.

Some unused capacity exists in the late afternoon and evening.

As a means of comparison, the following senior centers were analyzed (*Table 4.12*):

Table 4.12
Comparison of Selected Senior Centers

Center	Service Population	SF Per Capita	Cost Per Capita
NCPRD	90,933	0.20	\$8
Lake Oswego	35,300	0.32	\$22
Oregon City	25,000	0.56	\$21
Corvallis	52,200	0.28	\$8
Tualatin	23,800	0.30	\$8*

* Nutrition program offered by others

PUBLIC INPUT

The need for an additional senior center was not specifically addressed in the public involvement process. However, providing services to older adults was a high priority for workshop participants.

TRENDS

In the U.S., the population is growing older. The 80 years old and over age group is the fastest growing age group. It is anticipated that the demand for programs and services for older adults will increase in the future.

RECOMMENDED DISTRICT GOAL

The current ratio of senior center space in the Parks District is **0.20 square feet of floor area per capita**. It is recommended that this service level or demand goal remain at the same level. This means that by the year 2021, an additional 6,580 square feet of space will be needed.

RECOMMENDATION

- Provide an additional 6,580 square feet of space devoted to providing services and programs to older adults east of I-205. Explore design options that will accommodate shared uses (*see also Community/Recreation Center*).

TRAILS / PATHWAYS

Multi-use paved and unpaved trails are still fairly limited within the North Clackamas Parks & Recreation District, although interest has been strong since the District's beginning. The original 1990 Master Plan proposed an extensive system of multi-purpose and soft-surface trails. Although the inventory remains low, efforts over the past 12 years have moved the District much closer to acquiring segments of trails identified in the Master Plan.

Currently, approximately 5.30 miles of the Springwater Corridor run along and through the north edge of the District. Sections of the I-205 trail totaling approximately 4.73 miles have been

completed in the District. In addition, the District is currently involved in efforts to develop trails along the 6-mile Trolley Trail.

Soft-surface nature trails are planned for Mt. Talbert Nature Park.

The Milwaukie Parks and Recreation Board has drafted a Recreational Trail System Plan for the City of Milwaukie. The system is designed to connect Milwaukie neighborhoods and parks with regional trails and greenways such as the Springwater Corridor, Trolley Trail, North Clackamas Greenway, and the I-205 Corridor Trail.

TRENDS

In the Northwest, interest in trail related activities (walking, hiking, bicycling, rollerblading, and jogging), has shown a remarkable increase in the last five years. Locally, trail related activities are very popular.

PUBLIC INPUT

Walking, bicycling, jogging, nature walks, and exercising dogs on leash were all among the top 20 activities in the District according to random household survey results.

Walking and nature walks topped the top 10 list of activities survey respondents would like to do if the facilities were available. Bicycling for pleasure was the number five choice.

Trails and pathways are among the top three facilities needed in the District according to open house participants, workshop participants, and newsletter survey respondents.

MAINTENANCE IMPACTS

The maintenance of trails is low compared to other types of recreational facilities. Furthermore, bicycle and

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pedestrian groups will often volunteer as caretakers for trails and pathways.

RECOMMENDED DISTRICT GOAL

Demand for 19.69 miles to serve a population is equivalent to a goal of 0.21 miles per 1,000 for multi-purpose paved trails.

Demand for 12.27 miles to serve a population is equivalent to a goal of 0.13 miles per 1,000 for soft-surface trails.

If these goals are adopted, in addition to existing trails (approximately 10 miles) a total of 15.9 miles of multi-purpose paved trails and 16.4 miles of soft-surface trails will be needed by 2021.

RECOMMENDATIONS

Recommendations for specific trail segments are included under Linear Parks.

- Work with regional partners to develop a trail system within the District that links parks, schools, and other trail systems.
- Develop an additional 15.9 miles of paved multi-purpose trails for recreational bicycling and walking, and for bicycle commuting.
- Provide 16.4 miles of soft-surface trails for exercise and for passive recreational activities.
- Cooperate with neighboring jurisdictions (Portland, Happy Valley, Oregon City, Johnson City, Gladstone) to build trail connections across boundaries.
- Encourage developers to build pathways and trail amenities within developments that link to the District's overall trail system. (*Note: Developers may apply for SDC credit provided the trail within their project is part of the proposed trail system.*)

PICNIC AREAS (LARGE GROUP SHELTER)

The District provides two group picnic facilities with shelters.

TRENDS

Picnicking is typically one of the more popular recreational activities.

Parks departments and districts are increasingly using group picnic facility rentals as a source of revenue.

PUBLIC INPUT

Picnicking was number 10 of the top 10 recreational activities people would like to do if facilities were available. Family activities (which might include picnics) were number three of the top 10.

SERVICE AREA

The recommended service area for family picnic areas is the same as for neighborhood parks (.5 mile). The recommended service area for group picnic areas is the same as for community parks (2 miles).

RECOMMENDED DISTRICT GOAL

In an effort to increase revenue production and disperse facilities evenly throughout the District, it is suggested that the District provide two to three group picnic areas in each of the five District sub-areas. The recommended goal of one group picnic area per 10,000 population reflects this goal. Based on the current population, a total of seven additional areas are currently needed. By the year 2021, a total of 11 areas will be needed in addition to the two existing.

RECOMMENDATIONS

- Build a group picnic area with one or more shelters in each neighborhood planning area.
- Provide family picnic areas (single tables) in every neighborhood and community park.
- Provide picnic areas in linear parks and special use areas where appropriate.

CHILDREN'S PLAY AREAS

There are 11 children's play areas in the North Clackamas Parks & Recreation District parks. Local schools provide an additional 12 areas. However, these facilities are *only* available to the general public when school is not in session.

TRENDS

Several communities in the Northwest have begun developing imaginative children's play areas that are designed to be universally accessible and responsive to the developmental needs of children from infancy through early teens.

SERVICE AREA

Children's play areas are traditionally included as part of neighborhood and community park developments. They are also provided at elementary schools. The recommended service area is that of a neighborhood park, or .5-mile radius.

MAINTENANCE IMPACTS

Children's play areas require frequent maintenance. Safety surfacing must be maintained at an appropriate depth and free of foreign objects. Play equipment should be inspected frequently for safety hazards such as loose connections and worn fittings.

RECOMMENDED DISTRICT GOAL

A recommended goal for the District is to provide one playground per 3,500 population. Applying this goal to the 2001 population, there is a need for 15 public playgrounds in addition to those currently provided by the District. By the year 2021, there will be a need for 25 additional playground areas.

In addition to activities for toddlers (ages three to five) and children (ages five to nine), more challenging activities should be incorporated in existing and new play areas for youth ages 10 to 14.

RECOMMENDATIONS

- Provide a universally accessible children's play area with age appropriate activities for infants through pre-teens at each neighborhood and community park, and at special use facilities and in linear parks where appropriate.

SPORT FIELDS

The Citizen Advisory Committee suggested that sport fields within the District be examined in terms of total capacity for multiple sports rather than as a collection of dedicated fields for specific sports.

The District has sport fields in its two community parks, Ann-Toni Schreiber Park and North Clackamas Park. It has informal play fields at Risley Park that are used by sports leagues for practice. The District has a joint use agreement with OIT for use of the soccer field adjacent to the Aquatic Park.

North Clackamas School District provides a total of 53 fields.

Clackamas River Water District provides two fields at Riverside Park.

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In addition, several churches and parochial schools have fields that are available to organized leagues.

Milwaukie Junior High School, which includes one soccer field and two youth baseball fields, has recently been sold by the North Clackamas School District to Portland Waldorf Schools, a private educational institution.

The conditions of the sport fields vary. Several leagues have contributed time and labor to upgrade and maintain the fields they use. Others are willing to do the same, but only if they can be assured of having first priority for use of the fields in which they make an investment.

TRENDS

In the Northwest, soccer play has increased significantly in the last 10 years. Today, Oregon cities are averaging one soccer team per 354 population.

On a national scale, youth baseball has increased by nearly 50% since 1984. Oregon cities are averaging one baseball team per 358 population.

Locally, interest in men's softball has declined, women's softball has remained constant, and co-ed softball has increased. Oregon cities are averaging one softball team per 439 population.

Many communities favor the development of a sport complex for maintenance efficiencies and to provide a venue for tournament games.

PUBLIC INPUT

The response was mixed when random household survey participants were asked how sport fields should be developed in the future.

27.9% of respondents to that question supported development of a multi-sport complex for several sports.

20% said that sport fields should be located throughout the District.

About 25% said the District should partner with local school districts to upgrade existing sport fields on school property.

Slightly over 20% said the District should partner with local school districts to increase the number of sport fields on school property.

Only 5.3% supported developing a sport complex dedicated to one sport.

If the District were to propose an increase in property taxes, 9.8% of respondents said sport field development should be included in the funded projects.

ORGANIZED SPORT GROUPS

Softball and Baseball

The current ratio of softball and baseball teams per population is one team per 669 population. Currently, there are approximately 110 teams participating in youth baseball/ softball programs in the District. The youth teams practice an average of two times per week and play an average of two games per week.

They use 38 fields, including five fields outside the District boundaries.

Men's adult softball teams play two games per week but do not practice because fields are not available. The co-ed adult teams play once each week with no practice. Together, the 32 adult softball teams use three fields.

Most baseball/ softball leagues begin their season in March and play until June or July. Tournament play continues through July and August. North Clackamas Junior Softball Association teams also play a fall season.

When used for baseball/softball, the fields can accommodate one game per night through the week, and three to four games/practices on Saturdays and

Chapter Four: Parks and Facilities

Sundays for a total of 12 baseball/softball games per field.

Soccer

There are 164 youth soccer teams within the District (one team per 544 population). They practice an average of two times each week and play an average of 1.5 games per week for a total requirement of 451. The season runs approximately March through November. Youth Soccer Leagues use 40 fields.

The Oregon Adult Soccer League has approximately 14 teams that originate in the District. They use 11 fields.

When used for soccer, the fields can accommodate one game/practice per night through the week, and three to four games/practices on Saturdays and Sundays for a total of 12 soccer games per field.

Football

There are 23 youth football teams in the District. They practice four times per week and play one game a week for a total requirement of 103.5. The season runs August to mid-November with the exception of Meyer Boys and Girls Club flag football. Their season runs October to May.

When used for football, the fields can accommodate one game/practice per night through the week, and two games/practices on Saturdays and Sundays for a total of nine football games per field per week.

The Milwaukie Parks and Recreation Board suggests that football fields and regulation soccer fields are in short supply for youth and adult teams.

District residents who are not part of an organized league say they have difficulty finding a field on which to play.

SERVICE AREA

The recommended service area for sport fields is a 1 to 3 mile radius.

MAINTENANCE IMPACTS

The maintenance and operation of sport fields is labor intensive. Compared to other field types, soccer fields have relatively low maintenance requirements.

RECOMMENDED DISTRICT GOAL

- The recommended service level for team play is two games and two practices per week.
- The recommended service level for field use is an average rate of 12 games/practices per week.
- The recommended ratio is **one sport field per 1,000 population**.

If this goal is adopted, 22 additional fields are currently needed. The need will grow to 52 fields by the year 2021.

Alternately, the capacity of fields (the number of games that can be played in a week) can be increased through the use of lights and synthetic turf.

RECOMMENDATIONS

- Increase capacity of existing sport fields and develop new ones in partnership with local school districts equivalent to 49 additional fields.
- Develop a partnership with local school districts to upgrade, increase capacity, and maintain existing sport fields on school district property.
- Develop a partnership with local school districts to develop new sport fields on school district property.
- Investigate a partnership with Waldorf School (formerly Milwaukie Middle School) for public access to its sport field.

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- Develop a multi-sport complex with synthetic turf in partnership with North Clackamas School District at the old Clackamas High School site.

COURTS (OUTDOOR)

The District currently provides 11 basketball half-courts, and two multi-purpose paved courts.

The North Clackamas School District provides 10 tennis courts and numerous court areas used for a variety of use, which are available to the public *only* when they are not being used for school activities.

SERVICE AREA

Tennis and basketball courts are typically provided in neighborhood and community parks.

RECOMMENDED DISTRICT GOAL

Tennis

In most communities with an average participation level, a standard of one tennis court per 2,000 population is sufficient to meet the demand for tennis play. However, based on this standard (not counting the development of future courts on local school district property) every future neighborhood and community park would require roughly two courts per site. Considering the varying size, terrain, and adjacent uses of future sites, the likelihood of developing two courts in each future park site is unlikely.

As a result, a lower level of service of **one tennis court per 3,000 population** is recommended. Based on this goal 11 new courts are needed in addition to those provided by the District and North Clackamas School District. By 2021, 23 additional courts will be needed.

Basketball

A policy of providing a basketball half-court in each neighborhood park and two full courts in each community park is recommended.

HALF-COURTS

The resulting recommended goal is **one basketball half-court per 3,500 population**.

Based on the 2001 population, there is a need for 15 additional public basketball half-courts. By 2021, 25 additional courts will be needed.

FULL COURTS

The resulting recommended goal is **one basketball court per 20,000 population**.

Based on the 2001 population, there is a current need for five additional public basketball courts. By the year 2021, six additional courts will be needed.

RECOMMENDATIONS

- Provide a basketball half-court at each neighborhood park.
- Provide basketball full courts at each community park.
- Partner with North Clackamas School District and Clackamas County to provide 24 additional tennis courts to District residents.

GYMNASIUMS

The District has no gymnasium in its own facilities. It does have agreements with Oregon Institute of Technology (OIT) and the North Clackamas School District for use of their gymnasiums for recreation programs and classes.

North Clackamas School District has 25 gymnasiums that are available to the public when they are not being used for

Chapter Four: Parks and Facilities

school activities. However, it is difficult for sports leagues and the District to acquire convenient blocks of time to offer programs.

The District uses a privately owned indoor soccer facility (Oregon Soccer Center) for its indoor soccer program.

TRENDS

The demand for gymnasium space remains high.

PUBLIC INPUT

A multi-use gymnasium was the facility mentioned most often to be included in a community center if one were built.

Basketball leagues use elementary and middle school gymnasiums for practice and games. They indicate that additional courts are needed. 174 teams play from November through March. They average one game and two practices per week. The total games and practices requirement is 435.

RECOMMENDED DISTRICT GOAL

A goal of **one gymnasium per 3,100 population** is recommended. By this goal, the District will need 15 additional gyms by 2021.

RECOMMENDATIONS

- Partner with public and private organizations to provide 15 additional gymnasiums to District residents.
- Investigate a partnership with Waldorf School (formerly Milwaukie Middle School) for public access to its gymnasium.

X-TREME SPORTS FACILITIES

Facilities for skateboarding, in-line skating, bike jumping, or rock climbing are not provided by the District at this time.

TRENDS

Many youth and teens are interested in physically challenging activities other than organized sports. “X-treme” sports facilities provide alternative opportunities.

PUBLIC INPUT

In response to a question about what type of parks or facilities the District should develop for the future, the “other” facility requested the most was a skateboard / BMX facility.

MAINTENANCE IMPACTS

In many communities, youth who use the facilities have taken an active role in the development and maintenance of skate parks, bike jumps, and climbing rocks.

RECOMMENDED DISTRICT GOAL

Based on the assumption that the District should provide some types of “X-treme” sports facilities, a goal of **one “X-treme” sports facility per 100,000 population** should be established.

RECOMMENDATIONS

- Develop an “X-treme” sports facility near a community park or community center. Facilities may include such things as a climbing wall, a skate facility, bike jumps, and should be designed with user involvement.

OFF-LEASH AREA FOR DOGS

The District provides one off-leash area for dogs in North Clackamas Park. The area is fenced and is 1 acre in size.

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TRENDS

The pressure to provide off-leash areas for dogs is an issue in most every community in the Metro area. With the densification of urban areas, the pressure can be expected to increase.

PUBLIC INPUT

On the random household survey, additional off-leash areas for dogs was one of the most frequently mentioned “other” responses to a question about what type of parks or facilities the District should develop for the future.

“Exercising dog off leash” was one of the top 20 recreational activities people participate in most frequently.

SERVICE AREA

Ideally a facility would be provided on each side of I-205.

MAINTENANCE IMPACT

The facility’s users often take on maintenance of off-leash areas, resulting in less required of maintenance staff.

RECOMMENDED DISTRICT GOAL

The goal of providing **1 acre of off-leash area per 20,000 population** is recommended. If the goal is adopted, 4.5 additional acres are currently needed. By 2021, 6.3 acres will be needed.

RECOMMENDATIONS

- Provide an off-leash area on each side of I-205.

DESIGN AND DEVELOPMENT POLICIES

Site Selection Criteria

- Off-leash areas for dogs should be sited so that runoff does not flow directly into any creek, stream, pond, or lake.
- Select a site with neighbors that support an off-leash area.

Design Standards

- Provide an area that is fenced.
- Provide a vegetated buffer between the off-leash area and stream corridor. Consult local regulatory agencies for width.
- Provide perimeter plantings for screening. Preserve a window into the off-leash area that is below tree canopies and above shrubs to ensure the safety of pet owners.
- Provide drinking water for dogs and pet owners.
- If possible, provide a permeable paved hose-down area for dogs.

BOAT RAMP

Currently, there are two boat ramps in the North Clackamas Parks & Recreation District. The Jefferson Street Boat Ramp, located on the Willamette River, is owned by the City of Milwaukie and maintained by the District. The Milwaukie Downtown and Riverfront Plan proposes removal of this boat ramp.

The other ramp is on the Clackamas River and is owned and maintained by the Clackamas River Water District.

SERVICE AREA

The State Marine Board is responsible for siting boat ramps at appropriate intervals. The Marine Board’s Boating Facilities Plan does not identify any new sites

Chapter Four: Parks and Facilities

within the North Clackamas Parks & Recreation District.

RECOMMENDED DISTRICT GOAL

The recommended goal of **one ramp per 50,000 population** means that the existing supply is sufficient to meet the current demand through the year 2021.

There is no goal recommended for non-motorized boats such as kayaks and canoes. However, the District should look for opportunities to include the minimal launching facilities wherever they are feasible.

GOLF COURSES

Golf facilities are currently provided by three privately owned courses.

TRENDS

While golf play showed significant increased interest in the 1990s, some surveys have shown a leveling off. The higher green fees now being charged could be the cause of this change.

PUBLIC INPUT

Golf was one of the top 10 activities random household survey respondents said they would like to do if facilities were available.

SERVICE AREA

The recommended service area for a golf facility is the District.

According to the National Recreation and Parks Association (NRPA), a nine-hole course can accommodate 350 people per day. An 18-hole course can accommodate 500 to 550 people per day.

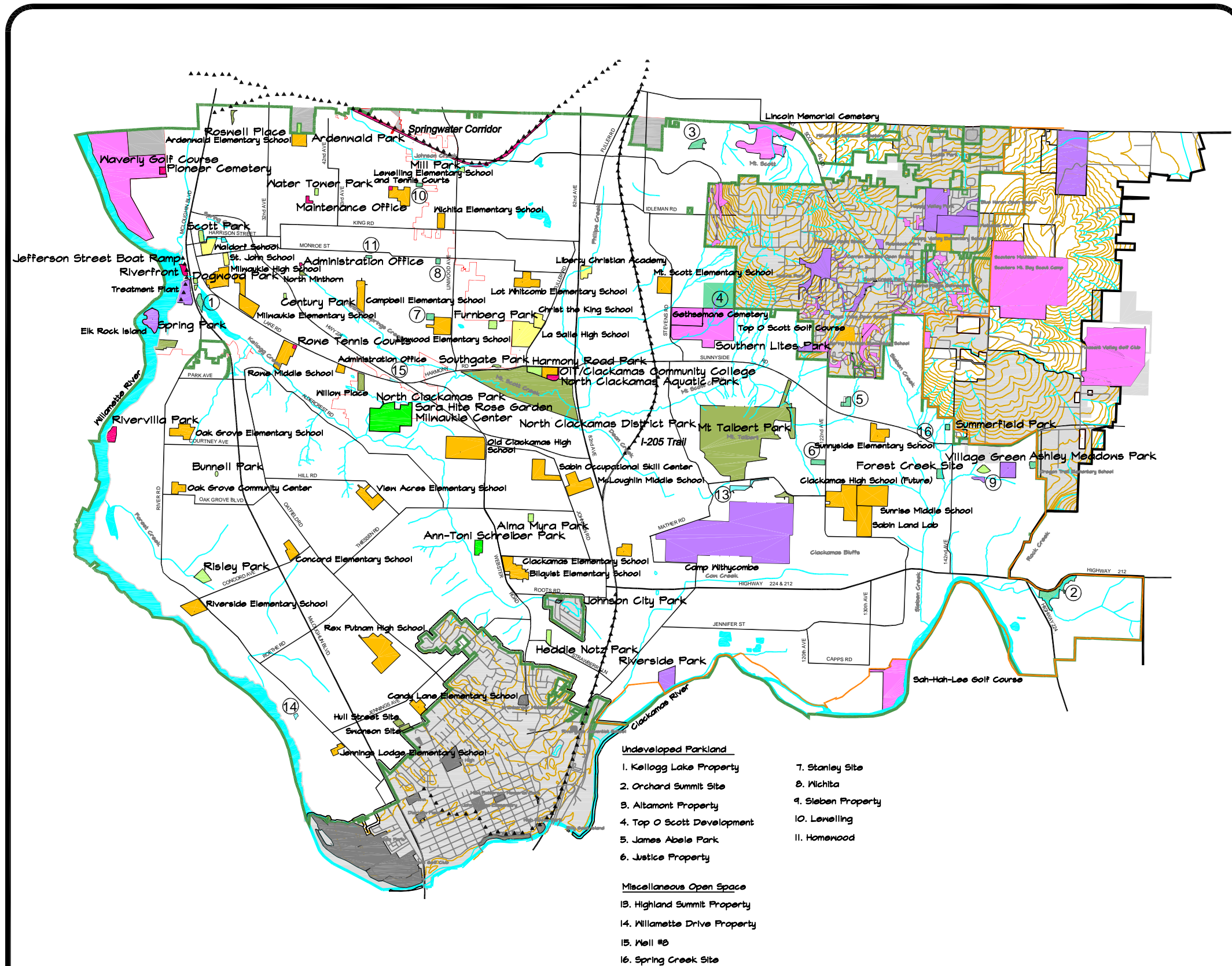
RECOMMENDED DISTRICT GOAL

A goal of **one public golf course per 100,000 population** is recommended. This means that one course is needed within the next 20 years. This course would most likely be a standard nine-hole course or 18-hole par three course.

RECOMMENDATION

- Explore the feasibility of developing a daily fee pitch and putt golf course in partnership with Top O' Scott Golf Course.

North Clackamas Parks & Recreation District



Legend:

- Planning Area Boundary
- Park District Boundary
- Urban Growth Boundary
- Neighborhood Parks
- Community Parks
- Special Use Areas
- Natural Resource Area
- Undeveloped Parkland
- Miscellaneous Open Space
- Other Public Land
- Private Facilities
- Public Schools
- Private Schools
- ▲▲▲ Existing Multi-Use Trails

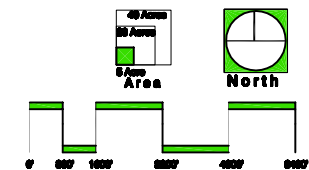


Figure 4.2
Existing Recreation Resources



Table 4.4. Existing Parkland, Recommended Goals, and Anticipated Need

Facility	EXISTING PARK INVENTORY ²			Service Goals	Size Goals (acres)	Recommended Goals Acres/1,000	ANTICIPATED NEED	
	Acres	# of Sites	Existing Ratio Acres/1,000				Current Need (in addition to existing)	2021 Need (in addition to existing)
Neighborhood Parks	64.31	30	0.71	1/2 mile	3 to 5	0.89	16.62	48.02
Community Parks	83.17	3	0.91	2 miles	6 to 50	0.91	0	30.00
Natural Resource Areas	288.22	9	3.17	varies	varies	3.20	2.78	114.67
¹ Other Parkland	64.06	20	0.70	-	-	4.00	300.00	445.10
Linear Parks	29.09	1	-	-	varies	-	-	-
Special Use	29.37	14	-	District	varies	-	-	-
Pocket Park/Mini Park	0.75	1	-	-	1/4 to 3/4	-	-	-
Misc. Open Space	4.85	4	-	-	varies	-	-	-
Regional Parks	0	0	-	District	varies	-	-	-
Total	499.76	62	5.50	-	-	9.00	319.40	637.79

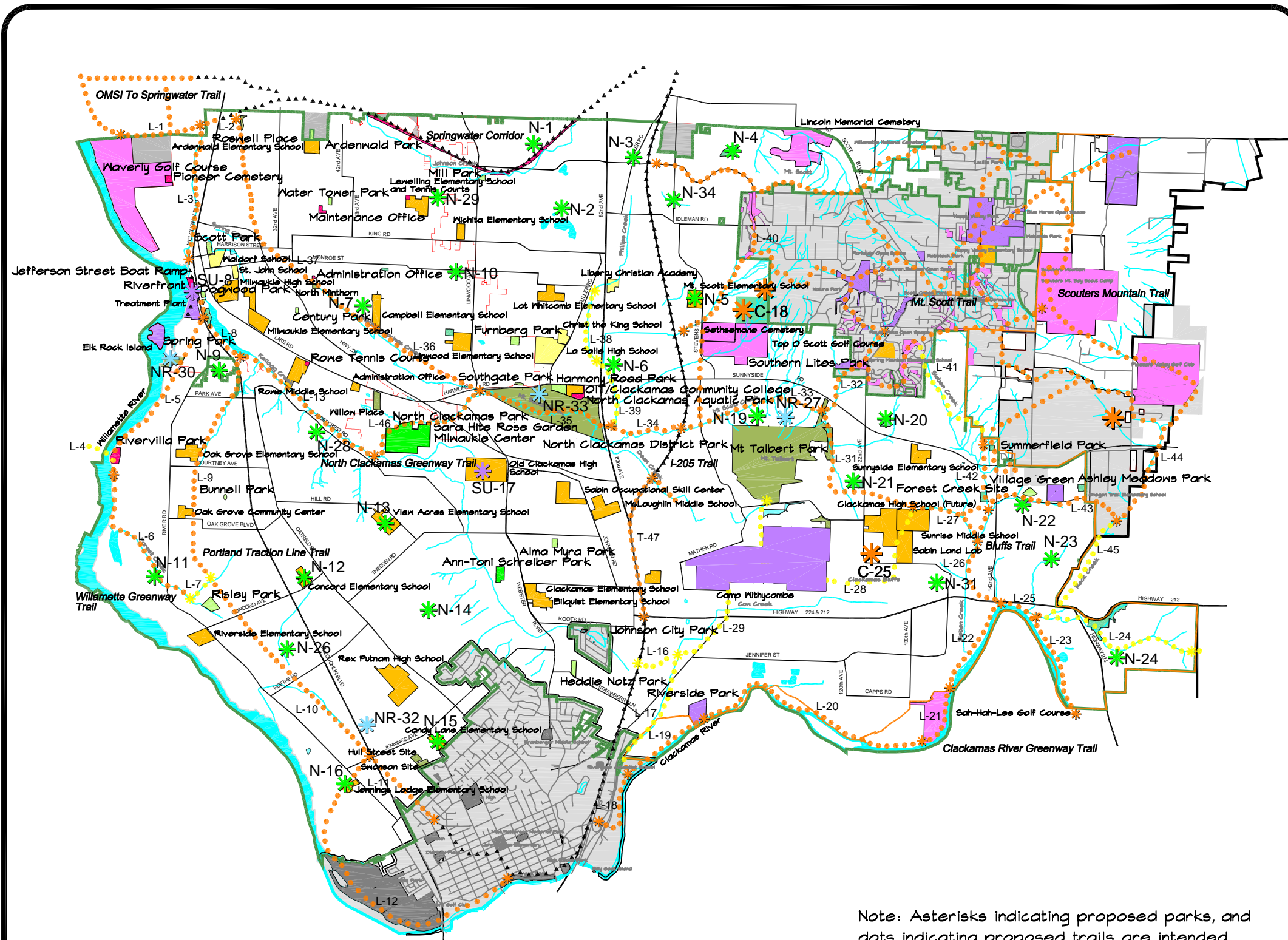
*The adoption of these long-term goals does not indicate a responsibility for the District to provide the needed facilities

Notes:

¹Other Parkland total includes Linear Parks, Special Use, Pocket/Mini Parks, Misc. Open Space and Regional Parks

² Existing park inventory includes developed and undeveloped land.

North Clackamas Parks & Recreation District



Note: Asterisks indicating proposed parks, and dots indicating proposed trails are intended to show a general location only. The actual location will be based on land availability, acquisition cost, and the owner's willingness to sell.

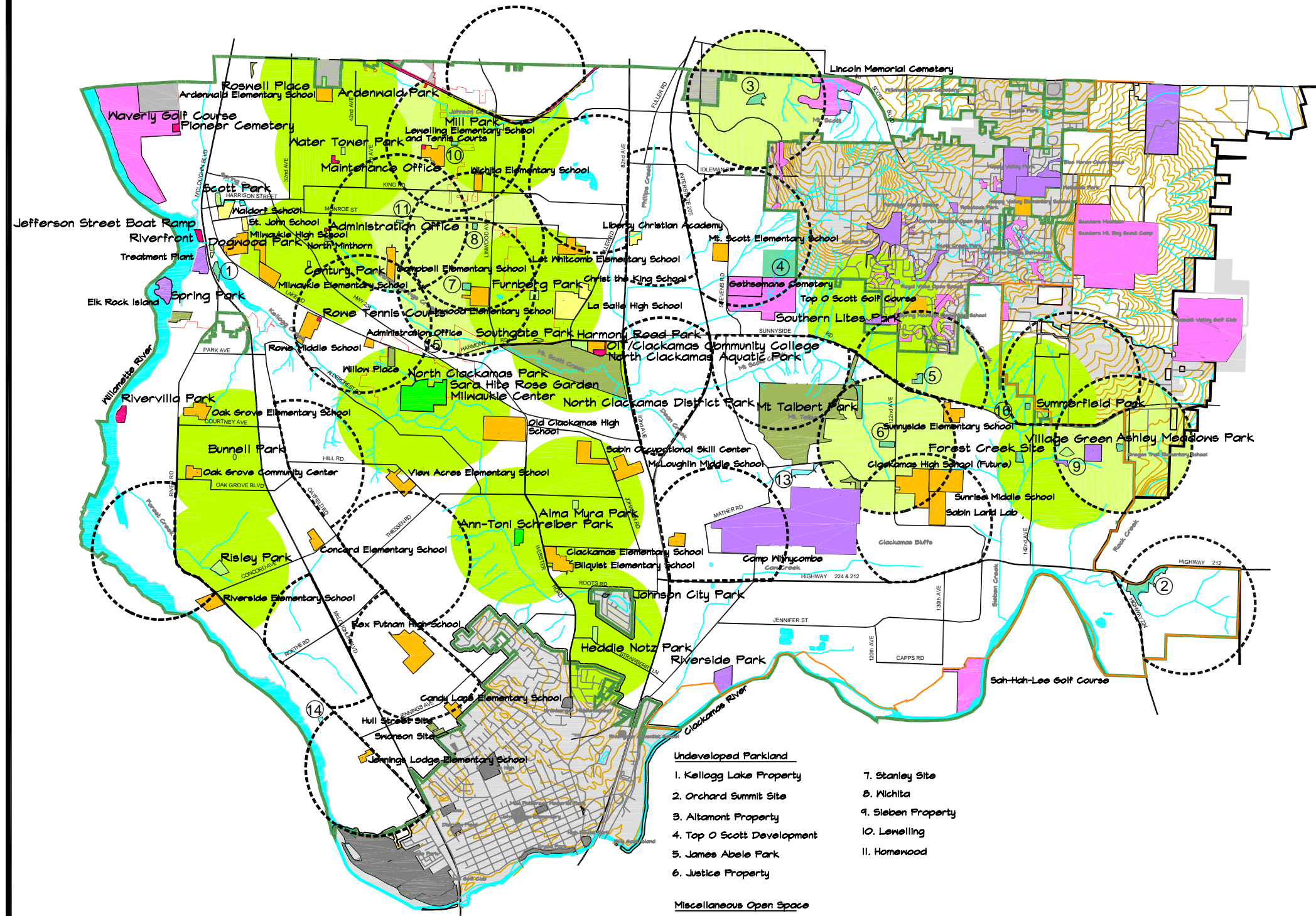
Legend:

- Planning Area Boundary
- Park District Boundary
- Urban Growth Boundary
- Neighborhood Parks
- Community Parks
- Special Use Areas
- Natural Resource Area
- Undeveloped Parkland
- Miscellaneous Open Space
- Other Public Land
- Private Facilities
- Public Schools
- Private Schools
- ▲▲▲ Existing Multi-Use Trails
- Proposed Linear Park Segment (High Priority)
- Proposed Linear Park Segment (Very Long Term)
- ★ C- Proposed Community Park
- ★ N- Proposed Neighborhood Park
- ★ SU- Proposed Special Use Facility
- ★ NR- Proposed Natural Resource Area

Figure 4.3
Facilities Plan
2002 Master Plan Update



North Clackamas Parks & Recreation District



- Undeveloped Parkland**
- 1. Kellogg Lake Property
 - 2. Orchard Summit Site
 - 3. Altamont Property
 - 4. Top O Scott Development
 - 5. James Abele Park
 - 6. Justice Property
 - 7. Stanley Site
 - 8. Nichita
 - 9. Sieben Property
 - 10. Lewelling
 - 11. Homewood
- Miscellaneous Open Space**
- 13. Highland Summit Property
 - 14. Willamette Drive Property
 - 15. Well #8
 - 16. Spring Creek Site



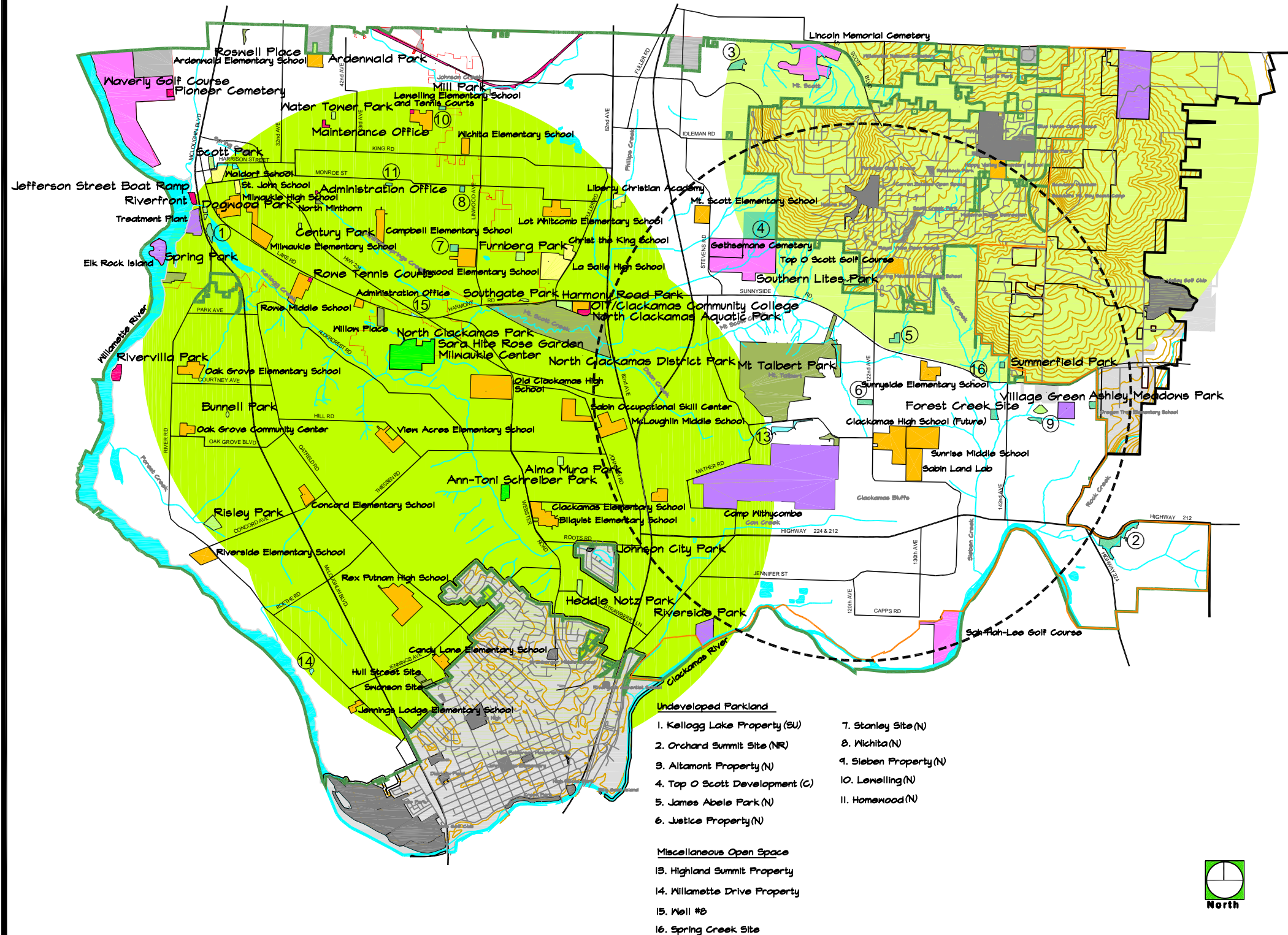
- Legend:**
- Planning Area Boundary
 - Park District Boundary
 - Urban Growth Boundary
 - Neighborhood Parks
 - Community Parks
 - Special Use Areas
 - Natural Resource Area
 - Undeveloped Parkland
 - Miscellaneous Open Space
 - Other Public Land
 - Private Facilities
 - Public Schools
 - Private Schools
 - Existing Neighborhood Park Service Area (1/2 Mile Radius)
 - Proposed Neighborhood Park Service Area (1/2 Mile Radius)
 - Undeveloped Parkland Proposed Neighborhood Park Service Area (1/2 Mile Radius)



Figure 4.4
Neighborhood Park Service Area

June 2002

North Clackamas Parks & Recreation District



Legend:

- Planning Area Boundary
- Park District Boundary
- Urban Growth Boundary
- Neighborhood Parks
- Community Parks
- Special Use Areas
- Natural Resource Area
- Undeveloped Parkland
- Miscellaneous Open Space
- Other Public Land
- Private Facilities
- Public Schools
- Private Schools
- Community Park Service Area (Proposed and Existing) (2 Mile Radius)
- Existing Happy Valley Community Park Service Area (2 Mile Radius)
- Proposed Community Park Service Area (2 Mile Radius)



Figure 4.5
Community Park Service Area

June 2002

INTRODUCTION

The District provides programs and services throughout its parks, the Aquatic Park, the Milwaukie Center, at OIT, in public school facilities, and in private facilities. It serves North Clackamas County and draws visitors from the Greater Portland region, particularly for its Aquatic Park.

Partnerships have been formed with more than 40 public and private organizations to increase programs and services to District residents.

This chapter gives an overview of participation District-wide, and discusses each service area in depth. Recommendations address specific programs as well as the overall provision of programs and services. Program areas include:

- Aquatic Programs
- Recreation and Leisure Programs
- Older Adult Programs and Services (Milwaukie Center)

Appendix D provides an inventory of programs and services offered by the District and other agencies that serve District residents.

DISTRICT-WIDE RECOMMENDATIONS FOR PROGRAMS AND SERVICES

A Strategic Planning Framework for Programs and Services was developed as a result of working with staff and the community. Based on that framework, programs and services should be designed to provide the following benefits to residents:

- Positive benefits for youth
- Improved community livability
- Equal access to programs, services, and facilities for people of all ages, abilities, and income levels

These benefits should be used to guide program planning and evaluation.

In addition to recommendations for particular program areas, a number of recommendations address the provision of programs and services District-wide:

- Partner with other agencies focused on youth to provide a comprehensive approach to fostering healthy development.
- Foster community livability through programs and community-wide events.
- Generate additional revenue to fund existing programs and services, and to expand programs and services.
- Evaluate program needs of growing diverse populations through focus group research.
- Increase programming and marketing outreach to underserved diverse populations.
- Increase the percentage of individuals aged 55 to 64 who participate in District programs and services to fill a growing need in the community and, at the same time, generate needed revenue for the District.
- Expand partnerships and sponsorships to provide additional programs and services.

ACCESS AND INTEGRATION

- Conduct a self-evaluation to determine how to improve programs and services for people with disabilities and special needs.

Chapter Five: Programs and Services

- Increase funding for scholarships to ensure participation of low-income participants.
- Expand program access for individuals with disabilities and for those from diverse cultures.
- Expand program and service locations to provide geographic access to all residents.

PROGRAM EVALUATION

The District's program evaluation efforts have been limited to date. The District should expand these efforts so that it can more effectively demonstrate the results of its efforts.

This evaluation program should be phased in to document the effectiveness of programs and services while keeping data collection and measurement within the limits of available staff resources.

- Adopt performance standards to measure the District's success in achieving the benefits most desired by the community.
- Evaluate participation records to determine the percentage of culturally diverse groups served in comparison to the District's population.
- Develop criteria to evaluate the effectiveness of each program and service area.
- Conduct annual program evaluations and refine performance targets annually to evaluate success.
- Complete the cost of service study, and develop a system for tracking costs of specific programs within each cost center so the study can be updated regularly.
- Track participation in District programs and services carefully and consistently

to improve the ability to further evaluate these services.

- Evaluate programs and services on an ongoing basis in relationship to the District's changing population; thus increasing services to meet community needs.

MARKETING AND OUTREACH

The District currently uses all common forms of marketing, such as flyers, program brochures, and ads. It recently developed a web page to provide additional means of communication with community members.

- Develop a marketing plan to increase community awareness of District programs and services, and update it annually.
- Target District residents with a percentage of the marketing budget.
- Integrate on-line information with District-wide marketing efforts.
- Add the option of on-line registration to the current registration methods.
- Expand community outreach, focusing on the benefits provided by recreation programs and services.
- Use the communication methods most effective with each age group as indicated on random household survey responses.
- Provide targeted outreach to the emerging and growing diverse populations through social service organizations serving these groups.
- Explore ways to educate the public about the cost of providing services and facilities.
- Integrate marketing with District-wide community relations efforts.

- Internally promote the concept of marketing.
- Increase marketing outreach to geographic areas with low participation.

PARTICIPATION IN PROGRAMS AND SERVICES

According to the random household survey, almost 35% of survey respondents have participated in District programs and services during the past year. This is higher than the average participation rate of approximately 25% reported in other communities. However, an unusually high percentage of residents are unaware of programs and services offered by the District.

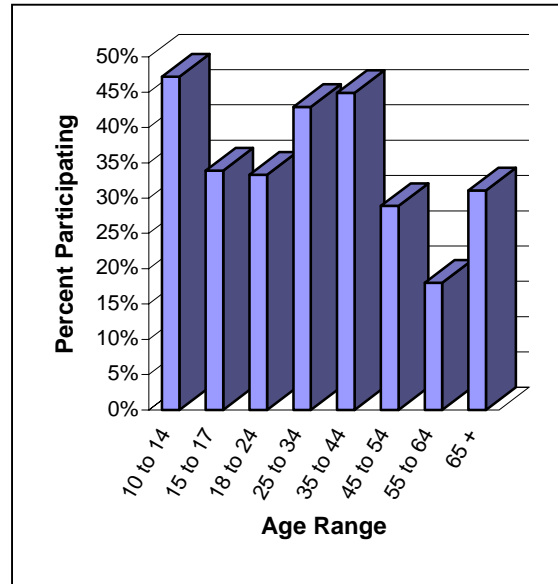
Milwaukie is the only planning area where more than half (53.5%) of the survey respondents participate in recreation programs or services. The participation rate reported in other planning areas is as follows:

- 38.1% Oak Lodge
- 29.1% Sunnyside
- 26.1% Oatfield
- 21.4% Southgate/Town Center

Age groups reporting the highest rate of participation in programs and services included (*Figure 5.1*):

- 47.2% 10 to 14
- 44.9% 35 to 44
- 42.9% 25 to 34

Figure 5.1
Participation in Programs and Services
By Age Range



These groups also reported higher levels of general recreation activity than other age groups. The age group reporting the lowest rate of participation was 55 to 64 years (18%).

The three highest priorities for programs and services according to random household survey respondents are (*Table 5.1*):

- Summer recreation programs (15.5%)
- After-school activities (15.1%)
- Organized sports (9.6%)

Chapter Five: Programs and Services

Table 5.1
Highest Priority Programs and Services

Percent Support	Program
15.5%	<i>Summer recreation programs</i>
15.1%	<i>After-school activities</i>
9.6%	<i>Organized sports</i>
8.4%	<i>Older adult services and programs</i>
8.2%	<i>Health and wellness programs</i>
8.1%	<i>Outdoor programs</i>
6.5%	<i>Aquatic programs</i>
6.1%	<i>Performing and cultural arts</i>
4.9%	<i>Special interest classes</i>
4.5%	<i>Volunteer opportunities</i>
4.3%	<i>Environmental education</i>
3.0%	<i>Facility rentals</i>
2.7%	<i>District-wide events</i>
2.2%	<i>Events that highlight other cultures</i>
0.9%	<i>Other</i>

Although the highest percentage of respondents (47.6%) said all ages should receive equal priority for facilities and services (*Appendix E*), the weighted responses indicated strong support for making certain that youth and teens are adequately served.

Chapter Five: Programs and Services

Table 5.2
Top 20 Recreation Activities

	Average Monthly Participation	Northwest Average
Recreational computer use	5.89	5.28
Walking	5.68	5.91
Gardening	3.54	4.34
Exercising a dog on leash	3.52	3.52
Family activities	3.38	3.64
Playing instruments/singing	3.14	2.21
Exercise/weight training	2.57	1.94
Exercise/aerobics	2.39	3.32
Jogging/running	2.33	2.34
Swim, outdoors	2.11	2.46
Swim, indoors	1.93	2.39
Basketball	1.85	2.19
Exercise dog off leash	1.79	1.79
Sporting event – attend	1.67	2.50
Bicycling for pleasure	1.66	2.99
Playground – visit/use	1.57	2.81
Bicycling for exercise	1.56	1.56
Nature walks	1.54	2.71
Soccer	1.34	1.70
Arts & crafts	1.33	1.53

Note: Table 5.2 shows the 20 recreational activities District residents engage in most frequently, and the average number of times they participate. Also shown for purposes of comparison is the average participation for that activity in the Northwest. Activities with higher than average participation rates are indicated in bold.

Table 5.3 illustrates the top 10 most popular recreation activities by age group and reports the average number of times each age group participants in these

activities in a 30-day period. These activities or interests could become new or expanded youth program topic areas.

Chapter Five: Programs and Services

Table 5.3
Top Ten Recreation Activities by Age Group

10-14	15-17	18-24	25-34
Play Instrument/Sing 10.71	Computers (Recreational) 11.15	Computers (Recreational) 5.83	Walking 5.13
Computers (Recreational) 7.21	Play Instrument/Sing 8.68	Play Instrument/Sing 5.57	Computers (Recreational) 4.91
Family Activities 5.88	Exercise/Weight Training 5.59	Jog/Run 5.40	Exercise Dog (On-Leash) 4.42
Bicycling (Pleasure) 4.47	Weightlifting 5.43	Walking 5.33	Family Activities 4.34
Playground (Visit) 4.24	Basketball 4.67	Skateboard 4.73	Exercise Dog (Off-Leash) 3.70
Bicycling (Exercise) 3.82	Swim (Indoors) 4.66	Exercise/Weight Training 4.57	Garden 3.11
Soccer (Play) 2.58	Walking 4.18	Handball/Racquetball 3.97	Swim (Outdoors) 2.60
Swim (Outdoors) 2.24	Exercise Dog (On-leash) 3.71	Sports Events (Attend) 3.93	Nature Walks 2.58
Arts and Crafts 2.12	Soccer (Play) 3.65	Exercise/Aerobics 3.70	Basketball 2.55
Skateboard 2.09	Swim (Outdoors) 3.64	Basketball 3.60	Playground (Visit) 2.29

35-44	45-54	55-64	65+
Walking 6.20	Walking 7.61	Computers (Recreational) 9.13	Walking 6.74
Computers (Recreational) 5.71	Garden 5.83	Garden 7.68	Exercise/Aerobics 3.14
Family Activities 3.97	Exercise Dog (On-Leash) 5.43	Walking 5.76	Garden 3.12
Garden 3.60	Family Activities 3.62	Exercise Dog (On-Leash) 3.32	Computers (Recreational) 2.30
Exercise Dog (Off-Leash) 3.46	Computers (Recreational) 3.35	Family Activities 3.46	Swim (Outdoors) 2.21
Swim Indoors 2.77	Exercise/Aerobics 2.38	Exercise/Aerobics 2.78	Golf 1.12
Exercise/Weight Training 2.70	Exercise/Weight Training 2.19	Bird Watching 2.71	Exercise/Weight Training 1.12
Exercise Dog (Off-Leash) 2.29	Swim (Outdoors) 2.07	Bicycling (Exercise) 1.59	Exercise Dog (On-Leash) 1.05
Playground (Visit) 2.25	Play Instrument/Sing 1.78	Nature Walks 1.32	Exercise/Outdoor Circuit 0.88
Arts and Crafts 1.91	Exercise Dog (Off-Leash) 1.57	Tours/Travel 1.27	Play Instrument/Sing 0.72

Note: Subgroup results of the random household survey are not statistically valid and should be given less weight than overall results.

AQUATICS AND RECREATION SERVICES

Aquatics and Recreation Services is headed by an Aquatics and Leisure Services Manager who supervises both the Aquatic Park and Recreation and Leisure Programs (Figure 5.2).

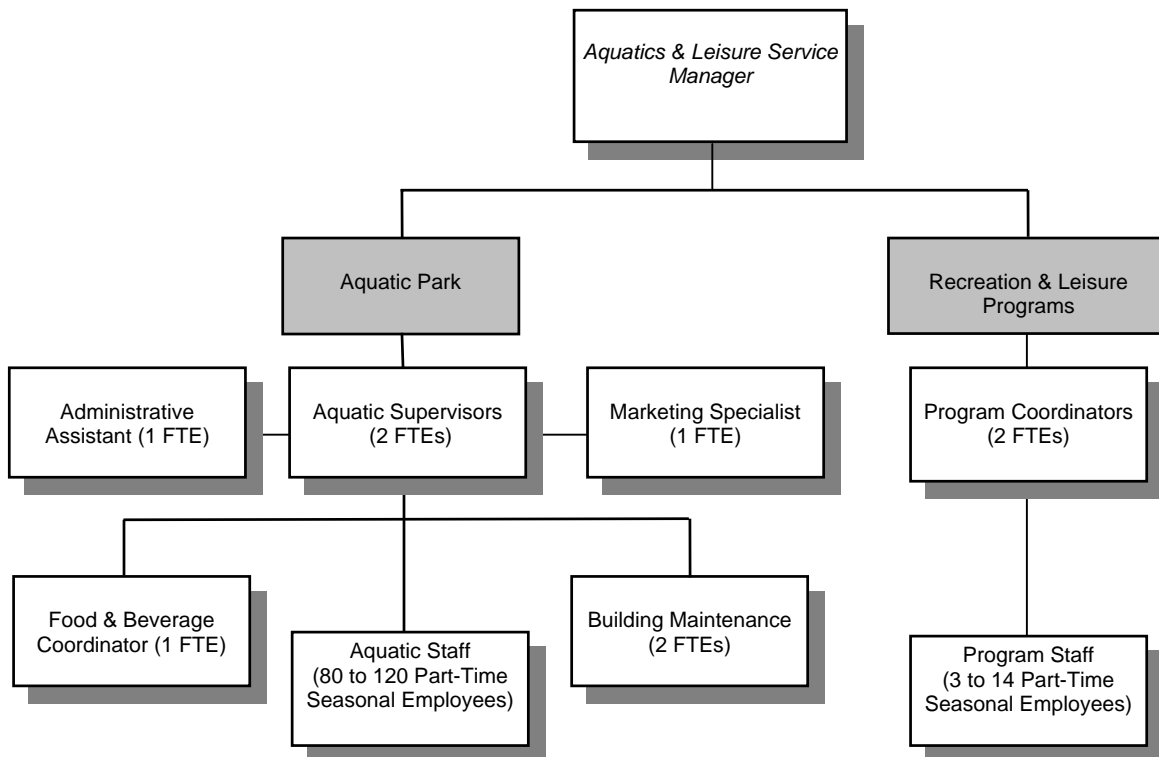
Both programs are beneficiaries of the North Clackamas Parks Foundation, a non-profit organization that lends its support through scholarships and donations.

ORGANIZATIONAL STRUCTURE

The Aquatic Park employs eight full-time staff and several part-time employees to provide aquatics supervision, birthday parties, food and beverage service, building/pool maintenance, and room rentals.

The Recreation and Leisure program employs two full-time staff to plan programs and coordinate the efforts of part-time instructors.

Figure 5.2
Aquatics & Recreation Services
Organizational Structure



Chapter Five: Programs and Services

AQUATIC OPERATIONS

The Aquatic Park provides opportunities for open swim, swim lessons, aqua exercise classes, and lap swimming. It has rooms available for birthdays and other events.

During 2000-01, lap swimmers numbered 11,722; 16,566 participated in aqua exercise classes; 2,700 participated in swim lessons; 131,686 patrons enjoyed open swim including wave pool and slides; and 14,506 attended a birthday party at the Aquatic Park.

The second Dog Daze Swim drew 625 dogs from the community and national media coverage. Eight area businesses co-sponsored the event, which raised funds for Clackamas County Dog Control and the North Clackamas Parks Foundation.

The FY 2001-2002 adopted budget for the Aquatic Park is \$2,568,224. This includes a \$750,000 expenditure for a debt service payment on the 2000 Services Bond.

COST OF SERVICE

Aquatic programs provided approximately 263,000 units of service in fiscal year 2000-01. The programs generated \$1.42 million in revenue.

Based on \$1.65 million in direct program costs, the net cost per unit of service was \$0.83 (*Table 5.4*).

The Aquatic Park recovered slightly more than 68% of its full costs including overhead (refer to *Chapter 3*).

Table 5.4
Aquatic Programs
Net Direct Cost per Unit of Service
FY 2000-2001 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
262,692	\$ 1,649,553	\$ 1,423,908	\$ 225,645	\$ 0.83

Note: Direct costs do not include administrative costs or debt service.

AQUATIC PROGRAMS

The Aquatic Park offers:

- Aqua exercise classes
- Swim lessons
- Lap swimming
- Open swim
- Birthday parties
- Special events
- Room rental

Additional classes are provided at the Aquatic Park in partnership with private outfitters, American Red Cross, and Clackamas Community College.

The Aquatic Park functions as a regional facility that serves residents throughout the Portland region; approximately 78% of users come from outside the District.

TRENDS

- Swimming has consistently been a very popular recreational activity.
- An increasing number of older adults are taking up swimming and water-based exercise given its excellent health benefits and low physical impacts.

PUBLIC INPUT

Based on the results of the community involvement program and survey, there is strong support for and interest in aquatics. This was reflected in the demand for pool facilities as well as interest in programs.

As noted in the random household survey, swimming is one of the top 20 recreation activities in the District. It is also one of the 10 activities District residents would most like to participate in *if facilities were available*.

Indoor swimming is most popular among the 15 to 17 and the 35 to 44 age groups (*Table 5.3*). The following age groups reported low participation in indoor swimming when compared to the District average of 1.93 times per month:

- 10 to 14 (0.76)
- 55 to 64 (0.66)
- 65+ (0.70)

Specific program suggestions from staff and District residents included:

- Provide open swim times for specific age groups (family swim, adult swim, teen swim).
- Offer special activities for targeted age groups.
- Expand swimming lessons.
- Provide free passes as incentives, e.g., reward attendance and scholastic accomplishment with passes to the aquatic park.
- Some community members feel the Aquatic Park's high user fees prevent low-income people from using the facility.
- Make childcare available so parents can swim.

Chapter Five: Programs and Services

AQUATIC PROGRAM RECOMMENDATIONS

Recommendations specific to Aquatic Park programs include:

- Expand and publicize reduced rates at the Aquatic Park for low-income individuals, youth, and District residents.
- Offer coupons for reduced admission.



- Establish differential pricing for off-peak and on-peak hours.
- Provide special events and open swim times for specific age groups.
- Provide additional open swim opportunities.
- Work with organizations serving older adults to increase their participation in aquatic programs.
- Partner with area school districts to award attendance and scholastic accomplishment with passes to the Aquatic Park.
- Explore feasibility of partnering with healthcare provider(s) to offer warm water aquatic exercise and therapy to older adults and people with disabilities.
- Partner with area school districts to provide transportation and after-school

swimming for youth 10 to 14 years of age.

- Explore options for providing childcare in partnership with other organizations to allow greater adult participation in programs.
- Target market in-District residents to increase their utilization of the Aquatic Park.
- Target market groups with high participation rates for indoor swimming (15 to 17 and 35 to 44 age groups) and those with low participation rates (10 to 14, 55 to 64, and 65+).
- Improve marketing for swim lessons.
- Expand selected aquatic programs for the purpose of generating additional revenue.
- Explore ways to effectively utilize volunteers.
- Expand aquatic special events as a revenue generating activity.
- Explore the feasibility of obtaining corporate sponsorships.
- Explore ways to fully utilize pools during open hours.



Chapter Five: Programs and Services

RECREATION AND LEISURE SERVICES OPERATIONS

The Recreation and Leisure program offers youth and adult activities that include time sports, general recreation interests, outdoor and adventure recreation, and special events for families and teen activities.

More than 4,000 people participate in District recreation programs every year. Youth sports drew 1,600 children and youth participants. Summer day camps were attended by 350 children. Each August, Thursday night concerts in Ardenwald Park attract approximately 900 people.

The FY 2001-2002 adopted budget for the Recreation and Leisure Program is \$314,206.

COST OF SERVICE

Recreation and Leisure programs provided approximately 42,500 units of service in fiscal year 2000-01. The programs generated \$174,000 in non-property tax revenue.

Based on \$267,000 in direct program costs, the net cost per unit of service in 2000-01 was \$2.19 (*Table 5.5*).

Recreation and Leisure programs recovered slightly more than 49% of full costs including overhead (refer to *Chapter 3*).

Table 5.5
Recreation and Leisure Programs
Net Direct Cost per Unit of Service
FY 2000-2001 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
42,489	\$266,837	\$173,983	\$92,854	\$2.19

Note: Direct costs do not include administrative costs or debt service.

Chapter Five: Programs and Services

RECREATION AND LEISURE PROGRAMS

Recreation Services provide active recreation programs for youth and adults. They include:

- Outdoor programs
- Special events
- Sports programs
- Adult open gym for volleyball and basketball
- Concerts in the park
- Summer day camps
- Summer recreation programs (RecMobile)

The District has focused on youth with school break and summer programs,

Recreation Services uses the Aquatic Park, OIT, the Milwaukie Center, parks, school facilities, and privately owned facilities for its programs and special events.

OTHER PROVIDERS

The North Clackamas School District provides an extensive Community Education Program that includes classes for all ages and before and after school childcare for kindergarten to sixth grade. (Preschool and teen programs are limited.) Classes and programs are provided at School District facilities (including Oak Grove Center and Sunnyside Village Center), at the North Clackamas Aquatic Park, and at privately owned facilities.



including the free RecMobile, a mobile recreation program unit that reaches 350 young people every summer. The District also provides recreational sports and some recreational classes for youth.

Other major providers of services for youth and adults include the North Clackamas School District, parent-run sports organizations, OSU Extension Services, and Clackamas Community College.

Chapter Five: Programs and Services

Community sports organizations are the primary provider of competitive sports for youth and adults, including:

- Softball
- Baseball
- Soccer
- Football
- Track
- Basketball

TRENDS

Youth Programs

- There is increased teen interest in individual and extreme sports including skate boarding, blading, and rock climbing.
- There is increased demand for after school day care and childcare services.
- There is increased interest in designing programs specifically to foster positive youth development and to measure program success through performance measures.
- Schools and recreation agencies are increasing emphasis on community volunteerism for youth.

Adult Programs

- In general, adults typically pay a greater percentage of program costs than other market segments. Programs for adults have the potential of generating significant revenue for the District.
- Health and wellness programs are a significant nationwide trend.
- Adult indoor and outdoor sports are popular revenue generating programs among recreation providers.
- Walking and trail-related activities are the most popular recreation activity in

Oregon, and could become the basis for expanded programs.

- Outdoor programs that enable community members to experience the natural environment through active or passive recreation are growing in popularity.
- Nationwide, adults aged 55 to 64 are looking for a different kind of aging experience focusing on active living and community volunteerism, and don't want to be identified as "senior citizens".

PUBLIC INPUT

The top priority programs and services for those who participated in the public process were:

- After-school programs
- District-wide events such as concerts and fairs
- Outdoor recreation programs
- Summer recreation programs
- Health and wellness programs

District-wide, low-cost or free summer and after-school recreation programs continue to rank as a high need. Residents also express great interest and enthusiasm for community events such as concerts, festivals, and fireworks.

Specific suggestions and observations noted by community members and staff are listed below.

Note: Some of the programs suggested by the public are already offered. This may indicate problems in how the programs are offered and/or how they are marketed.

- Expand adult programming to include social and education programs.
- Provide low-cost family recreation (picnics, bike rides, nature walks).

Chapter Five: Programs and Services

- Provide language classes (English-Spanish, Spanish-English, Russian).
- Provide square dancing.
- Develop new programs and events including foreign travel programs, multicultural music events, and outdoor adventure programs.
- Expand programming for adults (25 to 50 years) to include such things as singles activities, adventure groups, bird watching, guided nature hikes, and volunteer opportunities.
- Expand outdoor program offerings.
- Consider offering river sports such as canoeing and kayaking.
- Market outdoor recreation and bicycling as a part of a healthy personal fitness regime.
- Expand programs for preschool children and teens.
- Offer free programs and services for teens.
- According to the mail-in survey, a teen activity area was strongly supported by respondents from Milwaukie and Southgate/Town Center.
- Provide environmental programs, such as a children's ecology program.
- Reward attendance and scholastic accomplishment with passes to the Aquatic Park.
- Offer expanded indoor programs for teens, such as dances, basketball, ping-pong, and other workshops.
- expanded adult programs as a revenue generating activity.
- Set revenue targets for youth program user fees at a level that reflects community values.
- Provide a mix of revenue-generating programs and low cost, drop-in activities to ensure program affordability.
- Expand and publicize the scholarship fund for low-income residents to provide improved access to programs.
- Develop a single coordinating agency.
- Refer to the top priorities for recreation programs identified in the random household survey and other public comments as a guide to expanding programs.
- Target adult age groups with high participation rates (25 to 34 and 35 to 44).
- Target adults ages 55 to 64 to increase their lower rate of participation.
- Partner with other agencies focused on youth to provide a comprehensive approach for fostering healthy development.
- Provide volunteer opportunities for youths and teens.
- Provide volunteer opportunities for adults.
- Evaluate the need for expanded after-school and summer programming in the District.
- Maintain District focus on recreational sports for youth, and continue to rely on partner agencies to provide youth competitive sports.
- Explore establishing an information and referral service; expand and build closer partnerships with other adult program providers and publicize offerings to the community.

RECREATION AND LEISURE PROGRAM RECOMMENDATIONS

Recommendations specific to Recreation and Leisure Programs include:

- Explore the feasibility of increasing fees charged for adult programs; offer

Chapter Five: Programs and Services

- Develop partnerships to provide a centralized office to coordinate team organizations and sport field scheduling.

Chapter Five: Programs and Services

MILWAUKIE CENTER

The Milwaukie Center is a facility devoted to providing programs and services to older adults of the District. Up to 500 people per day go to the Milwaukie Center. Another 400 people are served by Milwaukie Center programs and services on any given day.

Within the Milwaukie Center there are four program areas:

- Social services
- Recreation and education services
- Nutrition services
- Transportation services

Social services include programs such as financial planning, health clinics, outreach services, and support groups.

Recreation and education services include classes, workshops, activity and interest groups, travel programs, and special events targeted toward older adults and disabled populations.

Nutrition services include home delivered meals and several on-site meal options.

Transportation services provide rides for older adults and people with disabilities to and from the Center, medical appointments, and grocery shopping.



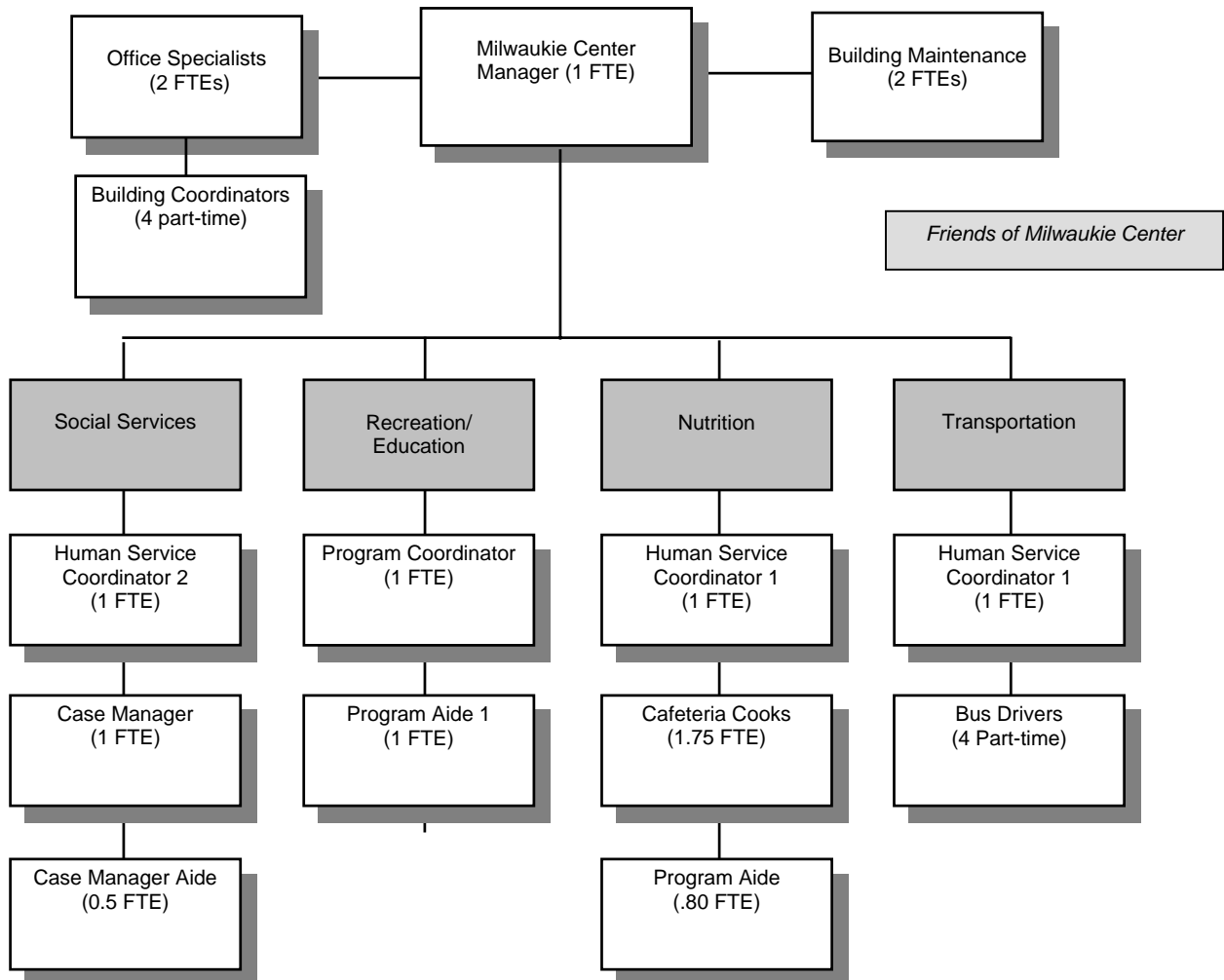
Chapter Five: Programs and Services

MILWAUKIE CENTER ORGANIZATIONAL STRUCTURE

The Milwaukie Center is headed by the Milwaukie Center Manager and is staffed by 22 paid staff and a large volunteer base. More than 1,000 volunteers gave 85,000 hours in 2001.

Friends of Milwaukie Center, a 22-year old non-profit corporation, provide support to the Center through donations and volunteer hours.

**Figure 5.3
Milwaukie Center
Organizational Structure**



Chapter Five: Programs and Services

MILWAUKIE CENTER OPERATIONS

The Milwaukie Center is a multi-purpose community center that offers a wide range of social, recreational, educational, and volunteer services aimed at the needs and interests of adults 55 years of age and older. The Center also provides services for individuals with disabilities.

More than 900 homebound older adults were monitored from the Milwaukie Center social services office. More than 400 people attended support group meetings at the Milwaukie Center including people recovering from strokes, dealing with arthritis or diabetes, experiencing grief, and caregivers for older adults as well as grandparents who are raising their grandchildren.

In addition to headquartering services to older adults in the District, the Milwaukie Center is also used for recreation programs and classes, and private rentals.

Last year approximately 2,000 adults took part in recreational learning through arts, fitness, dance, writing, driver's safety and computers through the Milwaukie Center.

The FY 2001-02 adopted General Fund budget for the Milwaukie Center is \$702,409.

The Nutrition and Transportation budgets totaling \$440,471 bring the total Milwaukie Center budget to \$1,142,880.

COST OF SERVICE

Milwaukie Center Programs and Services provided 97,653 units of service in fiscal year 2000-01 (*Table 5.6*). The programs generated \$279,907 in non-property tax revenue. Based on \$390,460 in direct

program costs, the net cost per unit of service in 2000-01 was \$4.00.

Milwaukie Center Programs and Services recovered more than 31% of full costs including overhead (refer to *Chapter 3*).

Nutrition

The Nutrition Program delivered 62,000 hot meals to more than 250 people who are homebound, and provided more than 8,000 frozen meals for weekend and holiday service.

The Nutrition Program provided approximately 94,431 units of service in fiscal year 2000-01 (*Table 5.7*). All direct program costs were funded by non-property tax sources. Based on \$236,646 in direct program costs, the average net revenue per unit of service was \$0.42.

The Milwaukie Center Nutrition Program recovered 87.80% of full costs including overhead (refer to *Chapter 3*).

Transportation

The Transportation Program provided approximately 14,755 units of service in fiscal year 2000-01 (*Table 5.8*). The programs generated \$87,800 in non-property tax revenue. Based on \$91,283 in direct program costs, the average net cost per unit of service was \$0.24.

The Milwaukie Center Transportation Program recovered 72.46% of full costs including overhead (refer to *Chapter 3*).

Chapter Five: Programs and Services

Table 5.6
Milwaukie Center Programs and Services
Net Direct Cost per Unit of Service
FY 2000-01 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
97,653	\$670,366	\$279,907	\$390,460	\$4.00

Note: Direct costs do not include administrative costs or debt service.

Table 5.7
Nutrition Programs
Net Direct Cost per Unit of Service
FY 2000-01 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
94,431	\$236,646	\$275,848	\$ (39,202)	\$(0.42)

Note: Direct costs do not include administrative costs or debt service.

Table 5.8
Transportation Programs
Net Direct Cost per Unit of Service
FY 2000-01 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
14,755	\$ 91,283	\$ 87,814	\$ 3,409	\$0.24

Note: Direct costs do not include administrative costs or debt service.

Chapter Five: Programs and Services

MILWAUKIE CENTER PROGRAMS AND SERVICES

Four main program areas provide a comprehensive program for supporting health, wellness, life-long learning, and independent living:

- Recreation and Education Programs
- Social Services
- Nutrition
- Transportation

Programs include:

- Art classes and workshops
- Activity and interest groups such as quilting, card games, woodcarving, and stamp collecting
- Educational classes such as writing, languages, and computer
- Fitness and dance classes
- Intergenerational programs
- Library
- Outdoor programs and treks
- Community-wide special events
- Community garden
- Travel programs
- Volunteer opportunities

Services geared specifically toward the needs of older adults and people with disabilities include:

- Community outreach
- Family consultation
- Health equipment loan
- Individual needs assessments
- Health and wellness clinics and classes
- Information referral and assistance

- Legal and insurance assistance
- Nutrition services and program
- Low income utility program
- Group respite program
- Support Groups
- Tax/Financial Services
- Medical, grocery, and door-to-door transportation program

TRENDS

As the baby boomer generation ages, the number of older adults is increasing much more rapidly than the population as a whole.

- Nationwide, adults ages 55 to 64 are looking for a different kind of aging experience focusing on active living and community volunteerism. They don't want to be identified as "senior citizens".
- Active older adults are a growing population segment in need of a different targeted approach to recreation services and programs.
- The senior population will grow significantly over the next five years.
- Because our population is living longer, there is a growing group of older adults who may need support services.
- Outdoor recreation, walking tours, and trips and travel continue to be popular with older adults.

PUBLIC INPUT

The random household survey asked what programs and services should be the highest priorities for the District. Older adult services and health and wellness programs were ranked four and five.

Chapter Five: Programs and Services



Older adult services and programs were among the top priorities for those who attended the public workshops.

- In the mail-out survey, respondents ranked independent living assistance for older adults as the third priority for future program and service improvements.
- In the random household survey, older adult services and programs were ranked as the fourth top priority for program improvements.
- Seniors 65+ have the highest participation in exercise/aerobics after 18 to 24 year olds (*Table 5.3*).
- Walking is the most popular recreation activity among all adult age groups between 25 and 65+, except in the 55 to 64 age group. It is the third most popular activity among 55 to 64 year-olds (*Table 5.3*).
- The planning area with the highest percentage of survey respondents who use older adult services provided by

the Milwaukie Center is the Milwaukie area, where services are based. The next largest group is from Sunnyside, the neighborhood furthest from the Center.

- *Table 5.2* shows the highest priorities for District programs and services. Many of these activities or interests could become new or expanded senior program topic areas.

MILWAUKIE CENTER RECOMMENDATIONS

Recommendations specific to Milwaukie Center Programs and Services include:

- Target adults ages 55 to 64 to increase their lower rate of participation.
- Develop expanded recreation programs focusing on active lifestyles for older adults ages 55 to 64 to fill a growing need in the community and to generate needed revenue for the District.

Chapter Five: Programs and Services

- Provide satellite programs and services at locations other than the Milwaukie Center.
- Diversify senior programming to provide more low-impact fitness and water-based programs.
- Consider having all District recreation programmers work in the same location to schedule different activities for all ages throughout the District.
- Expand active recreation opportunities for adults ages 65 and older.
- Refer to the top priorities for recreation programs identified in the random household survey and other public comments as a guide to expanding programs.
- Expand the scholarship program for low-income individuals.
- Continue to provide affordable services for seniors.
- Evaluate gaps in service.
- Expand social services for adults aged 60 years and older to meet the needs of a growing older population.
- Expand partnerships to provide community health programs.



SPECIAL EVENTS

The District provides a number of highly popular special events, such as concerts in Ardenwald Park, the Underwater Egg Hunt at the Aquatic Park, the Quilt Show and Art Show at the Milwaukie Center, and the annual Cruise-In Classic Car Show.

TRENDS

- Increasingly, Park and Recreation Departments across America are providing more support for special events both as a community building and economic development activity.

PUBLIC INPUT

During the community needs assessment process, support for expanding community events was noted. However, this support was not as strong as support for basic programs such as after school programs.

- According to the mail-in survey results, respondents ranked special events, such as concerts, fairs, and festivals as the second top priority when asked to identify priority improvements.
- Many suggestions were received during the public involvement process for events, such as hot rod shows, 'dive-in' movies at the Aquatic Park, and multi-cultural music concerts.
- Other residents recommended that teens be involved in special event programming.

RECOMMENDATIONS

Recommendations for District-wide special events include:

- Develop additional special events as revenue generating and community building activities.
- Event recommendations include: adult softball tournaments, battle of the bands, corporate challenges, dive-in movies, flea markets, circus, food festival, golf tournaments, ghouls in the pool, track and field event, mini-Olympics, picnics in the park, nature day seminars, skate jam.
- Develop seasonal "signature" District events in cooperation with service organizations, friends organizations, Chamber of Commerce, City of Milwaukie, Clackamas County, and private business. Consider suggestions from staff including: Biathlon, Clackamas River Raft Challenge, Family Fun Fair, and Hot Air Balloon Festival.

ORGANIZATIONAL STRUCTURE

Administrative Services is responsible for the overall operations of the District. It includes general operations, finance, risk management, planning and community involvement. It provides staff support to the District Advisory Board, the North Clackamas Parks foundation, and the Neighborhood Park Advisory Boards; serves as the liaison between the Advisory Boards and the Board of County Commissioners; represents the District on a number of intergovernmental committees; and manages the District's personnel function.

The Finance program manages the development of the budget; provides long-range forecasting; manages the preparation of the annual audit; manages all accounting functions; and serves as the liaison to the Budget Committee and the external auditors.

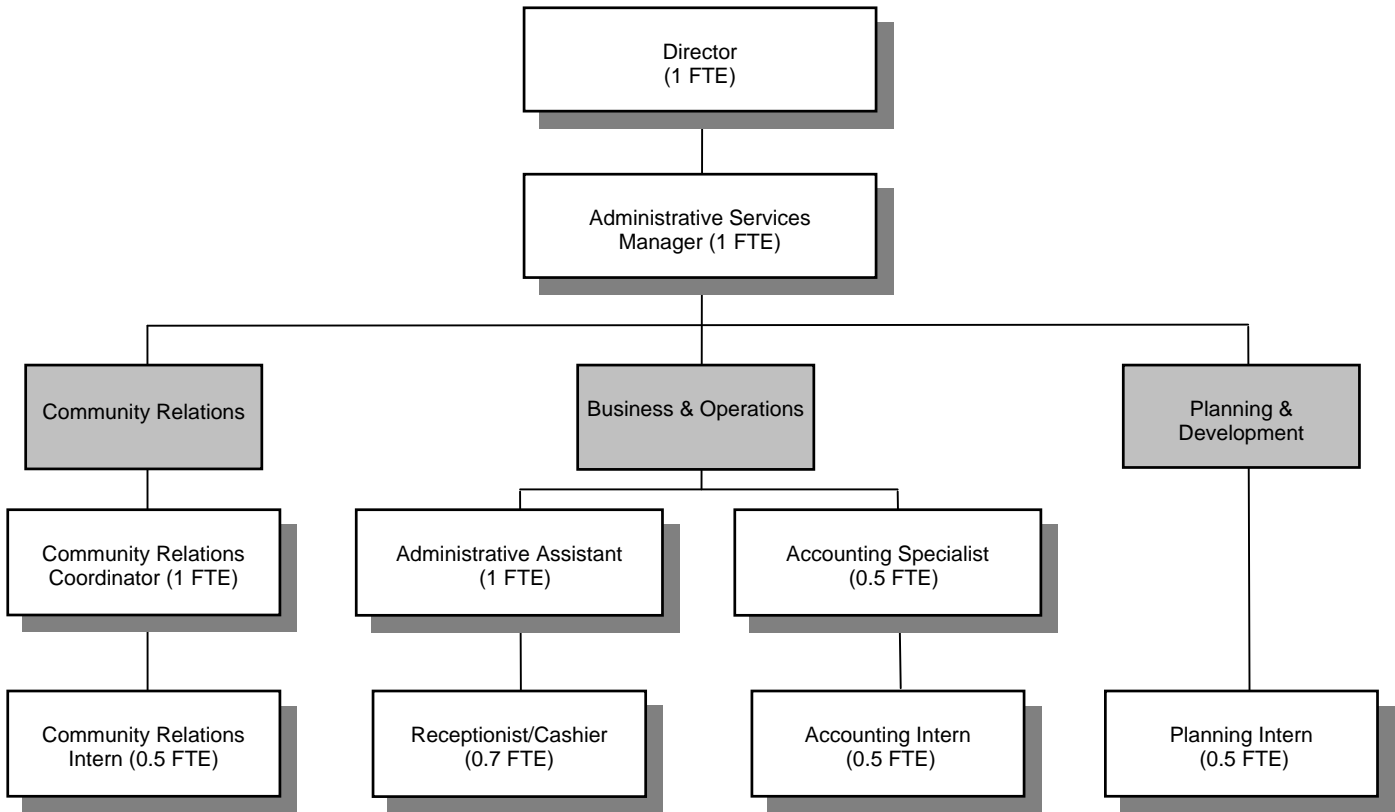
Risk Management develops and implements district-wide safety and risk prevention policies and procedures; ensures compliance with state and federal regulations; and manages the District's public liability insurance program.

Planning coordinates the District's land acquisition program and capital improvement program, and manages park and facility master plan processes. Community Involvement is responsible for developing and maintaining effective media relations, and coordinates recruitment of members for standing committees including the District Advisory Board.

The FY 2001-2002 adopted budget for Administration is \$1,947,764. This includes a contingency amount of \$1,163,915.

Chapter Six: Administration and Management

Figure 6.1
Administrative Services Department
Organizational Structure



RECOMMENDATIONS

This section contains recommendations that are pertinent to District-wide operations. They are intended to provide a guide for the District.

ACCESS AND INTEGRATION

The Americans with Disabilities Act (ADA) requires public agencies to develop an ADA Transition Plan that identifies modifications that must be made to provide access to facilities and programs, and a schedule for implementation. ADA Transition Plans are required by some Federal agencies in order to be eligible for grant monies. Additionally, providing equal access to programs and facilities for all District residents is one of the District's goals.

- Develop an ADA Transition plan to ensure access to parks, facilities, and services for people with and without disabilities.

IMAGE AND ORIENTATION

- Add directional signs to all parks on District and County roadways.
- Develop consistency in park and facility names, District signs, District maps, and other literature.
- Explore options for clearly communicating the vision and goals for the District through elements of image and orientation.
- Eliminate confusion by giving parks and facilities names that are distinctly different from other parks and facilities in the area.
- Examine marketing strategies as they relate to facility identity.

VOLUNTEERISM

The use of volunteers should not be overlooked as a means of providing more service on a limited budget. In addition to expanding staff capabilities, the use of volunteers promotes good public relations and increases individual support for services.

- Establish a District-wide volunteer program.
- Establish an Adopt-A-Park Program to promote ownership and pride in local parks. Responsibilities may include limited maintenance tasks, such as litter pick-up, watching for and reporting vandalism or other inappropriate behavior, or hosting neighborhood activities.
- Continue to provide support and encouragement to Friends organizations.
- Provide opportunities for residents to be involved in natural area restoration. Where appropriate, coordinate efforts with other organizations and agencies.
- Actively recruit, train, and certify youth sport coaches.

STAFFING AND ORGANIZATION

To meet the challenges of the future, the District must be a strong organization composed of staff members who are equipped and motivated to work together cooperatively as a single unit. The organizational structure should support their efforts toward reaching the goals and implementing the recommendations contained in this master plan.

The organizational structure should be re-evaluated and reshaped as necessary to provide maximum support for carrying out the mission and goals of the District.

Chapter Six: Administration and Management



Specific recommendations for staffing and organization include:

- Improve internal District-wide communications.
 - Explore consolidating recreation and leisure programming functions for all age groups.
 - Build grant-writing capability.
 - Conduct staff training needed for successful plan implementation.
 - Establish a District-wide training program for part-time and volunteer staff to ensure they understand their roles as the District's "front line" ambassadors.
- Continue acquiring land for future development as opportunities arise.
 - Where appropriate, acquire land outside the District to meet future park needs.
 - Accept donations or dedications of land only when the land is adjacent to an existing park, when it contributes to the establishment of a planned trail or linear park, when it fills the need for a planned park or facility as described in this master plan, or when the land represents a singular opportunity to fill an unanticipated need.

LAND ACQUISITIONS, DONATIONS, AND DEDICATIONS

Chapter Six: Administration and Management

- Donations for new neighborhood parks should be a minimum of 3 acres in size.
- Seek conservation easements to complete trail connections.

FACILITY RENTALS

The District has a limited number of facilities available for rental by community members. These include large group picnic areas (park shelters), rooms at the Milwaukie Center, rooms and pool at the Aquatic Park, and the OIT gymnasium.

- Expand rentals of existing facilities and develop additional facilities that would be suitable for rental (such as group picnic areas), that could meet community recreation needs and provide additional revenue to the District.
- Implement a fee structure for facility rentals to ensure that adequate fees are being charged to cover costs and generate revenue.
- Implement a fee structure for rentals that gives preference to groups with the highest priority for programs and services (such as District residents, youth, and older adults).

PARTNERSHIPS

The District cannot meet all recreation needs acting independently. It must continue to forge partnerships to effectively respond to future community needs. It already has a wide range of strong partnerships in place that can become the basis for future expanded collaborations.

The District must continue to position itself to take advantage of its unique strengths, avoid duplication of services, and distinguish itself from other agencies. The desire for streamlined,

coordinated services was strongly expressed during the Master Plan public involvement process.

Private businesses as well as nonprofit and other public agencies should be considered when the District focuses its efforts.

- Expand partnerships to deliver needed services and reduce duplication of effort.
- Based on Master Plan recommendations, determine the roles and responsibilities of the District and those of partner agencies.

FINANCIAL AND BUSINESS PRACTICES

- Analyze all grants for financial benefit to the District.
- Update the cost of service study annually at the beginning of each budget process; increase fees as necessary to deliver services.
- Update the parks and recreation master plan every five years.
- Evaluate new and current programs for risk exposure for the District.
- Evaluate all current and proposed programs to improve product and customer service delivery.
- Identify unusable sites for potential sale.
- Evaluate all existing IGAs to determine financial impacts to the District. Re-evaluate agreements annually and amend as necessary to reflect changes in the economy and the District's goals.
- Open all long-term professional service agreements for bid at least every three years.
- Update the five-year financial forecast on a semi-annual basis. Identify trends, set goals, and make decisions

Chapter Six: Administration and Management

- considering the long-term financial health of the District.
- Continue to develop and implement District-wide safety and risk prevention policies and procedures. Explore ways to decrease the cost of liability and worker's compensation insurance.
- Evaluate new and current services in terms of improving the District's financial performance, improving product and customer service delivery, and minimizing risk exposure to the District.

INTRODUCTION

This chapter includes a discussion of funding sources, land acquisition techniques, priority project types, and potential financing strategies.

Six scenarios are outlined which use various funding sources, allow varying levels of development, and provide different levels of funding for programs and services, operations and maintenance.

The CAC unanimously supported Scenario 3A. This scenario is discussed at the conclusion of the chapter under “Recommended Scenario and Projects”.

FUNDING SOURCES

The following are possible funding sources available to the District for planning, acquisition, development, and maintenance of parks, open space, and recreational areas.

GENERAL FUND

Approximately 50% of the District’s total operating revenue comes from the General Fund.

The District’s permanent tax rate is \$0.5382 per \$1,000 of assessed value, which generates approximately \$2.6 million each year, about 47% of General Fund Revenues. Other General Fund revenues include: fees and charges, grants, contributions, and interest income. Most General Fund money is used for operations.

ORS 266 PARKS DISTRICT

One approach to increasing the general fund amount is to form a different type of district.

As a County Service District under ORS 451, North Clackamas Parks & Recreation District is limited to its original permanent tax rate of \$0.5382 per \$1,000 assessed valuation.

If the District were to re-form as a Park and Recreation District under ORS 266, it may be possible for it to change its tax rate to a level more in line with other park and recreation districts, and one that would allow it to make significant progress in meeting community recreation needs. With voter approval (and subject to legal interpretation), the District could levy up to one-half of one percent of the real market value of property (about \$5.00 per \$1,000 assessed valuation) assuming it doesn’t exceed the \$10 limit specified in Measure 50. The \$10 limit has not been reached in most parts of the District.

Table 3.2 illustrates the gap between the tax rate of North Clackamas Parks & Recreation District and the rates of other Districts. As a point of comparison, the Tualatin Hills Park and Recreation District currently has a permanent rate of \$1.31.

SYSTEM DEVELOPMENT CHARGES

SDCs are imposed on new development to meet the growth needs of the community for parks. Park SDCs can only be used for parkland acquisition, planning, and/or development. They cannot be used for operations and maintenance of parks and facilities. Last year the District received about \$433,000 from this program, although it has received considerably more in previous years when the housing market was more robust. The current SDC rate within the District is \$950 per single-family

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residence. This rate is considered low when compared to other communities. Most communities in the Metro region are collecting between \$1500 and \$4000 per single-family residence. As of January 2002, agencies that collect SDCs are authorized to institute Cost of Living Adjustments (COLA).

LOCAL OPTION LEVY

Under a Local Option Levy, voters agree to pay additional property taxes over a specific time period. The levy is outside the District's permanent rate limit, but is subject to the \$10 combined rate limit imposed by Measure 5. It requires a simple majority of voter approval with 50% voter turnout.

A local option levy for capital improvements may be used for land acquisition or park and facility development over a period of time up to 10 years. A local option levy for operations may be used to fund operations and maintenance activities over a specified period of time up to five years.

The advantage of this type of levy is that there are no interest charges; money is accumulated on a year-by-year basis.

The disadvantages include the potential for inflation, and the loss of efficiency and cost-effectiveness that could result from dividing capital projects into phases. If funds are used for operations and maintenance, there is no guarantee that voters will pass a new levy to continue funding once the levy period has expired. Finally, the \$10 combined rate limit means that revenues can be unstable and unpredictable; once the limit is reached for individual property tax payers, the amount collected for each local option levy is reduced.

Because of the 50% voter turnout rule, most local option levies are attempted in years when state and national elections are held.

GENERAL OBLIGATION (GO) BOND

These are voter-approved bonds with the assessment placed on real property. This property tax is levied for a specified period of time (usually 20-30 years). Passage requires a majority approval by the voters. This type of property tax does not affect the overall tax limitation as described in a special local option levy. One disadvantage of this type of levy is the interest costs. The money can only be used for land acquisition and capital improvements, not operations.

REVENUE BONDS

These bonds are sold and paid from the revenue produced from the operation of a facility. This approach does not require voter approval unless 5% or more of the electors file a petition for a vote.

LOCAL IMPROVEMENT DISTRICTS

Property owners may choose to form a local improvement district (LID) and pay special assessments on their property in order to fund development or maintenance of a park or recreation facility. At least 60% of the owners within the proposed district, including property owners of at least 60% of land abutting the proposed improvement, must vote to approve formation of the LID. Development and maintenance of neighborhood parks or other parks that serve a specific service area could be funded through this method.

HUD BLOCK GRANTS

Community Development Block Grants (CDBG) from the Federal Department of Housing and Urban Development are available for a wide variety of projects. Most are distributed in the lower income areas of the community. Grants can be up to 100% of project cost. While most grants are for neighborhood improvements, they can also be used for park development. In Clackamas County the Department of Community Development administers this program.

URBAN FORESTRY GRANTS

There are several funding grant programs that provide money for urban forestry projects. One is funded by the U.S. Small Business Administration and provides grants to purchase and plant trees. This program sometimes funds urban street tree planting programs.

RECREATIONAL TRAIL PROGRAM GRANTS

Every year, the Oregon Parks and Recreation Department accepts applications for Recreational Trail Program (RTP) grants. Projects eligible for RTP funding include:

- Maintenance and restoration of existing trails
- Development and rehabilitation of trailhead facilities
- Construction of new recreation trails
- Acquisition of easements and fee simple titles to property

Grant recipients are required to provide a minimum 20% match.

INTERMODAL SURFACE TRANSPORTATION EFFICIENCY ACT (ISTEA)

Over the years, Oregon has received federal dollars for trail related projects. Originally called the Intermodal Surface Transportation Efficiency Act (ISTEA), it funded a wide variety of transportation related projects. In 1998 this program was modified and is now referred to as TEA21. In 2002, Oregon was allotted \$750,000 for trails. This grant is a competitive program administered through the Oregon Department of Transportation (ODOT). Metro, in their roles as the regional transportation agency, oversees the selection process for funding awards in the Portland metropolitan region. The money can be used for rights of way acquisition, construction, and renovation. The program requires a match ranging from 10-30%.

COUNTY OPPORTUNITY GRANTS

This grant, administered by the Oregon Parks and Recreation Department, receives its funding source from registration money on RV equipment. The program provides funding for acquisition, development, rehabilitation, and planning of county camping sites. It is not clear whether the District would be eligible for this grant program, even if it were thinking about getting into the camping business. About \$375,000 annually is available in this program.

LOCAL GOVERNMENT GRANT PROGRAM

This is lottery money and the amount distributed each year is contingent upon legislative approval of the Oregon Park and Recreation Department's budget. For agencies the size of the District a 50% match is required.

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STATE BICYCLE FUNDS

This is revenue from state gas taxes that is distributed to each City and the County for the development of bicycle lanes.

LAND AND WATER CONSERVATION FUND

This is a federal grant that comes from the National Park Service and is administered by the Oregon Parks and Recreation Department. Revenue comes from offshore oil leases. In the past, this grant program was the major funding source for local agencies. In the 1990 decade this program was nearly eliminated but is starting to receive more support. For the year 2002, the State should receive \$1,925,181, of which \$1,121,610 will be available for local agency projects. The funds can be used for acquisition and development of outdoor facilities and requires a 50% match.

STATE MARINE BOARD GRANTS

The Oregon State Marine Board manages Oregon's waterways and also provides construction grants for waterfront improvements such as boat ramps, restrooms, parking and other related projects. It also provides operational money for maintenance and patrol. It receives grant money from the licensing of pleasure boats and a portion of the gas tax. The District currently receives \$4,400 from this resource.

CERTIFICATES OF PARTICIPATION

This is a lease-purchase approach in which the District sells Certificates of Participation (COPs) to a lending institution. The District then pays the loan

off from revenue produced by the facility or from its general operating budget. The lending institution holds title to the property until the COPs are repaid. This procedure does not require a vote of the public but is somewhat risky, particularly if the operating revenue does not pay the debt service.

JOINT PUBLIC/PRIVATE PARTNERSHIP

This concept is relatively new to park and recreation agencies. The basic approach is for a public agency to enter into a working agreement with a private corporation to help fund, build and/or operate a public facility. Generally, the three primary incentives that a public agency can offer is free land to place a facility (usually a park or other piece of public land), certain tax advantages and access to the facility. While the public agency may have to give up certain responsibilities or control, it is one way of obtaining public facilities at a lower cost.

DONATIONS

The donations of labor or cash by service agencies, private groups, or individuals are a popular way to raise small amounts of money for specific projects. Service agencies often fund small projects such as playground improvements. The District received nearly \$25,000 in donations last year.

NATIONAL TREE TRUST

National Tree Trust provides trees through two programs: America's Treeways and Community Tree Planting. These programs require that volunteers plant trees on public lands. Additionally, the America's Treeway program requires

100 seedlings minimum to be planted along public highways.

PRIVATE GRANTS AND FOUNDATIONS

Private grants and foundations provide money for a wide range of projects. They are sometimes difficult to find and equally difficult to secure because of the open competition. They usually fund unique projects or ones of extreme need.

DISTRICT FOUNDATIONS

The District has two non-profit foundations in place:

- North Clackamas Parks Foundation
- Friends of Milwaukie Center, Inc.

The North Clackamas Parks Foundation provides scholarships and assists in funding the RecMobile program. It does not generate a significant amount of money.

The Friends of Milwaukie Center is an active group that contributes approximately \$60,000 per year toward Milwaukie Center programs and services.

FEES AND CHARGES

The District is currently in the process of examining the cost of providing various programs and services. Once this cost of service study is complete, the District should re-structure its rates based on the costs and benefits.

ANNEXATION

The District should continue to explore the feasibility of annexation as a means of increasing revenues.

SALE OF UNUSABLE LAND

The District's inventory of parkland includes parcels that are land-locked or, for other reasons, cannot be developed as parks. Parcels that cannot be converted to active or passive public recreation uses should be considered surplus, and the possibility of selling or trading those parcels should be explored.

LAND ACQUISITION TECHNIQUES

The following are various techniques for acquiring land that do not involve direct cash expenditures.

PUBLIC LAND TRUSTS

Land trusts such as the Trust for Public Land, Inc. and the Nature Conservancy will acquire and hold land for eventual acquisition by a public agency. In most cases, the local agency will be required to purchase the property for an agreed upon amount. In conjunction with Metro, considerable natural open space has been acquired in the region including land within the District.

EXCHANGE OF PROPERTY

This is an exchange of property between a private landowner and a public agency. For example, the District could exchange an unneeded park site or other property for a potential park site currently owned by a private party.

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TRANSFER OF DEVELOPMENT RIGHTS

This is a concept whereby an owner transfers the right to develop a piece of property to a public agency in exchange for certain tax benefits and a stated amount of cash. This concept is most common when an agency purchases the development rights to a farm. Under this agreement the owner continues to farm it but gives up certain rights such as allowing public access.

SPECIAL LAND USE ACTIONS

Through the zoning and land use approval process, public land can be acquired through density bonuses if land is dedicated, if overlay zones permit the clustering of development, or if outright negotiations are made with a developer.

LIFETIME ESTATES

This is an agreement between a landowner and the District where the District buys or receives by donation a piece of land but gives the owner the right to live on the site after it is sold for the lifetime of the owner.

CONSERVATION EASEMENT

A conservation easement is a deed restriction a landowner voluntarily places on their property to protect resources such as farm land, natural open space, wildlife habitat, or scenic views. The landowner can benefit from a conservation easement by enjoying the tax advantages of reduced property taxes. The landowner may also receive tax credit for a charitable gift. The public benefits because the restrictions and provisions of the agreement are monitored and enforced by a public agency.

PUBLIC/PUBLIC PARTNERSHIPS

Public agencies can enter into an Intergovernmental Agreement (IGA) to establish the terms of development, maintenance, and/or joint use of facilities. The District currently has agreements with school districts, Oregon Institute of Technology, and the City of Milwaukie, among others.

EXACTIONS

An exaction is the dedication of land by a property owner or developer through a land use action, such as a subdivision.

LIVING TRUST

With a living trust, a park agency purchases land but allows owners to live on the property until the owner passes away or can no longer maintain the property and moves. The property owner gains a tax benefit. The park agency is allowed time to budget development while preserving open space.

CONDEMNATION

A public agency may acquire land through condemnation procedures by demonstrating a public need and benefit.

- In a “friendly” condemnation, the buyer and seller negotiate a price.
- In an “adverse” condemnation proceeding, the buyer and seller each obtain a property appraisal to arrive at a fair market value.

PRIORITY PROJECT TYPES

Based on input from staff, the public, and the Citizen Advisory Committee, the District should allocate its resources among the priority categories described below.

Parkland Acquisition: The Master Plan identifies the need for 25 additional neighborhood parks, one community park, and many acres of linear parks for open space and trails. A recommendation is also made to expand existing parks. The acquisition of additional land will be necessary in order to meet those needs. The District needs to continue acquiring parkland while it is available.

Park Development: Since much of the District has reached build-out, there is an immediate need to provide recreation opportunities in neighborhoods where no facilities exist. Park development is an important piece of an overall park improvement package because it demonstrates value for the dollar spent.

Trail Development: Based on responses to the random household survey, walking for pleasure and nature walks are the top two recreation activities now occurring in the District. They are also the top two activities residents would like to do more frequently. The District is fortunate in that it has opportunities to create linear parks with trails that will cross the entire District and link to other regional trail systems.

Sport Field Development: The Needs Assessment revealed a considerable shortage of sport fields. The Master Plan recommends meeting this need by upgrading fields on school sites, building fields at new community park sites, and developing a multi-sport complex dedicated only to field sports.

Indoor Recreation Space: Results of the survey and input from the public and staff revealed a need for a recreation center providing gymnasium space, classrooms, and other indoor activity areas.

Additional Aquatic Facilities: During the development of the Master Plan, many requests were made to expand the aquatic facilities at the Aquatic Park, and to develop an outdoor pool in another location.

Senior Center: The Needs Assessment concluded that the current senior center would not meet the future needs of senior services. Rather than expanding the current site, a new center is recommended east of the I-205 Freeway.

Clackamas and Willamette River Access: Linear parks are proposed along the Clackamas and Willamette Rivers to meet the need for trail development, to help preserve natural resource areas, and to provide public access to the rivers.

Preservation of Natural Resource Areas: There is high interest in preserving natural resource areas. In addition to the District's large acreage on

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Mount Talbert, the Master Plan recommends many natural resource areas for acquisition and development as linear parks with trails.

Park Renovation: There was significant support in favor of maintaining, improving, and expanding existing parks.

FINANCING STRATEGIES

The cost of all the improvements recommended in the Master Plan represents nearly \$75 million. In the discussion below, several financing strategies are presented based on the level of financing considered appropriate for the District. From these options, one strategy will be selected.

Because the total project list is much higher than what can be financed at one time, it will be important to develop criteria for prioritizing projects. It is likely that some lower priority projects will not be included in the 20-year Capital Improvement Plan.

POINTS TO CONSIDER IN DEVELOPING THE FINANCING STRATEGY

Several factors have guided the development of the financing packages.

- The District already has a shortfall of operating revenue. Adding new facilities to the inventory will make this shortfall even greater.
- The District is currently paying off an \$8.56 million bond. It is costing the District about \$750,000 a year for debt service; 17 years remain.
- If the District wishes to develop major capital projects, the money will need to come from a tax-supported measure

such as a bond measure or local options levy. While grants and System Development Charges are options, the potential amount is minor compared to the overall need.

- A 20-year bond measure at a 5.25% interest rate will raise about \$16.5 million and have a tax impact of \$0.25 per \$1,000 assessed valuation.
- A \$0.25 tax rate on a local option levy would raise about \$1.3 million annually for 3 to 5 years.
- It would be possible to ask for a GO bond for acquisition and development, and a local option levy for operations and maintenance at the same time. However, the total amount would probably exceed the maximum \$0.25 limit suggested by participants in the random household survey. If the GO bond passed but the local option levy failed, the District would not proceed with the bond sale because, without the local option levy funds, the District would lack the funds necessary to maintain additional parks.
- Converting the District from a County Service District (ORS 451) to a Park and Recreation District (ORS 266) may offer an opportunity to increase the permanent tax rate.
- Forming partnerships with private groups or commercial enterprises could result in less operating cost for a facility, but also means that the District would have less control over it.
- Buying property outside the urban growth boundary to meet future recreation needs is a strategy that should be examined. Property outside the boundary is considerably less expensive at this time. Purchasing property in anticipation of annexation could save the District money in the long run.

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- Building in phases would allow more projects to be started. Disadvantages of the approach include:
 - (1) Completing a project in phases can increase the total project cost;
 - (2) Often the money cannot be found to complete the projects.
- Finally, a worst-case scenario that would allow the plan to move forward without further funding must be explored.

ALTERNATIVE FINANCING PACKAGES

Six scenarios are explained in detail on the following pages. All scenarios are presented in 2002 dollars.

A table summarizing the different scenarios is shown below (*Table 7.1*). *The recommended Scenario 3A is shown in italics.*

**Table 7.1
Scenario Summary**

Scenario	Concept	New Tax Impact	6-Year Capital Development Package	6-Year Additional Maintenance Requirement	Available for Expanded Programs & Services
1	Pay off existing bond with a GO bond	\$0.25	\$14,310,000	\$721,852	\$1,378,148

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	and use surplus for capital development and operations.				
2	Use GO bond measure to pay off original loan; extend project scope by phasing projects.	\$0.25	\$14,310,000	\$1,001,952	\$1,098,048
3	Create a new District at \$0.79 permanent tax rate. In year 3, request a GO bond.	\$0.25 + \$0.25	\$23,532,000	\$1,536,000	\$2,042,000
3A	<i>Request a two-year local option levy in 2002. Create a new District in 2004 at \$0.79 permanent tax rate and request a \$10 million GO bond (\$0.15/1000). Increase SDC rate. Sell unusable land with public involvement.</i>	\$0.10 \$0.40	\$19,526,000	\$1,500,000	\$2,000,000
4	Combination GO bond and local option levy at same time.	\$0.25 + \$0.10	\$21,710,000	\$1,357,408	\$1,853,592
5	No additional funds.	\$ -	\$ 1,691,000	\$198,577	\$ -

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SCENARIO #1: USE GO BOND TO PAY OFF ORIGINAL LOAN

Concept: Pass a medium-sized bond measure to pay off the existing bonded debt and fund a small development package. The money saved from paying off the existing bond would be used to expand the recreation programs, pay for some operational costs, and leave about 50% for capital development. Increase SDCs to fund a larger portion of park needs that result from new development.

Specifics: A \$16.5 million bond measure is proposed. Under this scenario, the original bond (\$8.56 million) would be paid off, leaving \$7.94 million for capital expenditures. Paying off the original bond would make an additional \$750,000 available in the General Fund, or a total of \$4,500,000 over 6 years. Of this, \$400,000 annually could be used for capital expenditures. The remaining \$350,000 per year would fund increased maintenance costs and expanded programs and services.

SDCs would be increased by 50% to \$1,425 per household (now \$950).

Note: This represents only a cost of living adjustment (COLA). The District should consider a policy of 100% cost recovery.

Supplement with revenue from grants and other sources.

A 20-year bond at 5% interest rate paid over 20 years would cost a taxpayer about \$0.25 per \$1,000 assessed property value.

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Revenue Sources (for 6 years)

Add'l General Fund Revenues	\$4,500,000
SDCs (\$210,000 per year)	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond (net proceeds)	\$6,700,000
Regional Partners	\$2,400,000
Local Option Levy	-
Misc./Donations	\$50,000
Total	\$16,410,000

Capital Project Expenditures (6 years)

<i>Subtotal</i>	<i>\$14,310,000</i>
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Operations (6 years)

Capital Projects	\$721,852
Maintenance Costs	
Expanded Programs & Services	\$1,378,148
<i>Subtotal</i>	<i>\$2,100,000</i>
Total	\$16,410,000

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SCENARIO #2: USE BOND MEASURE TO PAY OFF ORIGINAL LOAN; EXTEND PROJECT SCOPE BY PHASING PROJECTS

Concept: This concept is similar to Scenario 1 except many of the projects are only partially completed, allowing more individual projects to be started.

Revenue Sources (for 6 years)

Add'l General Fund	\$4,500,000
SDCs (\$210,000 per year)	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond (net proceeds)	\$6,700,000
Regional Partners	\$2,400,000
Local Option Levy	-
Misc./Donations	\$50,000
Total	\$16,410,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Subtotal \$14,310,000

Operations (6 years)

Capital Projects \$1,001,952
Maintenance Costs

Expanded Programs & Services \$1,098,048

Subtotal \$2,100,000

Total **\$16,410,000**

Capital Project Expenditures (6 years)

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SCENARIO #3: CREATE NEW PARK DISTRICT PLUS GENERAL OBLIGATION BOND

Concept: Create a new park district under ORS 266, which will increase tax base by \$0.25 for a total tax rate of \$0.7882. In year three, pass a GO bond for \$13.8 million for capital improvements. The new GO bond would have a tax impact of approximately \$0.25 per \$1,000 assessed valuation.

Specifics: This option relies on the voter-approved formation of a new park district, and subsequent approval of a GO bond measure. The increase in the permanent tax rate from the formation of the new park district will provide revenue of approximately \$1.3 million annually that can be used for capital projects, programs and services, or operations and maintenance. This option would provide the District with long-term sustainable financing, and eliminate the need to compete with libraries and schools for local option levies.

This option also assumes the sale of some existing parkland. While no specific sites are recommended, 6 acres at a value of \$50,000 per acre is shown as a revenue source.

Since this is a two-phase approach requiring voter approval at each phase, it is recommended that a portion of the new tax base created in phase one be used to show progress through park development and renovation. Remaining funds could be used to bring staffing, programs and services, operations and maintenance back to pre-1997 levels.

Please Note: There are many variations possible under this scenario. The District could choose to set a permanent tax rate at \$0.79 but collect only a portion of it. The GO bond level could be set at a different level as well. This scenario shows what is possible with a permanent tax rate that is well below other Districts,

but a total tax impact that may be higher than residents will be willing to pay.

Revenue Sources (for 6 years)

Add'l General Fund	\$7,800,000
SDCs	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond	\$13,800,000
Regional Partners	\$2,400,000
Sale of unusable land	\$300,000
Misc./Donations	\$50,000
Total	\$27,110,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Capital Project Expenditures (6 years)

Subtotal	\$23,532,000
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Operations (6 years)

Capital Project	\$1,536,000
Maintenance Costs	
Available for Expanded Programs & Services	\$2,042,000
Subtotal Operations	\$3,578,000
Total Costs	\$27,110,000

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SCENARIO #4: COMBINATION GO BOND AND LOCAL OPTION LEVY

Concept: The GO bond amount and the local option levy rate would be voted on at the same time. This would mean that the voters would be asked to approve a tax rate of \$0.35 at the polls.

As with Scenario 2, this alternative would construct projects on a phased basis, allowing for more projects to be started.

Revenue Sources (for 6 years)

SDCs	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond	\$16,500,000
Regional Partners	\$2,400,000
Local Option Levy	\$3,211,000
Misc./Donations	\$50,000
Total	\$24,921,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Capital Project Expenditures (6 years)

Subtotal \$21,710,000

Operations (6 years)

Capital Project Maintenance Costs	\$1,357,408
Expanded Programs & Services	\$1,853,592
Subtotal Operations	\$3,211,000
Total	\$24,921,000

SCENARIO #5: NO ADDITIONAL FUNDS

Concept: Maintain the current rate of funding for capital development and operations. Reallocate property tax dollars to reflect community values.

Specifics: This is a worst-case scenario in which no new funding options are provided. It assumes the same SDC rate now in place, some grant money and some donations. The amount of grants has been reduced because it assumes the District would not have the matching amount. Most of the emphasis on this scenario is with neighborhood park rehabilitation and development. Very little is allocated for new or renovated facilities. In this case, it would be important to re-evaluate all expenditures, including those from the general fund, to make certain that allocations reflect community values.

This scenario also illustrates the dilemma the District has been facing for the past several years. Even minimal park development increases the District's maintenance costs. Because the existing revenue sources do not include additional funds for operations, the District must deplete its reserves to fund the higher maintenance costs. Funds for expanded programs and services must also come from reserves or increased fees and charges.

Meanwhile, the demand for new parks and the need for programs and services continue to grow.

RECOMMENDED SCENARIO AND ASSOCIATED PROJECTS

additional programs and services, and \$19.5 million would fund high priority capital projects. A recommended project list is included after the following description of Scenario 3A.

As stated earlier in Chapter Three: District Analysis, one of the strategies explored during the process was to dissolve the current County Service District (ORS 451), and to re-form as a Special Parks District (ORS 266). The change would result in a new governance structure and would permit a change in the permanent tax rate.

The District's permanent tax rate currently is \$0.5382, the lowest of any of the park districts used for purposes of comparison during this process. A higher permanent tax rate would provide secure long-term funding. It could eliminate the need to request additional operating funds every two years through a voter-approved local option levy.

The recommended financing Scenario 3A, crafted and unanimously endorsed by the CAC, calls for creating a Special Parks District in 2004 with a suggested permanent tax rate of \$0.79. The scenario also includes a \$10 million General Obligation Bond to fund construction of capital projects that are needed in the District. A local option levy in 2002 would provide funding to restore cuts in operations and maintenance, programs, and services. It would also allow the District time to make necessary preparations and build support for the transition from one District type to another.

The total package, which also includes participation by regional partners, System Development Charges, grants, and sale of unusable land, would provide \$23 million over a six-year period. \$1.5 million would be devoted to maintenance of capital projects, \$2 million would fund

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RECOMMENDED SCENARIO

SCENARIO #3A: LOCAL OPTION LEVY, CREATE NEW PARK DISTRICT PLUS GENERAL OBLIGATION BOND

Concept: Pass a two-year local option levy to allow the District to restore cuts that resulted from passage of Measure 47/50. The local option levy would have a tax impact of approximately \$0.10 per \$1,000 assessed valuation for two years only. In 2004, create a new park district under ORS 266, and increase tax base by \$0.25 for a total tax rate of \$0.7882. A \$10 million bond measure is also proposed. The new GO bond would have a tax impact of approximately \$0.15 per \$1,000 assessed valuation.

Specifics: Under this scenario, the District would lay out its three-year plan for forming a new District and requesting a GO bond. Residents would be asked to approve a small two-year local option levy to restore cuts that resulted from passage of Measure 47/50. Two years later, the voters would be asked to approve the formation of a new park district, and approval of a GO bond measure. The GO bond measure would allow the construction of capital projects that are needed by the community. The increase in the permanent tax rate from the formation of the new park district will provide revenue of approximately \$1.3 million annually that can be used for capital projects, programs and services, or operations and maintenance. This option would provide the District with long-term sustainable financing, and eliminate the need to compete with libraries and schools for local option levies.

This option also assumes the sale of some unusable land. While no specific sites are recommended, 6 acres at a value of \$50,000 per acre is shown as a revenue source.

Revenue Sources (for 6 years)

Add'l General Fund	\$7,800,000
SDCs	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond	\$10,000,000
Regional Partners	\$2,116,000
Local Option Levy	*
Sale of unusable land	\$300,000
Misc./Donations	\$50,000
Total	\$23,026,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

**The local option levy during the first two years is not included in the six-year financing package shown above. In order to make a meaningful comparison to other scenarios, the six years begins with year 3 in 2004.*

Capital Project Expenditures (6 years)

Subtotal	\$19,526,000
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Operations (6 years)

Capital Project	\$1,500,000
Maintenance Costs	
Available for Expanded Programs & Services	\$2,000,000
Subtotal Operations	\$3,500,000
Total Costs	\$23,026,000

Note: There are many variations possible under this scenario. The District could choose to set a permanent tax rate at \$0.79 but collect only a portion of it. The GO bond level could be set at a different level as well. This scenario shows what

is possible with a permanent tax rate that is well below other Districts.

ASSOCIATED PROJECTS

From all the capital projects identified in Chapter Four: Parks and Facilities, priority projects are recommended for inclusion in the Capital Improvement Plan. Projects are divided into three tiers – Priority 1 (2003-2013), Priority 2 (2013-2023), and Priority 3 (beyond 2023). Because Priority 3 projects are identified as long-term projects, they will not be included in the CIP covering 2003-2023 that is being prepared as an addendum to the Master Plan.

The first and second priority projects include parks and facilities for areas that are currently underserved or severely underserved such as Oak Lodge, Jennings Lodge, Southgate Town Center, and neighborhoods east of I-205. Other

high priority projects include acquisition and development of community park facilities, development of land that is already publicly owned, and development of neighborhood parks on school properties. *Table 7.2* and *7.3* list the first and second priority projects, respectfully.

Third priority projects are shown on *Table 7.4* and include projects that will be more difficult to accomplish because land is not in public ownership, projects are costly, or ability to acquire land is uncertain.

The project lists are intended to indicate priority relative to the entire list of projects, but are in no way intended to be absolute. The District must have the flexibility to respond to donations, available funding, and partnership opportunities as they arise. A list of unit cost estimates used to calculate the anticipated cost of each project is included in *Appendix F*.

Chapter Seven: Action Plan

**Table 7.2 Suggested Capital Projects
PRIORITY 1**

Priority 1 (2003- 2013)		Neighborhood	Project Type
Neighborhood Parks			
N-31	Pfeifer Property	Sunnyside	Develop
N-21	Justice Park Site	Sunnyside	Develop
N-20	James Abele Park Site	Sunnyside	Develop
N-5	Mt. Scott Elementary School	Sunnyside	Develop
N-4	Altamont Park Site (Phase 2)	Sunnyside	Develop
N-26	Stringfield Family Park	Oak Grove/Jennings Lodge*	Develop
N-16	Jennings Lodge Elementary School	Oak Grove/Jennings Lodge	Develop
N-15	Candy Lane Elementary School	Oatfield/Jennings Lodge*	Develop
N-13	View Acres Elementary School	Oatfield	Develop
N-12	Concord Elementary School	Oatfield	Develop
N-7	Stanley Property	Milwaukie	Develop
N-3	New Neighborhood Park (Fuller Area)	Southgate	Acquire & Dev
	Mill Park	Southgate	Acquire & Dev.
Community Parks			
C-25	New Community Park	Sunnyside	Acquire & Dev.
	North Clackamas Park	Milwaukie	Renovate
Natural Resource Areas			
NR-33	North Clackamas District Park (Three Creeks)	Southgate	Develop
	Mt. Talbert	Sunnyside	Develop
NR-30	Spring Park	Milwaukie	Develop
Special Use			
SU-8	Milwaukie Riverfront Park	Milwaukie	Develop
SU-17	Multi-sports Complex west of I-205	Oatfield	Develop
Linear Parks			
L-3	Trolley Trail	Milwaukie	Acquire & Dev.
L-9	Trolley Trail	Milwaukie/Oak Grove	Develop
L-10	Trolley Trail	Oak Lodge	Develop
L-11	Trolley Trail	Oak Grove/Jennings Lodge/Oatfield	Develop
L-32	Mount Scott Trail	Sunnyside	Acquire & Dev.
Other Facilities			
	25 Additional Sports Fields (located on NCSD #12 property)	District-wide	Develop
	Community Recreation Center (east of I-205)	District-wide	Develop
	Maxicom	District-wide	Install

* The Oak Grove and Jennings Lodge neighborhoods make up the NCPRD planning neighborhood called "Oak Lodge". A portion of the Jennings Lodge neighborhood also falls in part of the Oatfield planning neighborhood.

Chapter Seven: Action Plan

**Table 7.3 Suggested Capital Projects
PRIORITY 2**

Priority 2 (2013-2023)	Neighborhood	Project Type
<u>Neighborhood Parks</u>		
	Sunnyside	Renovate
N-34	Sunnyside	Acquire & Dev.
N-24	Sunnyside	Develop
N-23	Sunnyside	Acquire & Dev.
N-19	Sunnyside	Acquire & Dev.
	Milwaukie	Renovate
N-29	Milwaukie	Develop
N-10	Milwaukie	Develop
N-9	Milwaukie	Acquire & Dev.
	Milwaukie	Develop
	Oak Grove	Renovate
	Oak Grove	Renovate
N-11	Oak Grove	Acquire & Dev.
	Southgate	Renovate
N-6	Southgate	Acquire & Dev.
N-2	Southgate	Acquire & Dev.
N-1	Southgate	Acquire & Dev.
N-28	Oatfield	Acquire & Dev.
N-14	Oatfield	Acquire & Dev.
<u>Community Parks</u>		
C-18	Sunnyside	Develop
	Oatfield	Renovate
<u>Natural Resource Areas</u>		
	District wide	Acquire & Dev.
NR-27	Sunnyside	Acquire & Dev.
<u>Special Use</u>		
	Oak Grove	Renovate
<u>Linear Parks</u>		
L-43	Sunnyside	Acquire & Dev.
L-44	Sunnyside	Acquire & Dev.
<u>Other Facilities</u>		
	Southgate	Renovate
	District-wide	Renovate
	District-wide	Develop

Chapter Seven: Action Plan

**Table 7.4 Additional Capital Projects
PRIORITY 3**
(For consideration in the future)

		Neighborhood	Project Type
Natural Resource Areas			
NR-33	Boardman Slough	Oatfield	Acquire & Dev.
Special Use			
	Off - leash Area	West of I-205	Acquire & Dev.
	Off - leash Area	East of I-205	Acquire & Dev.
Linear Parks			
L-1	OMSI to Springwater Trail	Milwaukie	Acquire & Dev.
L-2	OMSI to Springwater Trail	Milwaukie	Acquire & Dev.
L/NR-5	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L/NR-6	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L-7	Trolley Trail/Willamette Greenway	Oak Lodge	Acquire & Dev.
L/SU-8	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L-12	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L-13	North Clackamas Greenway Trail	Oatfield	Acquire & Dev.
L-16	I-205 Trail to Unnamed	Southgate	Acquire & Dev.
L-17	Unnamed	Southgate	Acquire & Dev.
L/NR-18	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-19	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-20	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-21	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-22	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-23	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L-24	Unnamed	Sunnyside	Acquire & Dev.
L/NR-25	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L-26	Bluffs Trail	Sunnyside	Acquire & Dev.
L-27	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-28	Camp Withycomb Trail	Sunnyside	Acquire & Dev.
L-29	Camp Withycomb Trail	Sunnyside	Acquire & Dev.
L-30	Camp Withycomb Trail	Sunnyside	Acquire & Dev.
L-31	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-33	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-34	North Clackamas Greenway Trail	Southgate	Acquire & Dev.
L-35	North Clackamas Greenway Trail	Southgate	Acquire & Dev.
L-36	Springwater to North Clackamas Greenway	Milwaukie	Acquire & Dev.
L-37	Springwater to North Clackamas Greenway	Milwaukie	Acquire & Dev.
L/NR-38	Phillips Creek Trail	Southgate	Acquire & Dev.
L/NR-39	Phillips Creek Trail	Southgate	Acquire & Dev.
L-40	Unnamed trail	Sunnyside	Acquire & Dev.
L/NR-41	Sieben Creek Trail	Sunnyside	Acquire & Dev.
L/NR-42	Sieben Creek Trail	Sunnyside	Acquire & Dev.
L-45	Unnamed trail	Sunnyside	Acquire & Dev.
L-46	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-47	I-205 Trail	Oatfield	Acquire & Dev.
Other Facilities			
	Additional Gymnasiums	District-wide	Dev. w/partners
	Senior Center	District-wide	Acquire & Dev.
	Warm Water Therapy Pool	District-wide	Develop
	Aquatic Facility	District-wide	Acquire & Dev.
	Swimming Pool (outdoor)	n/a	Study
	Tennis Courts	District-wide	Dev. w/partners

Appendix A: Public Involvement Summary

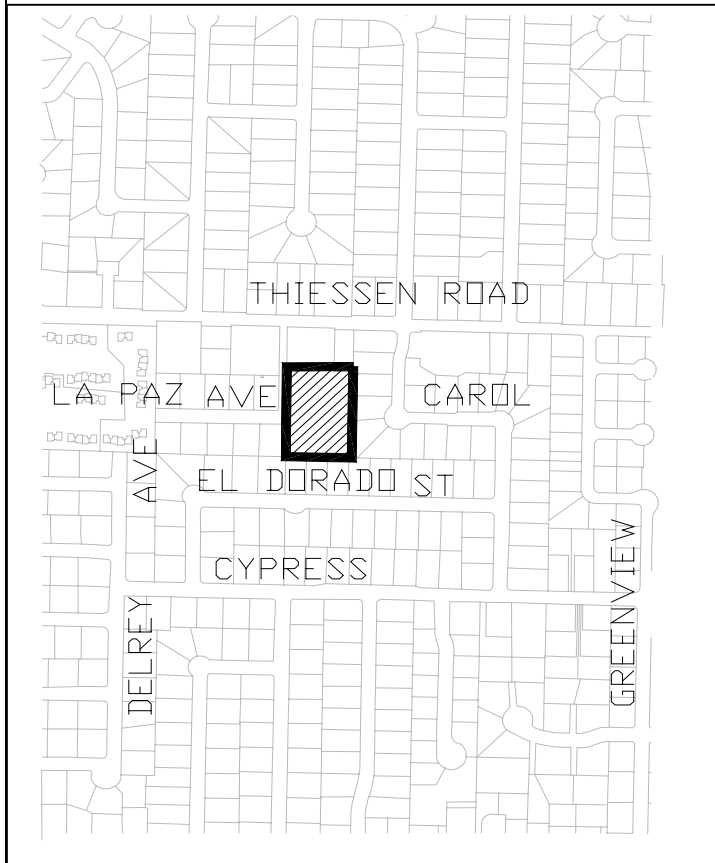
North Clackamas Parks & Recreation District Master Plan Update Summary of Public Involvement Process

- 11-member Citizen Advisory Committee guided process over 15 months
- Kick-off presentations to numerous groups including:
 - 7 Parent Teacher Organizations
 - 7 Community Participation Organizations
 - 4 Neighborhood Associations
 - 3 Civic Organizations
 - 7 Special Events
- 4 newsletters sent to all District households throughout the planning process. Newsletter included mail-in survey (approx. 200 returned)
- 2 community workshops (approx. 40 participants)
- 2 open houses (approx. 40 participants)
- Website survey
- Produced video for Clackamas County cable channel
- Surveyed 20 organized sports providers
- Random household survey (841 questionnaires distributed, 479 returned)
- Staff workshop (approx. 26 participants)
- 30-day public comment period during which staff conducted 18 public presentations and distributed 220 survey packets (approx. 60 returned). Specific presentations included:
 - North Clackamas School District #12
 - Milwaukie City Council and Park and Recreation Board
 - Happy Valley City Council
 - Clackamas County Bike/Pedestrian Committee
 - Friends of the Milwaukie Center and the Center Advisory Board
 - CC Youth Action Council
 - North Clackamas Chamber of Commerce
 - 9 CPOs (approx. 180 participants)

Appendix C: Park Descriptions

ALMA MYRA PARK

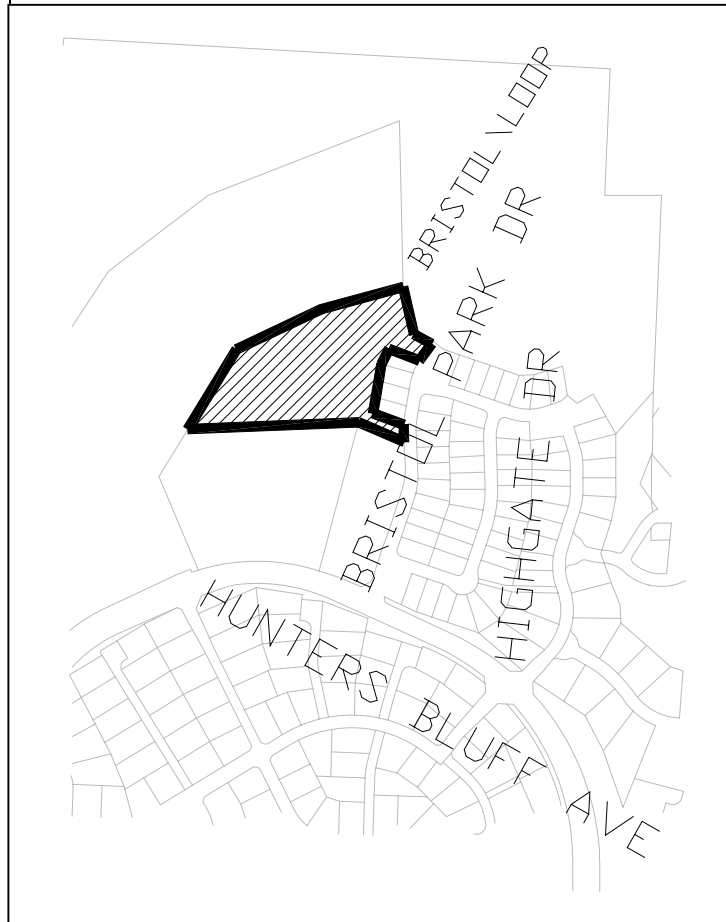
Address:	7510 SE Thiessen Road
Size:	2.19 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Children's play areas, paved half-court, picnic tables, site furnishings, drinking fountain, soft-surface trail, irrigated lawn, plant bed
Natural Resource Areas:	Forested area
Deficiencies/Problems:	
Planned Improvements:	Install benches along trail in forest area
Comments:	Acquired 1992 Master Plan completed 1995 Neighbors do not want basketball hoop installed.
Site Location:	



Appendix C: Park Descriptions

ALTAMONT PARK SITE

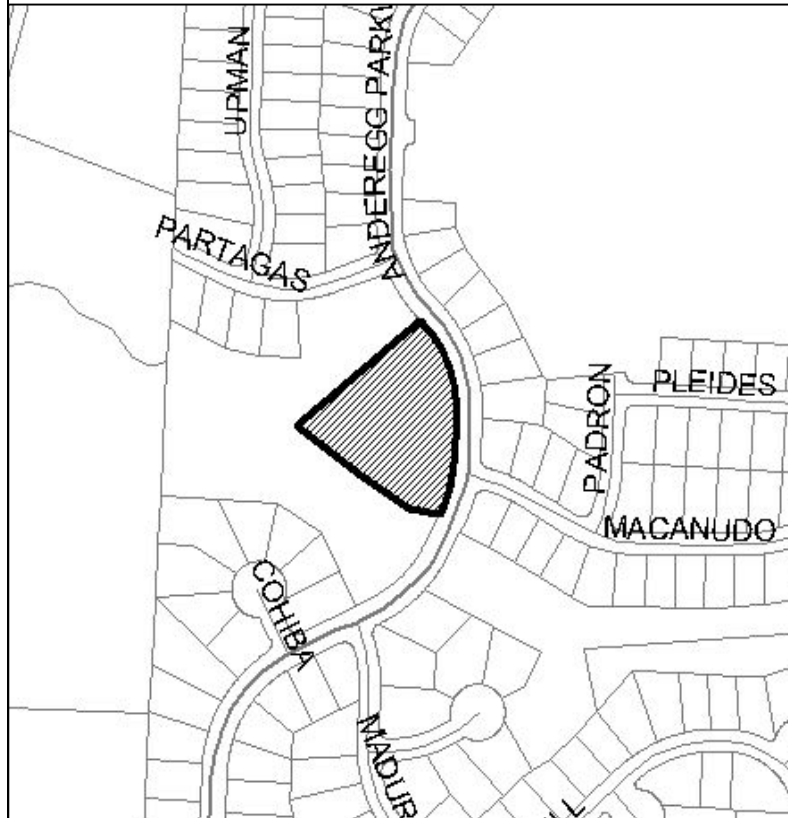
Address:	8901 SE Bristol Park Drive
Size:	4.60 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Complete a master plan with community involvement and develop a neighborhood park
Comments:	Acquired 1999 Adjacent to undeveloped school site. (7.4 acres)
Site Location:	



Appendix C: Park Descriptions

ANDEREGG PARC PROPERTY

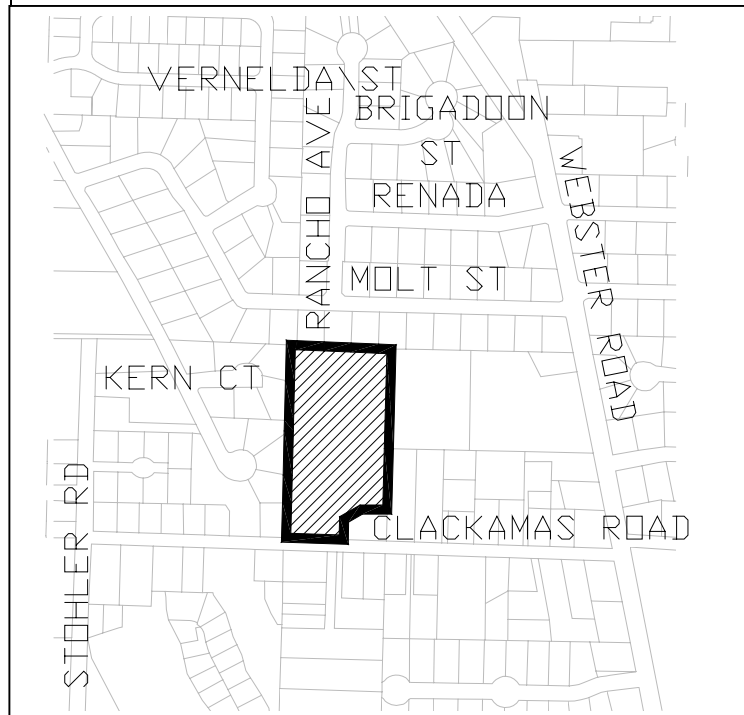
Address:	16083 SE Anderegg Parkway
Size:	1.39 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	None. However site is surrounded by 3.3 acres natural area including wetlands and a perennial stream.
Deficiencies/Problems :	
Planned Improvements:	Develop a neighborhood park with toddler and youth play areas, irrigation, and picnic tables.
Comments:	Acquired in July 2002
Site Location:	



Appendix C: Park Descriptions

ANN-TONI SCHREIBER PARK

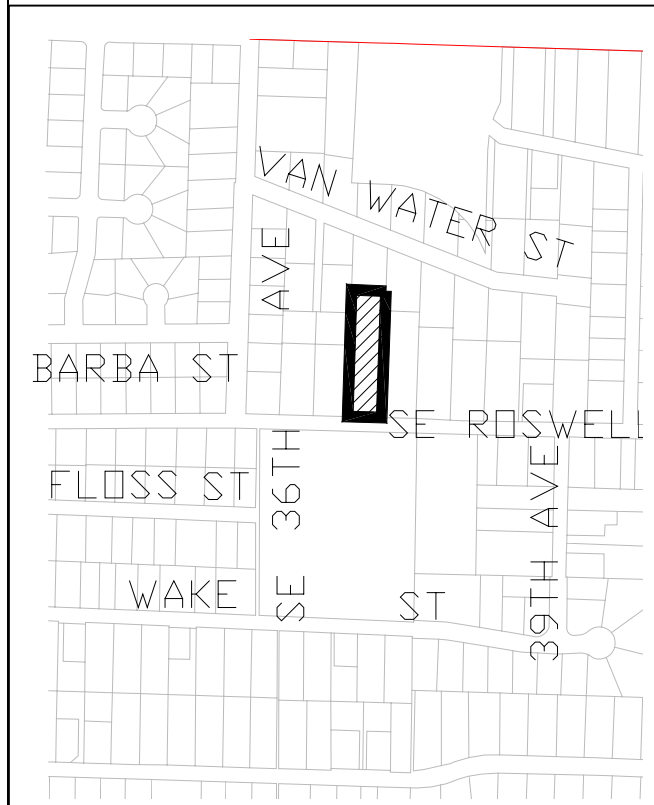
Address:	6717 SE Clackamas Road
Size:	6.72 Acres
Ownership:	NCPRD
Status:	Community Park
Existing Facilities:	Toddler and children's play areas, 30 on-site parking spaces (2 ADA), basketball half-courts, 5 picnic tables on concrete pads, chemical restrooms (one ADA accessible) with wooden screen, site furnishings and signs, softball and soccer fields (unlighted).
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Add soft-surface trail around perimeter of park and a sport field
Comments:	Acquired 1994 Master Plan completed 1995 Neighbors complain about noise in the parking lot at night.
Site Location:	



Appendix C: Park Descriptions

ARDENWALD PARK

Address:	3667 SE Roswell Street Located across from Ardenwald Grade School
Size:	0.96 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, 4 picnic tables and small shelter, concrete amphitheater steps (concrete) next to shelter, standard site furnishings and signs, automatic irrigation system.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992 Master Plan completed 1990 Concerts are held in the park every Thursday evening in August.
Site Location:	

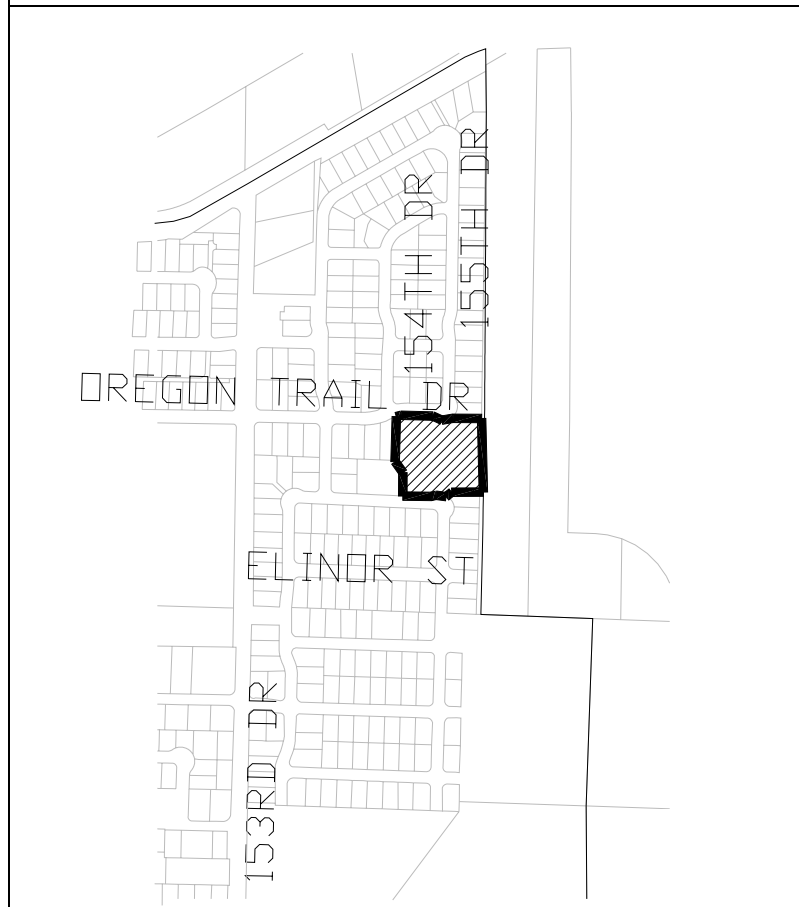


Appendix C: Park Descriptions

ASHLEY MEADOWS PARK

Address:	15410 SE Oregon Trail Drive (near Oregon Trail Elementary School)
Size:	1.69 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Neighborhood Park Master Plan is scheduled for completion in 2001-2002
Comments:	Acquired 1997. Surrounded by new residential development including multi-family townhouses and an assisted living center (Princeton Village).

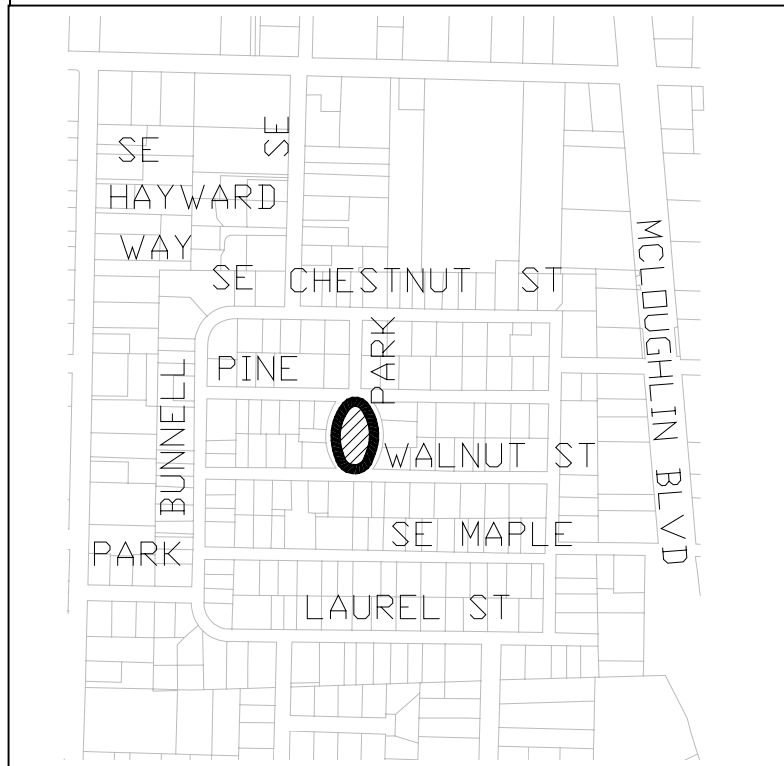
Site Location:



Appendix C: Park Descriptions

BUNNELL PARK

Address:	2560 SE Pine Street
Size:	0.75 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Split rail fence and lawn, standard site furnishings and signs
Natural Resource Areas:	None
Deficiencies/Problems:	Neighbors opposed any development of neighborhood park facilities.
Planned Improvements:	None
Comments:	Acquired 1993
Site Location:	

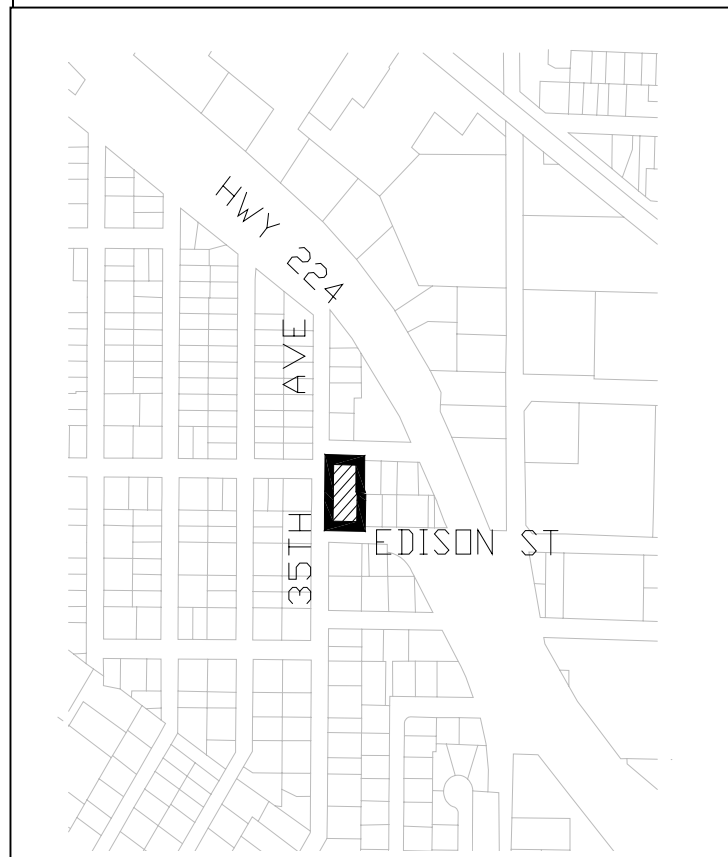


Appendix C: Park Descriptions

CENTURY PARK

Address:	11500 SE 35 th Avenue
Size:	0.50 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Children's play area, tennis court, basketball half-court, and 2 picnic tables on concrete pad, irrigated lawn, standard site furnishings and sign.
Natural Resource Areas:	None
Deficiencies/Problems:	Electricity needs to be brought to the site so an automatic irrigation system can be installed. Safety surfacing at children's play area should be upgraded.
Planned Improvements:	Re-develop tennis court. Add shaded picnic tables. Upgrade safety surfacing at children's play area. Extend electrical service to site.
Comments:	Acquired 1992

Site Location:

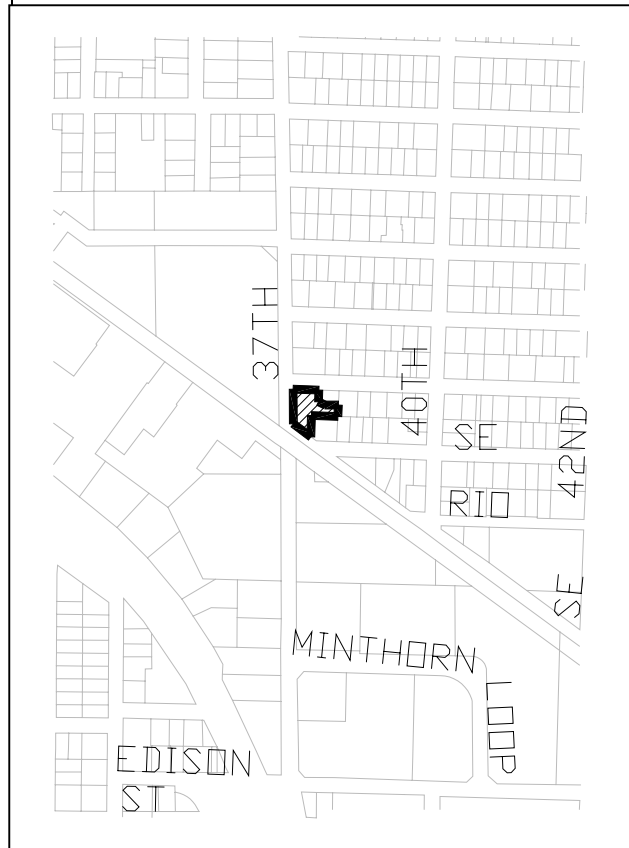


Appendix C: Park Descriptions

DISTRICT ADMINISTRATION OFFICE

Address:	11022 SE 37 th Avenue
Size:	0.50 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Administration Office Space
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992

Site Location:



Appendix C: Park Descriptions

DISTRICT MAINTENANCE FACILITY

Address:	9909 SE 40 th Avenue
Size:	1.00 acre
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Offices for maintenance staff, maintenance yard
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	
Site Location:	

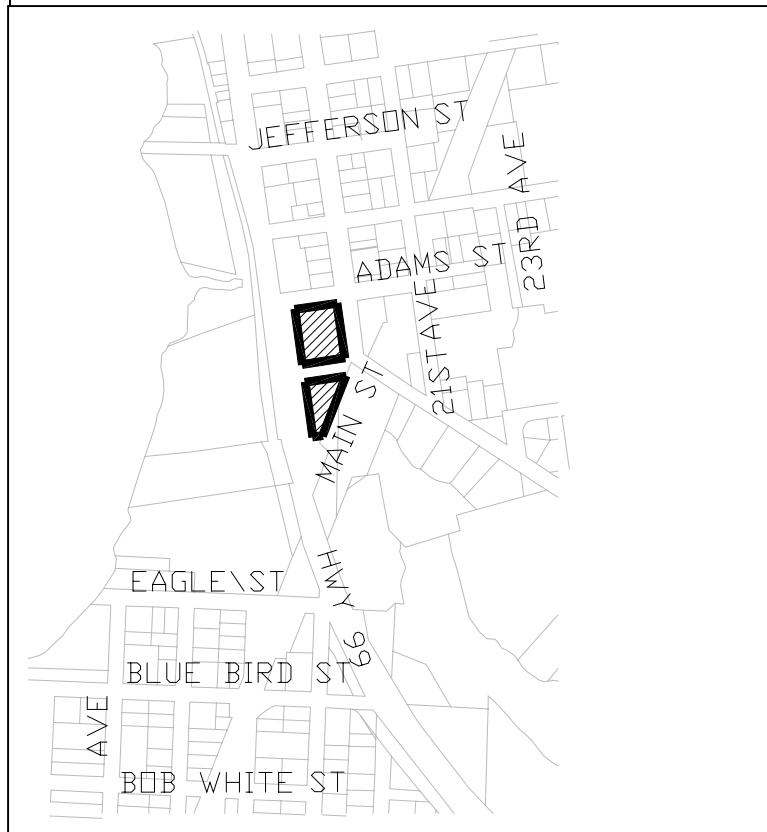


Appendix C: Park Descriptions

DOGWOOD PARK

Address:	11299 SE Main Street (on Kellogg Lake)
Size:	0.75 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Pocket Park
Existing Facilities:	2 picnic tables on concrete pad, irrigated lawn, standard site furnishings and sign.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992. This park is included in the City of Milwaukie's Riverfront Plan.

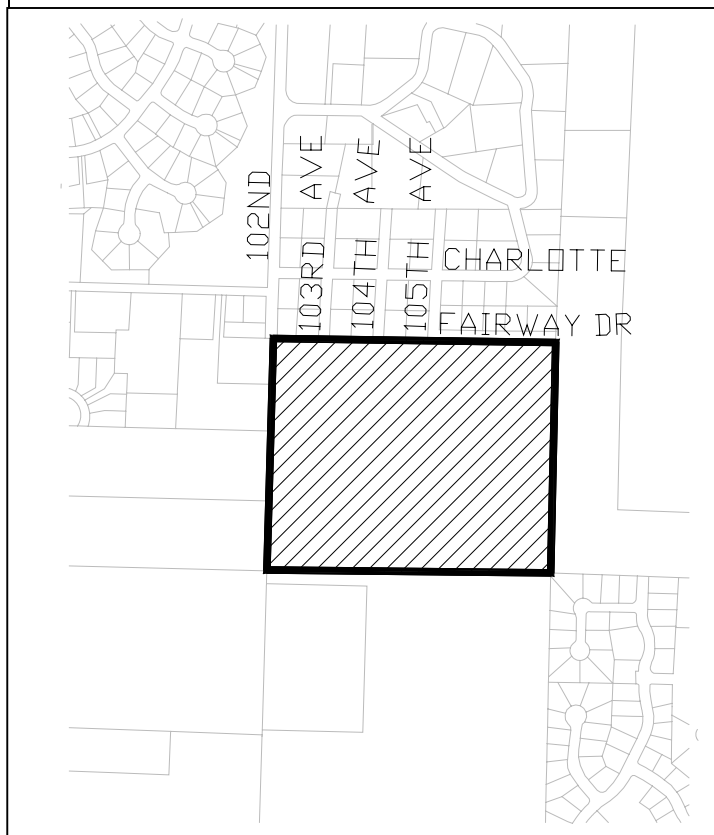
Site Location:



Appendix C: Park Descriptions

ELLA V. OSTERMAN

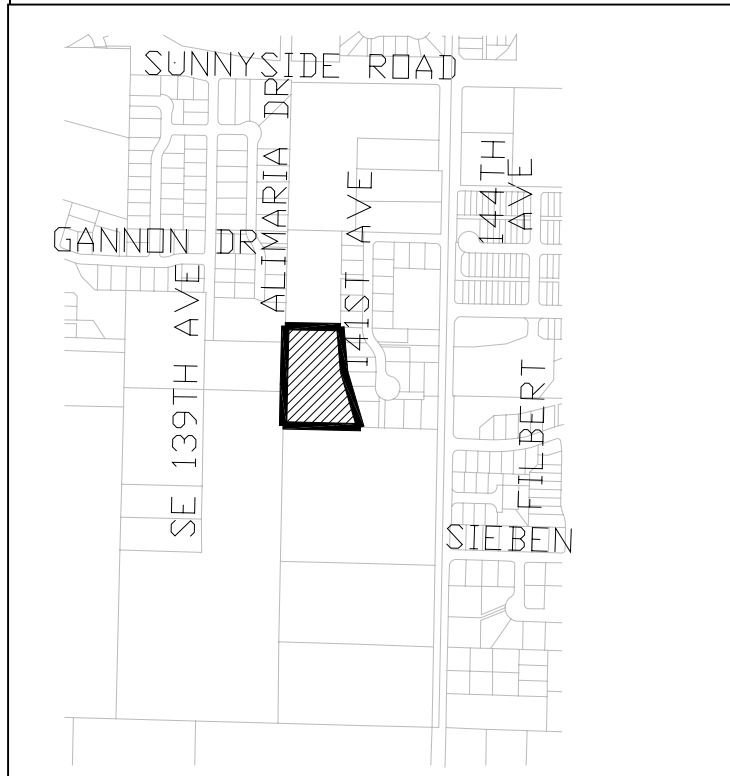
Address:	Located at former Top O' Scott Golf Course site
Size:	31 Acres (including 15 acre executive golf course)
Ownership:	Veritas Investment
Status:	Undeveloped Community Park or Special Use Area (Developer tentatively plans to donate to District in fall/winter 2004)
Existing Facilities:	
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Adjacent to cemetery
Site Location:	



Appendix C: Park Descriptions

FOREST CREEK ESTATES

Address:	12845 SE 141 st Avenue
Size:	4.39 Acres
Ownership:	NCPRD
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Wetland
Deficiencies/Problems:	
Planned Improvements:	Trail through the site.
Comments:	Acquired 1994
Site Location:	

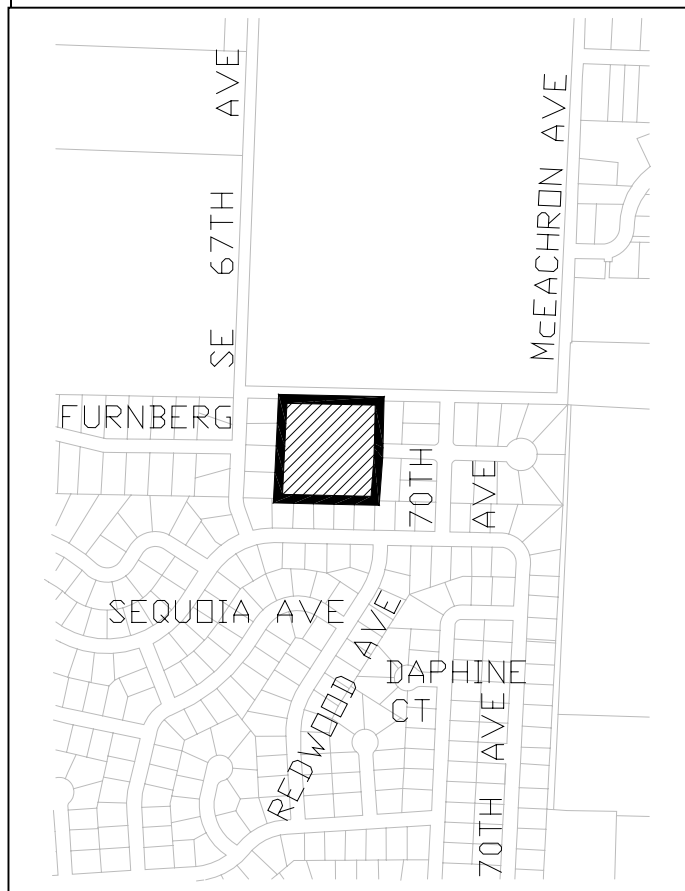


Appendix C: Park Descriptions

FURNBERG PARK

Address:	6850 SE Furnberg
Size:	2.64 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Children's play area, 2 parking spaces (1 ADA), 3 picnic tables, unirrigated native plantings, asphalt path and boardwalk, seasonal chemical restroom.
Natural Resource Areas:	Enhanced Wetland
Deficiencies/Problems:	Need bench seating
Planned Improvements:	Phase out use of herbicides and fertilizers by expanding use of native plants and drought tolerant seed mix
Comments:	Acquired 1992. Master Plan completed 1996. Wetland was enhanced with assistance from Metro.

Site Location:

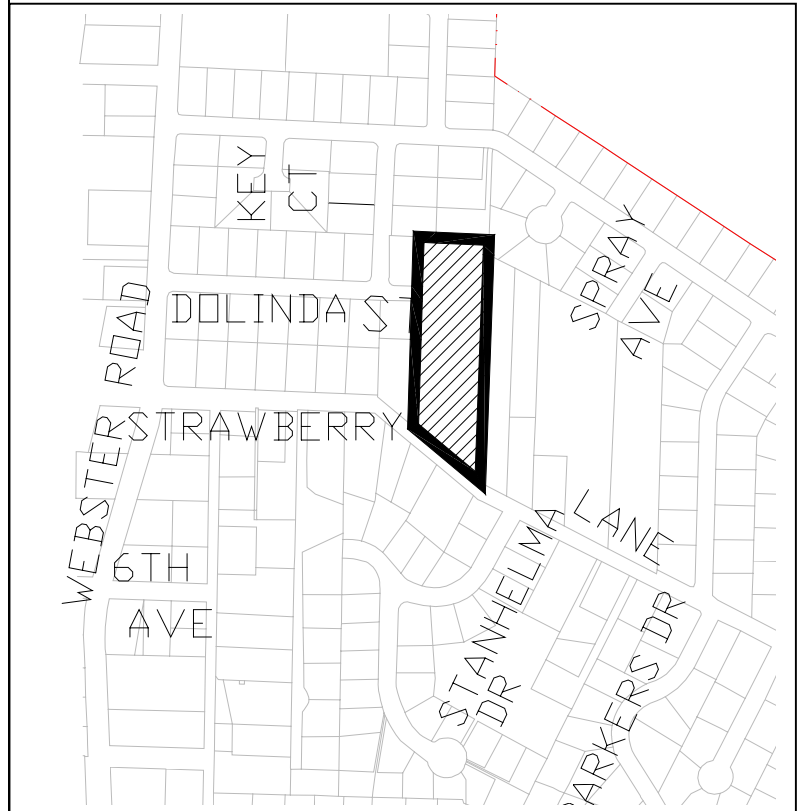


Appendix C: Park Descriptions

HEDDIE NOTZ PARK

Address:	7821 Strawberry Lane
Size:	2.64 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler and children's play areas, paved court, and picnic table on concrete pad, standard site furnishings and sign, irrigated lawn and plant bed.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1993 Master Plan completed 1995

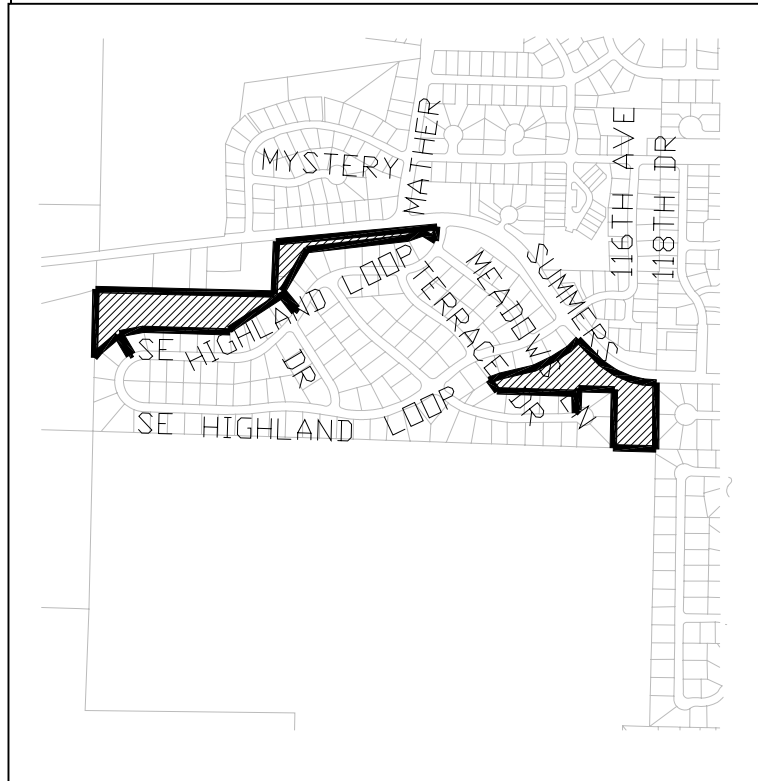
Site Location:



Appendix C: Park Descriptions

HIGHLAND SUMMIT PROPERTY

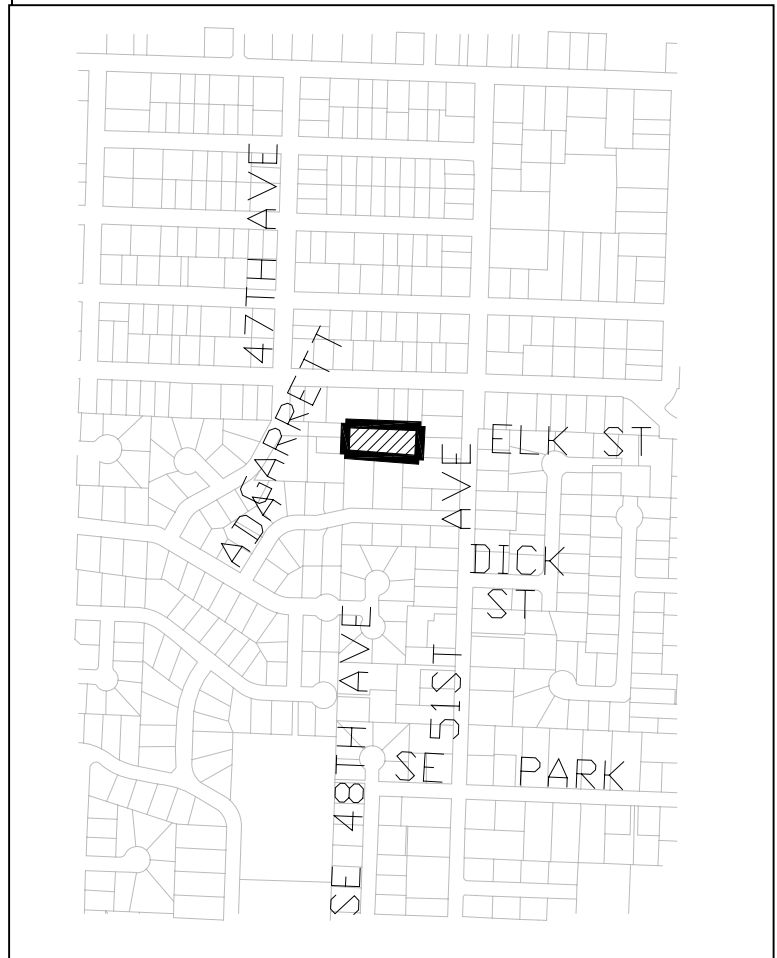
Address:	
Size:	3.90 Acres
Ownership:	NCPRD
Status:	Miscellaneous Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1993 – leftover sites dedicated
Site Location:	



Appendix C: Park Descriptions

HOMEWOOD PARK

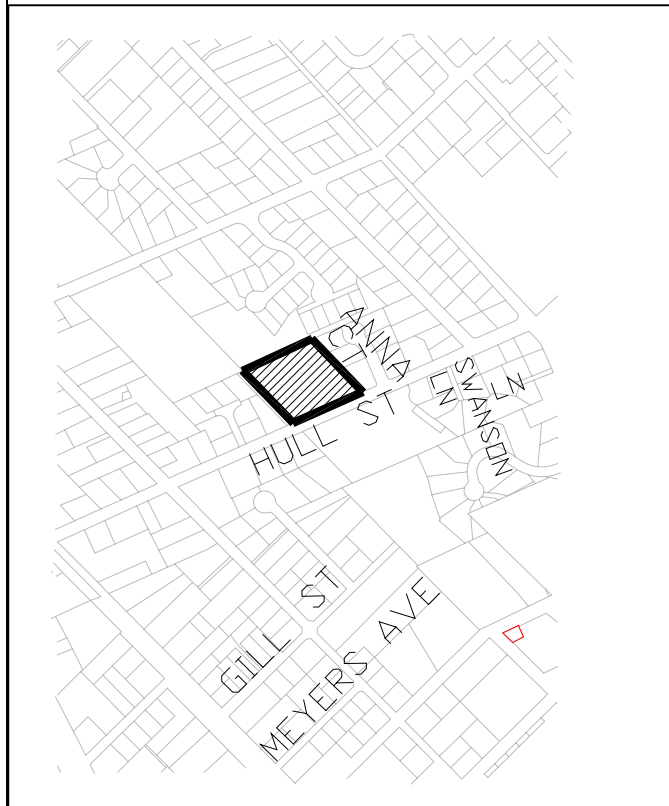
Address:	
Size:	1.21 Acres
Ownership:	City of Milwaukie. Acquired in 1998, 1999, 2000
Status:	Neighborhood Park
Existing Facilities:	Undeveloped Parkland (Neighborhood Park)
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	
Site Location:	



Appendix C: Park Descriptions

HULL STREET PROPERTY

Address:	Adjacent to the Swanson Street site (3.0 acres)
Size:	1.97 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Wetland
Deficiencies/Problems:	
Planned Improvements:	Possible trail or boardwalk
Comments:	Acquired 1993
Site Location:	

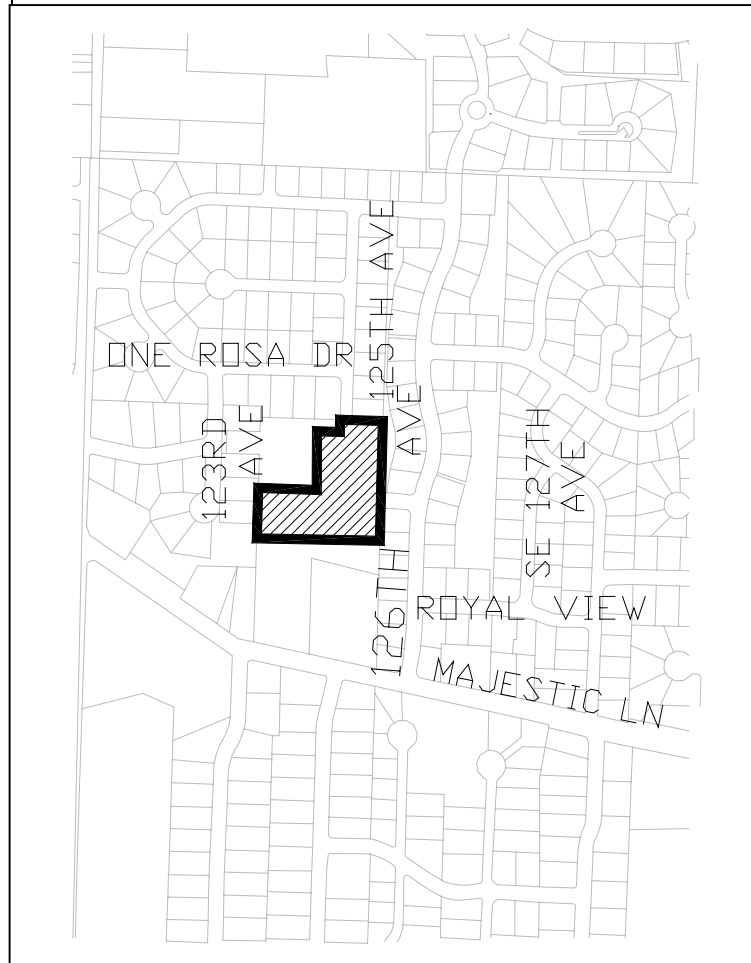


Appendix C: Park Descriptions

JAMES ABELE PARK

Address:	12593 SE Royal View
Size:	2.80 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	
Natural Resource Areas:	Large stand of fir trees (former tree farm)
Deficiencies/Problems:	
Planned Improvements:	Develop neighborhood park according to 1994 Master Plan.
Comments:	Acquired 1993 Master Plan completed 1994

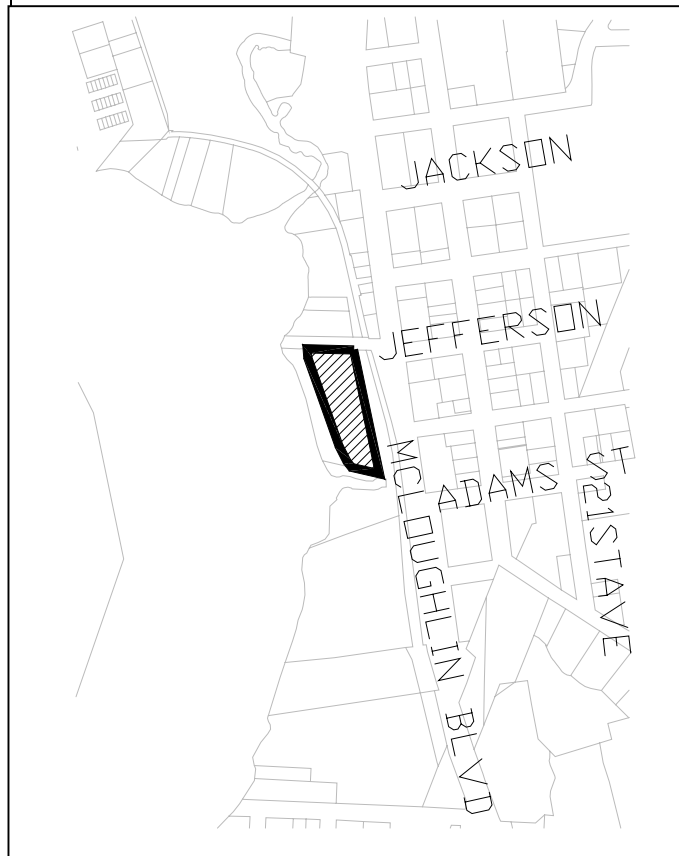
Site Location:



Appendix C: Park Descriptions

JEFFERSON STREET BOAT RAMP

Address:	1850 SE Jefferson Street
Size:	2.10 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Boat ramp, 35 boat trailer spaces (2 ADA), permanent restroom, standard site furnishings and sign
Natural Resource Areas:	Willamette River
Deficiencies/Problems:	Boat ramp requires repair.
Planned Improvements:	
Comments:	Acquired 1992 This site is included in the City of Milwaukie Riverfront Development Plan. Marine Board offered one million dollars to upgrade
Site Location:	

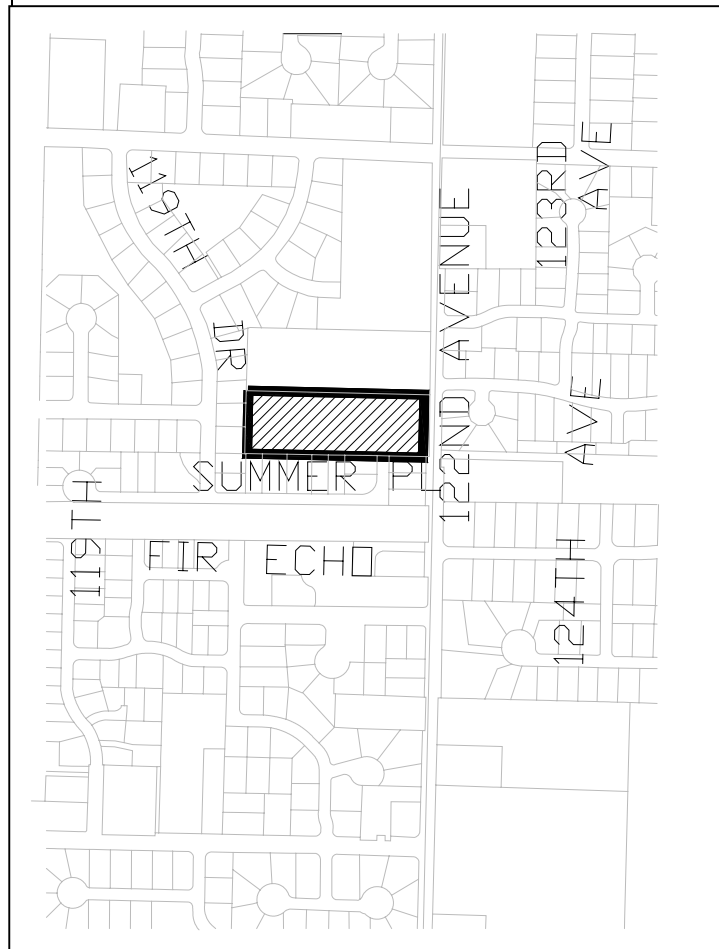


Appendix C: Park Descriptions

JUSTICE PROPERTY

Address:	122 nd Avenue
Size:	2.98 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Purchase adjacent property and develop as a neighborhood park. Complete a master plan with community involvement.
Comments:	Acquired 1993 Site is located in a residential area.

Site Location:

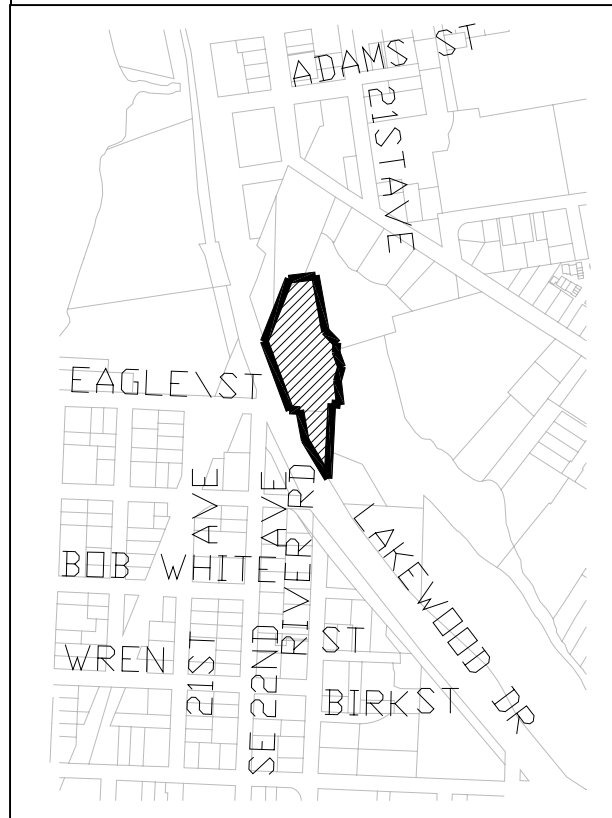


Appendix C: Park Descriptions

KELLOGG LAKE SITE

Address:	Highway 99 across from Dogwood Park
Size:	3.50 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Undeveloped Special Use Area
Existing Facilities:	
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992 This site is included in the City of Milwaukie Riverfront Master Plan. Potential special use area

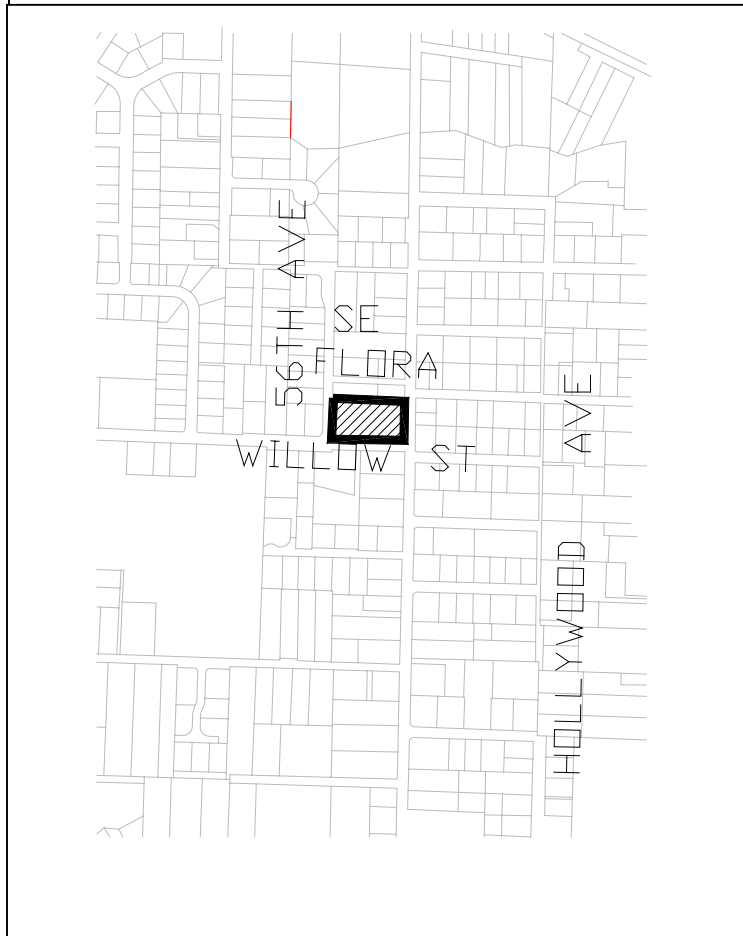
Site Location:



Appendix C: Park Descriptions

LEWELLING COMMUNITY PARK

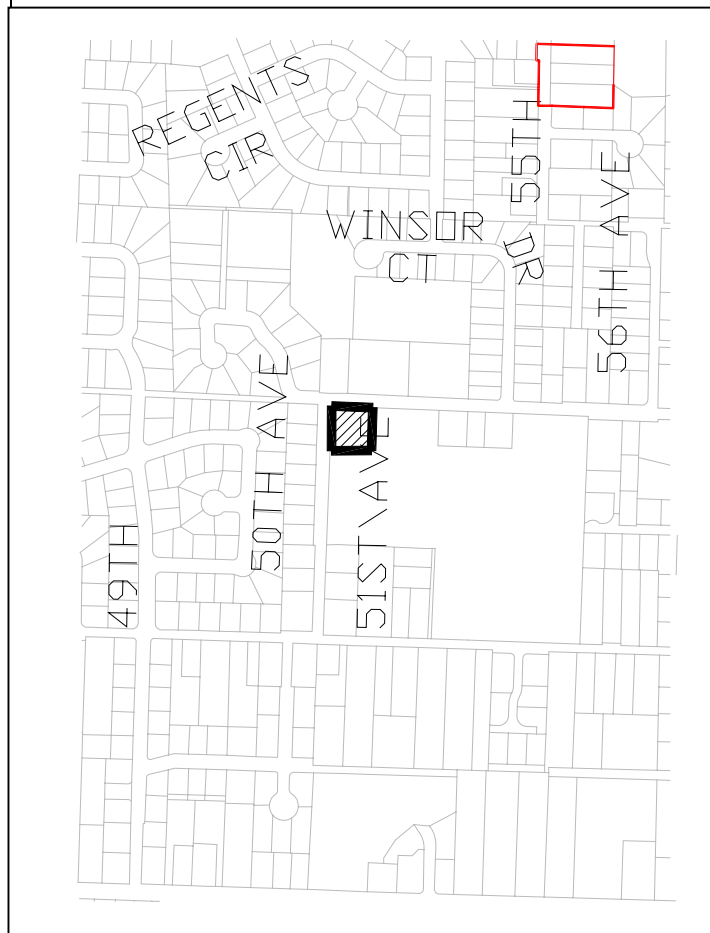
Address:	Corner of Stanley and Willow
Size:	0.93 Acres
Ownership:	City of Milwaukie. Acquired 1999
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	Hedges on the western border of the site
Planned Improvements:	Two play areas, basketball area, and installation of drinking fountain, bike racks, and automatic irrigation system, planting native species appropriate for the soil hydrology.
Comments:	
Site Location:	



Appendix C: Park Descriptions

LEWELLING ELEMENTARY SCHOOL TENNIS COURTS

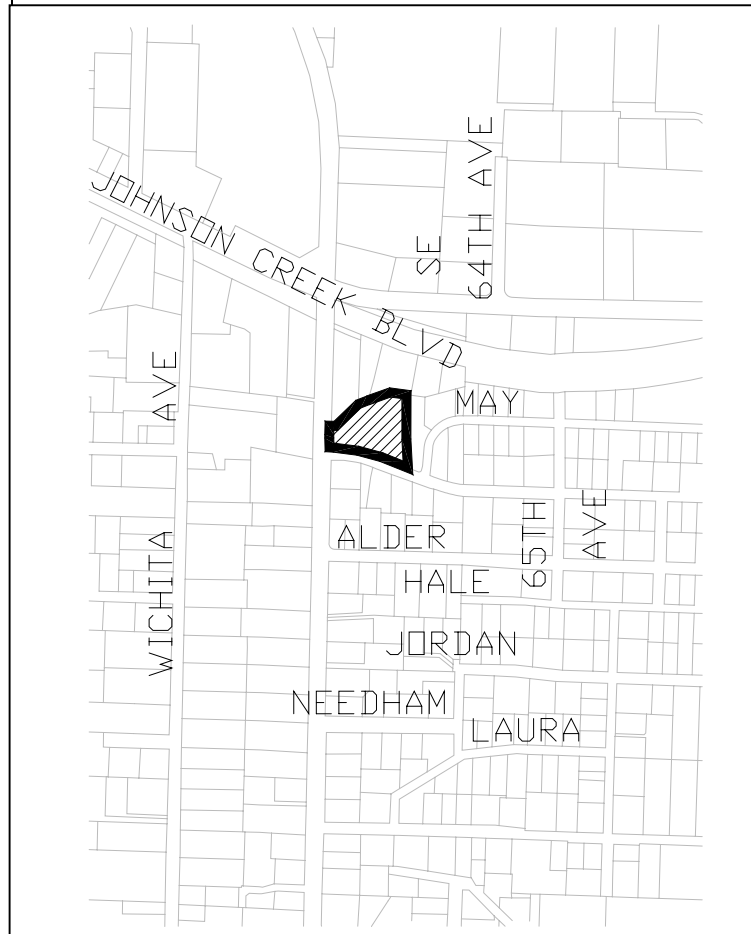
Address:	Lewelling Elementary School
Size:	0.31 Acres
Ownership:	North Clackamas School District; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Developed
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

MILL PARK

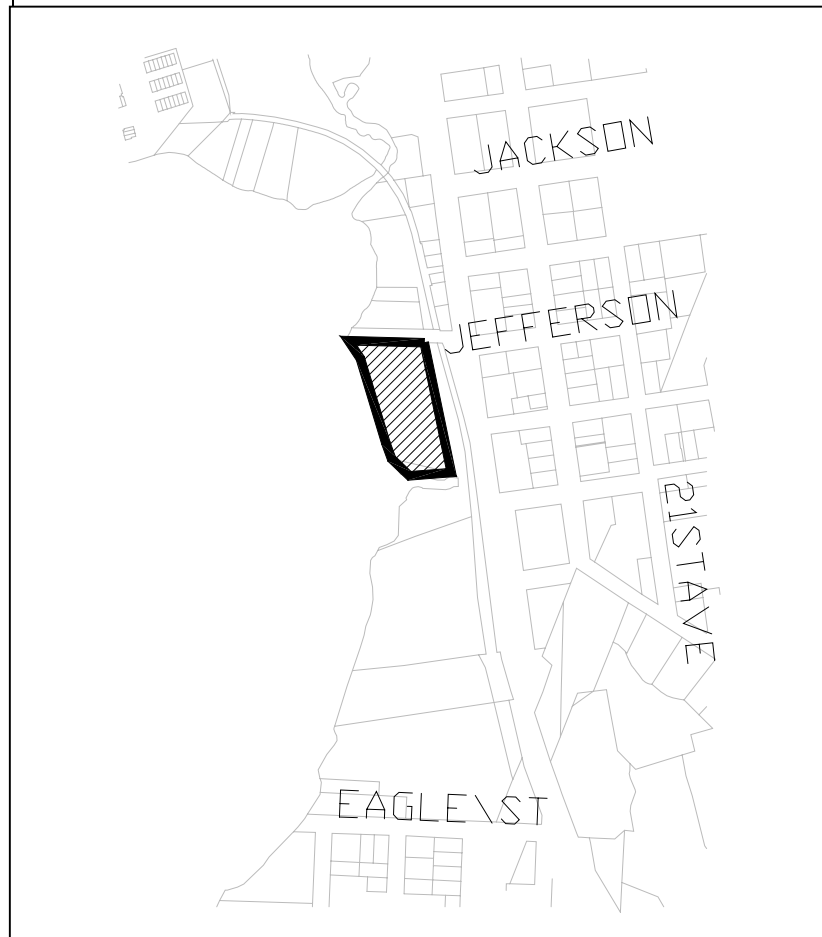
Address:	6201 SE Overland Street
Size:	1.00 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, 1 picnic table on concrete pad, irrigated plant beds, standard site furnishings and sign.
Natural Resource Areas:	Creek is adjacent to Johnson Creek. The park is flooded during winter months with heavy rainfall.
Deficiencies/Problems:	Children's play area and basketball half-court are needed.
Planned Improvements:	Add children's play area and basketball half court
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

MILWAUKIE RIVERFRONT PARK

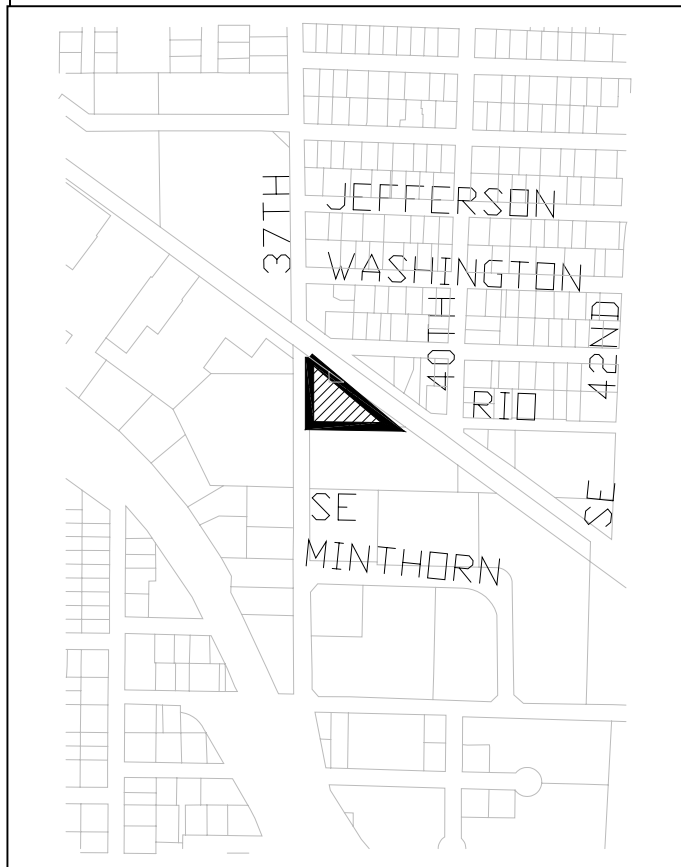
Address:	
Size:	7.00 Acres
Ownership:	City of Milwaukie. Acquired 1998, 1999, 2000
Status:	Special Use Area
Existing Facilities:	None
Natural Resource Areas:	Willamette River
Deficiencies/Problems:	
Planned Improvements:	Part of the City of Milwaukie's Riverfront Master Plan
Comments:	
Site Location:	



Appendix C: Park Descriptions

MINTHORN NORTH

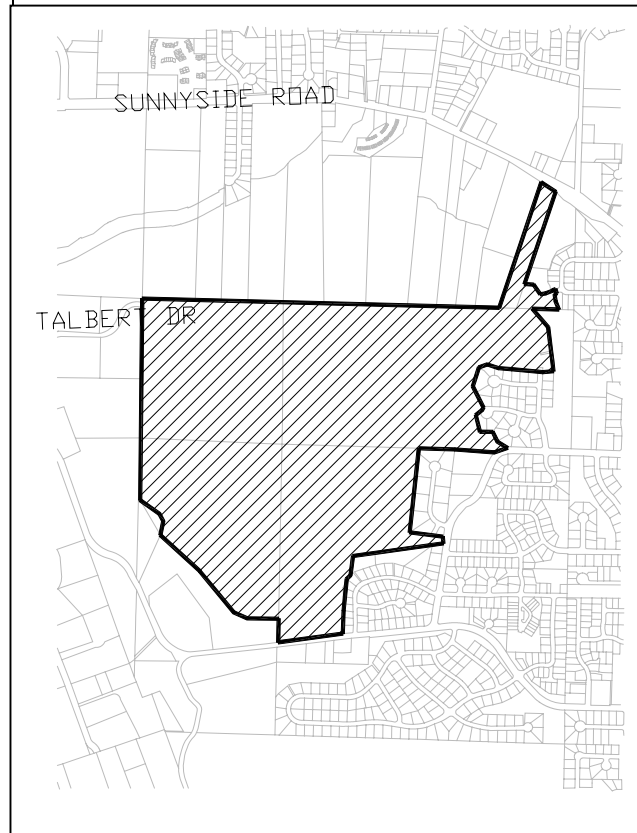
Address:	Extends east of SE 37 th and south from Union Pacific Rail Line adjacent to SE Railroad Avenue
Size:	0.96 Acres
Ownership:	City of Milwaukie. Acquired 2000
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	Two drainage ditches run through the site. Also, one fairly large and two smaller mounds of imported fill.
Planned Improvements:	Restore wetland function, modify hydrology, remove non-native vegetation, provide public access, provide ongoing maintenance as required, develop management plan with the wetlands conservancy for joint site management.
Comments:	Part of the regional waterways
Site Location:	



Appendix C: Park Descriptions

MT. TALBERT

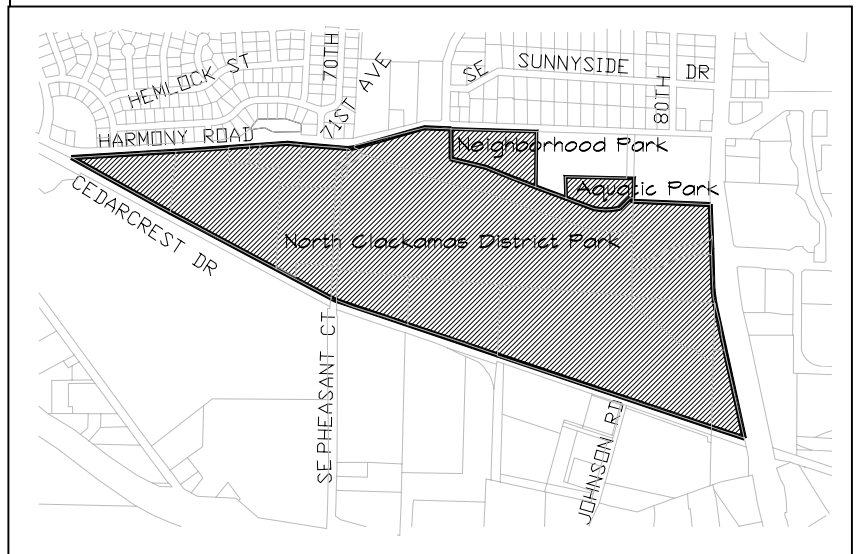
Address:	11650 SE Sunnyside Road
Size:	185 Acres
Ownership:	NCPRD
Status:	Natural Resource Area
Existing Facilities:	Some trails
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1994-99. Metro shared in purchase of property (75% Metro, 25% District). Master Plan completed in 2000 Drainage issues currently being studied.
Site Location:	



Appendix C: Park Descriptions

NORTH CLACKAMAS DISTRICT PARK/ HARMONY ROAD NEIGHBORHOOD PARK

Address:	7300 SE Harmony Road
Size:	85.00 acres
Ownership:	NCPRD, Clackamas County Water & Environmental Services, and Oregon Department of Transportation
Status:	Special Use Area (1 acre), Neighborhood Park (1.5 acres), and Natural Resource Area (82.5 acres)
Existing Facilities:	<ul style="list-style-type: none"> ▪ Aquatic Park (1 acre) indoor leisure pool, parking shared with adjacent OIT. ▪ Neighborhood park (1.5 acres) with toddler play area, 7 regular parking spaces, 3 ADA parking spaces, 4 basketball courts, 1 picnic table, standard sign and site furnishings, irrigated ornamental plant beds and lawn. ▪ Wetland (82.5 acres), ▪ OIT soccer field (maintained by NCPRD) ▪ OIT gymnasium (partially maintained by NCPRD)
Natural Resource Areas:	Wetland
Deficiencies/Problems:	<p>Wetland has contamination dating from breached aquifer by railroad PCBs that is being treated with bioremediation.</p> <p>Neighborhood park area needs restroom.</p>
Planned Improvements:	<p>Construct trails through natural area.</p> <p>Update attractions at aquatic park.</p>
Comments:	Acquired 1992
Site Location:	

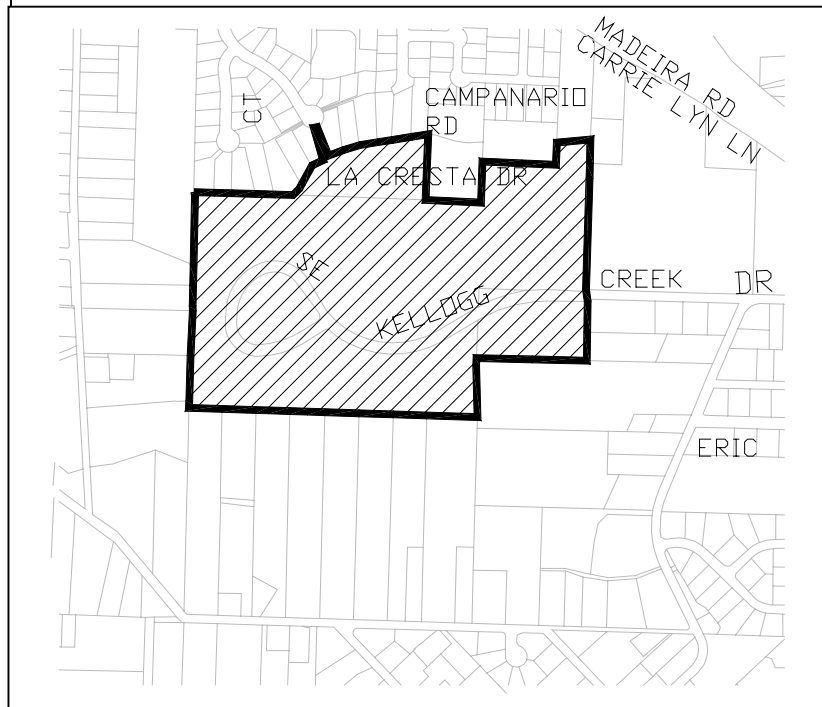


Appendix C: Park Descriptions

NORTH CLACKAMAS PARK

Address:	5440 SE Kellogg Creek Drive
Size:	45.45 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Community Park
Existing Facilities:	Milwaukie Center, Sara Hite Rose Garden, 65 regular parking spaces, 10 ADA parking spaces, large park shelter (capacity 200), 2 large picnic areas (capacity 100 each), shall shelter with 2 picnic tables, permanent restroom, irrigated plant beds, 2 softball fields (1 lighted), 1 adult soccer field, standard sign and site furnishings, horse arena (may be protected by deed restriction), off-leash area for dogs.
Natural Resource Areas:	Mt. Scott Creek runs through park.
Deficiencies/Problems:	Flooding
Planned Improvements:	Update Master Plan.
Comments:	Acquired 1992 Master Plan completed in 1994. This park has the District's only reservable park shelter.

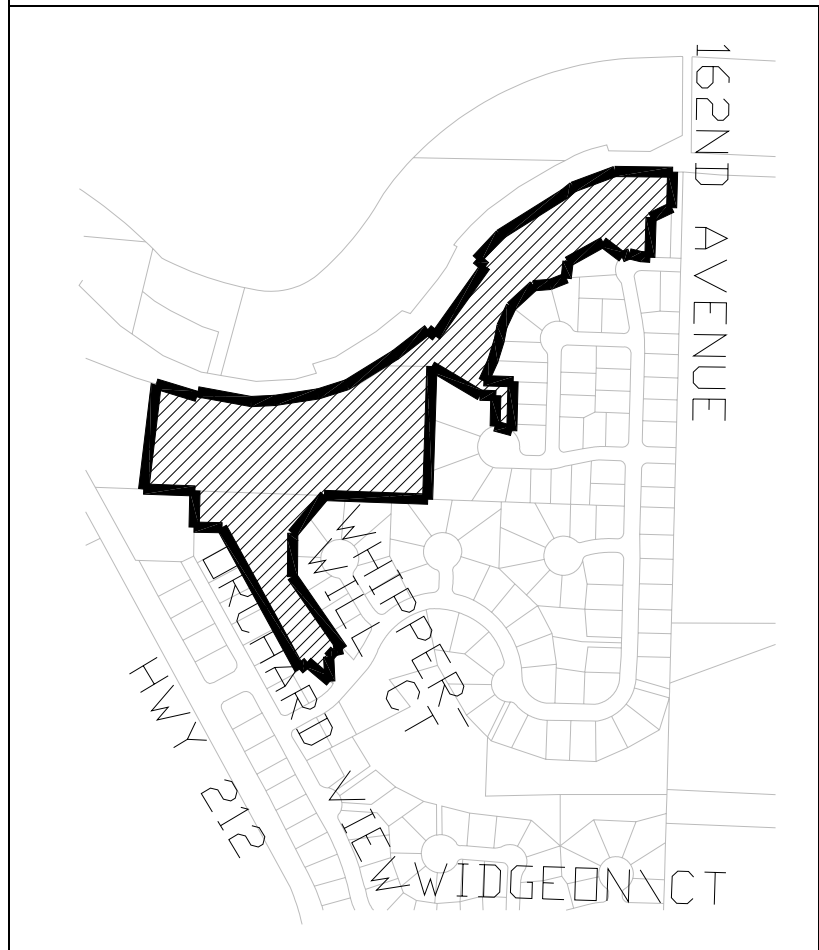
Site Location:



Appendix C: Park Descriptions

ORCHARD SUMMIT PROPERTY

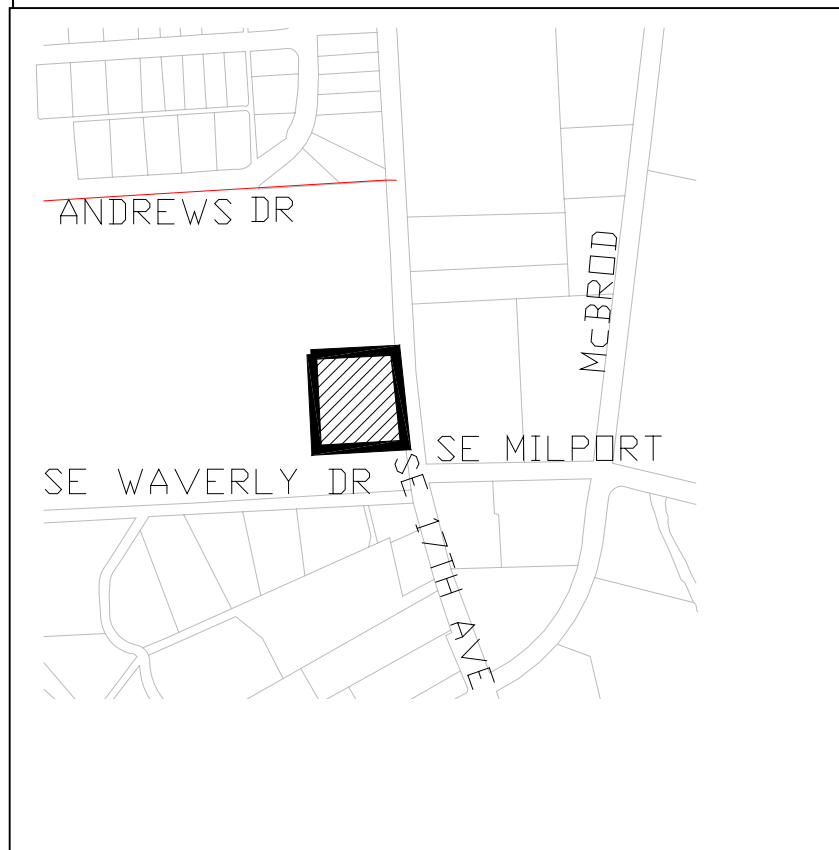
Address:	Highway 212 & 162 nd Avenue
Size:	4.00 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park or Special Use Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1995 Hillside left over from residential development.
Site Location:	



Appendix C: Park Descriptions

PIONEER CEMETERY

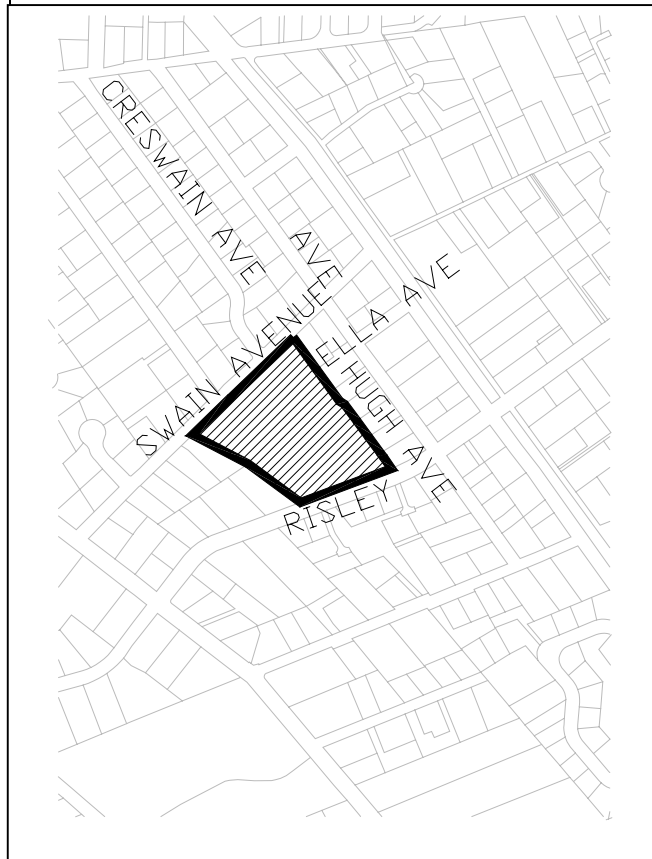
Address:	9501 SE 17 th Ave (adjacent to Waverly Golf Club)
Size:	1.77 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Standard sign, 1 picnic table
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

RISLEY PARK

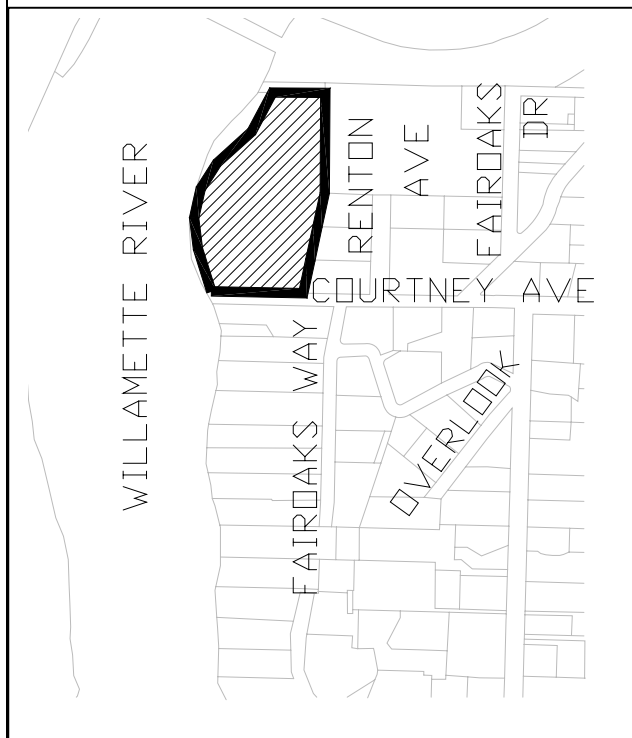
Address:	2350 SE Swain Avenue
Size:	5.20 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler and children's play areas, 2 tennis courts, 6 picnic tables on concrete pads, chemical restroom w/wooden screen, district site furnishings and signs, informal sports field with small backstop, ¼ mile long 8' wide asphalt trail around park, unirrigated lawn.
Natural Resource Areas:	Floodplain.
Deficiencies/Problems:	Tennis courts need to be refurbished. Irrigation needed in turf area. During certain rain events, River Forest Creek overflows its banks and floods the lower portion of Risley Park.
Planned Improvements:	Oak Lodge Sanitary District hopes to use a portion of the park as a detention pond.
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

RIVERVILLA PARK

Address:	925 SE Courtney Avenue
Size:	5.00 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	28 regular parking spaces, 2 handicap spaces, 2 picnic tables on concrete pads, permanent restroom, standard sign and site furnishings, 200' asphalt walking trail to river, wheelchair accessible fishing ramp.
Natural Resource Areas:	Floodplain. The park has flooded to the top of the restroom roof.
Deficiencies/Problems:	<ul style="list-style-type: none">▪ Railing is needed on fishing ramp to make it safe for people with disabilities.▪ Park is difficult to find and access due to narrow roads and lack of directional signs.▪ Toddler and children's play areas would make the park more usable by the neighborhood.
Planned Improvements:	
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

ROSWELL POND

Address:	East of the Southern Pacific Railroad and to the north of the Rockvorst Avenue cul-de-sac.
Size:	1.63 Acres
Ownership:	City of Milwaukie. Acquired 1989
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Remove non-native and invasive plants. Reintroduce native and wetland species on the center berm and along the edge of the wetland.
Comments:	
Site Location:	



Appendix C: Park Descriptions

ROWE MIDDLE SCHOOL TENNIS COURTS

Address:	
Size:	0.31 Acres
Ownership:	North Clackamas School District; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Developed
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	

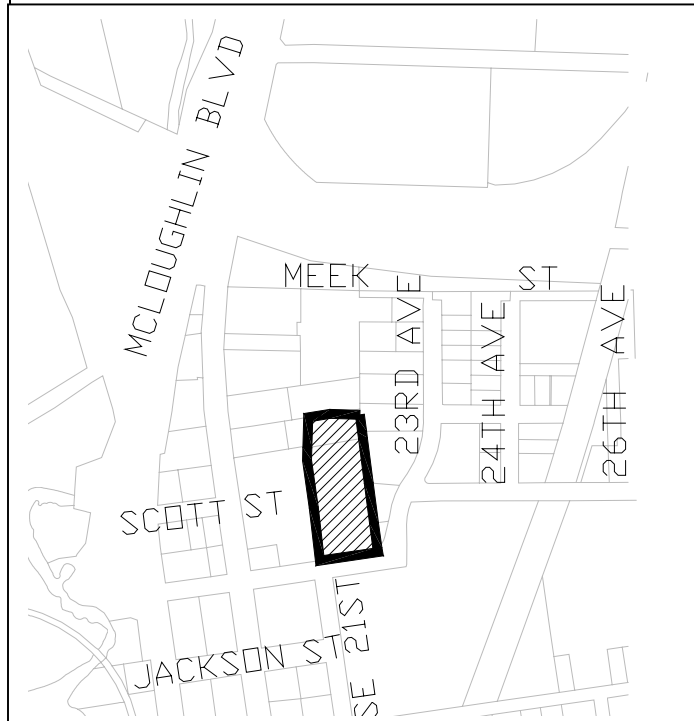


Appendix C: Park Descriptions

SCOTT PARK / LEDDING LIBRARY

Address:	10660 SE 21 st Avenue
Size:	3.08 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	library, small concrete amphitheater, ornamental plant beds, standard sign and site furnishings, parking shared with library
Natural Resource Areas:	Spring Creek Pond – habitat for domestic and migratory waterfowl.
Deficiencies/Problems:	Rats have become a problem due to people feeding the ducks.
Planned Improvements:	Phase II of Master Plan.
Comments:	Acquired 1992. Master Plan completed in 1990. Phase I, Improvements to 21 st Street and Park Entry, has been completed. Phase II, Pond Embankment Stabilization and Replanting, has been delayed until it has been determined whether or not light-rail will travel through this site.

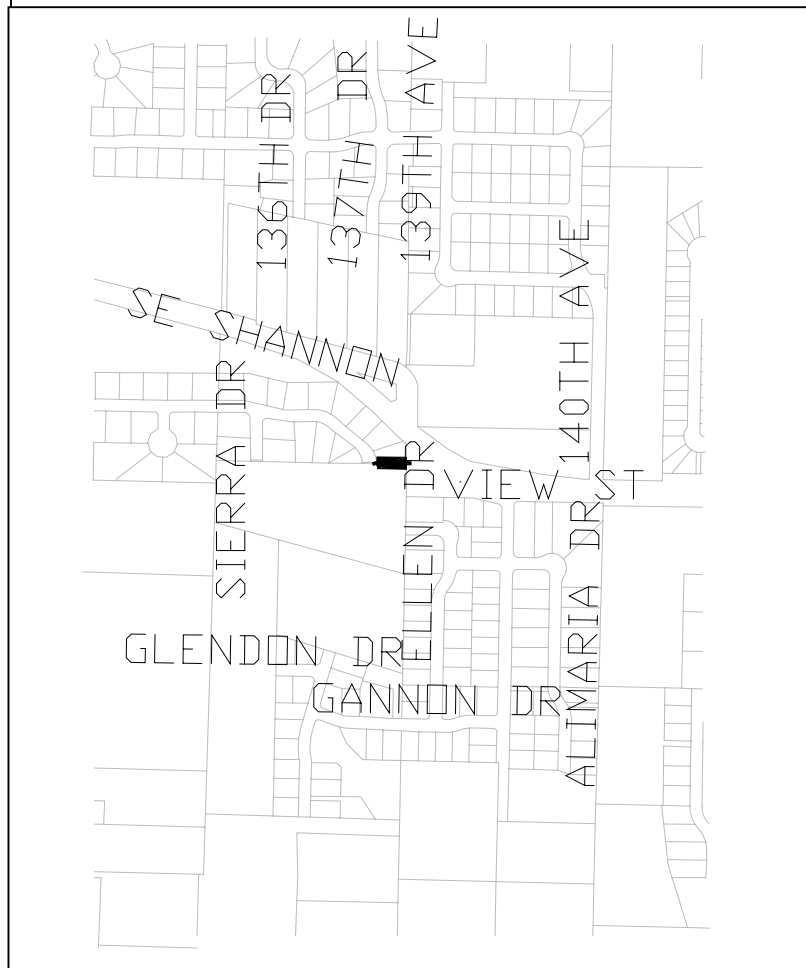
Site Location:



Appendix C: Park Descriptions

SHANNON VIEW PROPERTY

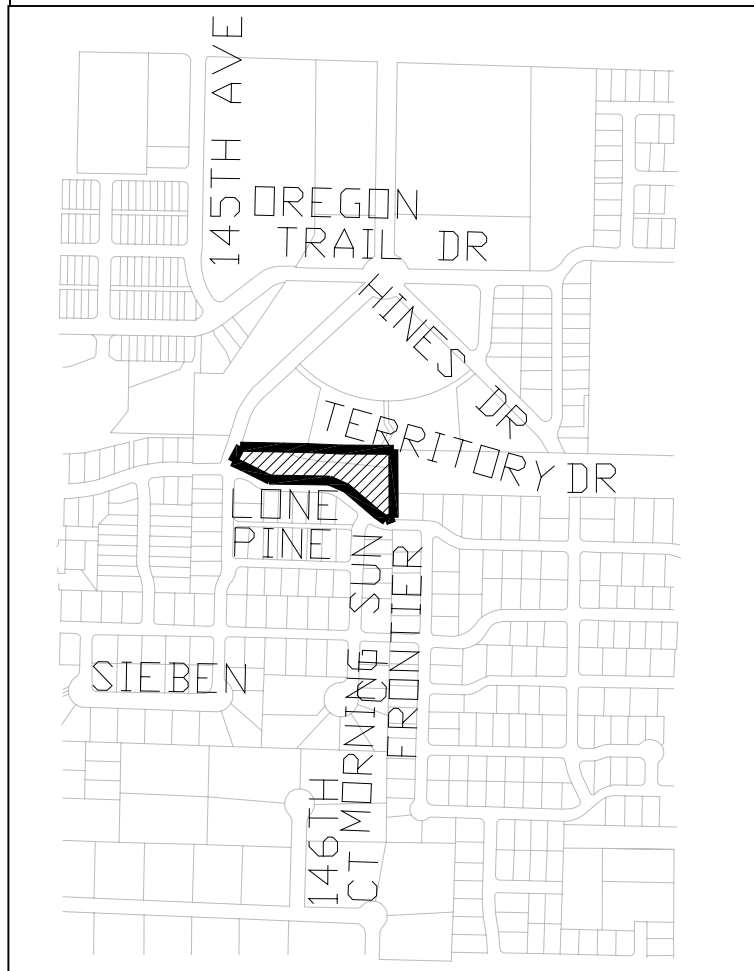
Address:	next to Sunnyside Road, off of Shannon View Street
Size:	0.01 Acres
Ownership:	NCPRD
Status:	Miscellaneous Natural Resource Area
Existing Facilities:	10' wide 75' long asphalt walking path
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

SIEBEN PROPERTY

Address:	14395 SE Territory Drive
Size:	1.00 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Deficiencies/Problems:	
Natural Resource Areas:	
Planned Improvements:	Complete master plan for neighborhood park.
Comments:	Acquired 1994
Site Location:	

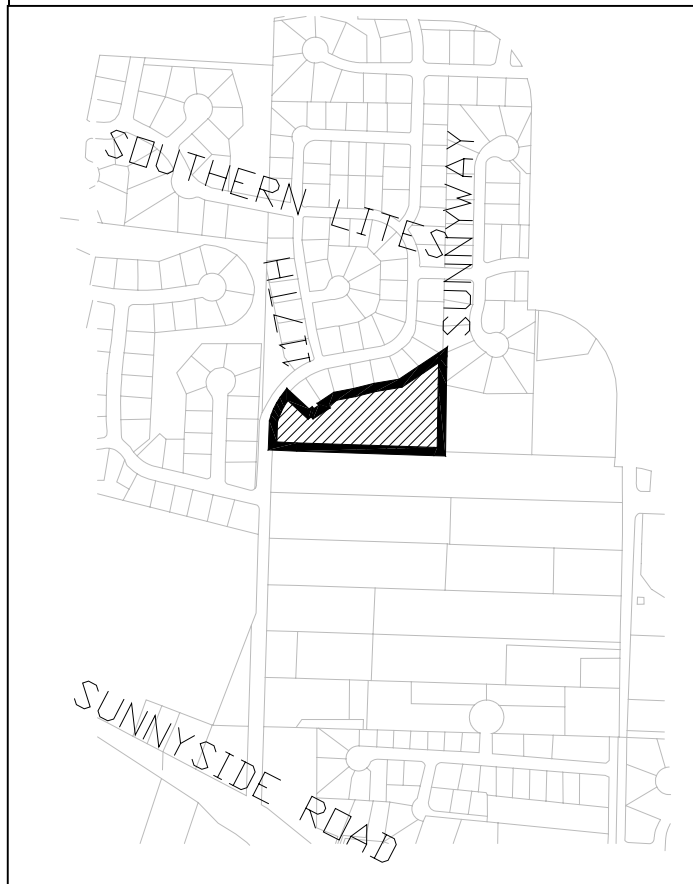


Appendix C: Park Descriptions

SOUTHERN LITES PROPERTY

Address:	12088 SE 117 th (north of Sunnyside Road)
Size:	6.32 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, basketball half-court, 2 picnic tables on concrete pads, irrigated turf, standard sign and site furnishings, concrete walk through park interior.
Natural Resource Areas:	Drainage swale
Deficiencies/Problems:	Maintenance is difficult on sloping banks adjacent to drainage swale.
Planned Improvements:	
Comments:	Acquired 1994 Master Plan completed 1994 Maintenance staff say the park is unused during the workday and there frequently is no trash to collect.

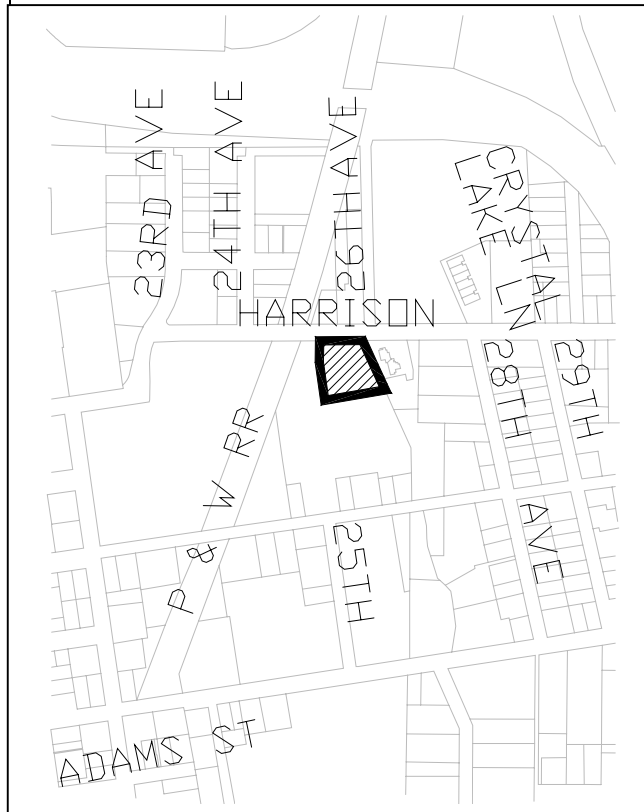
Site Location:



Appendix C: Park Descriptions

SPRING CREEK PARK

Address:	2566 Harrison Street (near Scott Park and Ledding Library)
Size:	0.80 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Open Space
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992; Sold 2002
Site Location:	

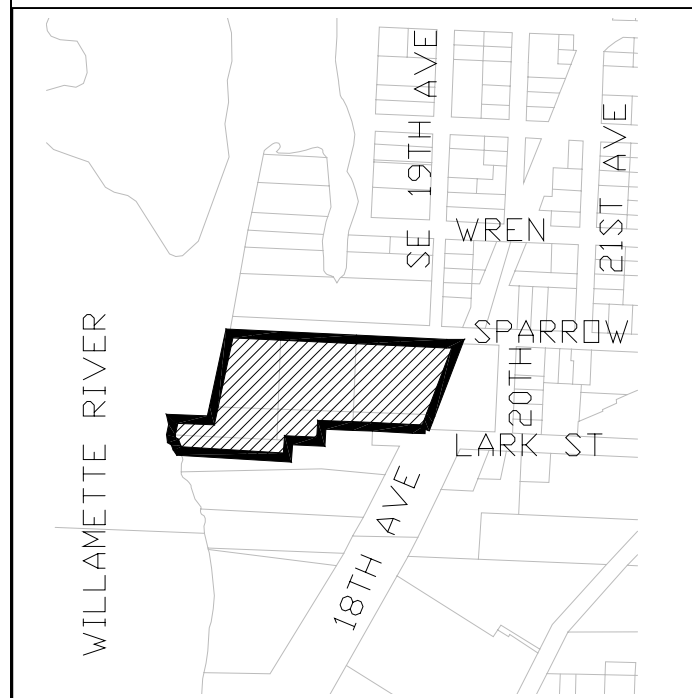


Appendix C: Park Descriptions

SPRING PARK

Address:	1881 SE Lark Street
Size:	6.87 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Natural Resource Area
Existing Facilities:	Standard sign, dirt-walking trail to Elk Rock Island, which is owned and managed as a natural area by City of Portland.
Natural Resource Areas:	Part of Elk Rock Island Natural Area on Willamette River. Includes wetland area.
Deficiencies/Problems:	Blackberries, reed canary grass and purple loosestrife are problems.
Planned Improvements:	Develop a master plan for the site that supports/complements the management plan.
Comments:	<ul style="list-style-type: none">▪ Purchased by City of Milwaukie from Hilda Keller in 1971.▪ Elk Rock Island Natural Area Management Plan was completed in 1994 by the partnership of NCPRD, Portland Parks & Recreation, City of Milwaukie, and Friends of Elk Rock Island Natural Area.

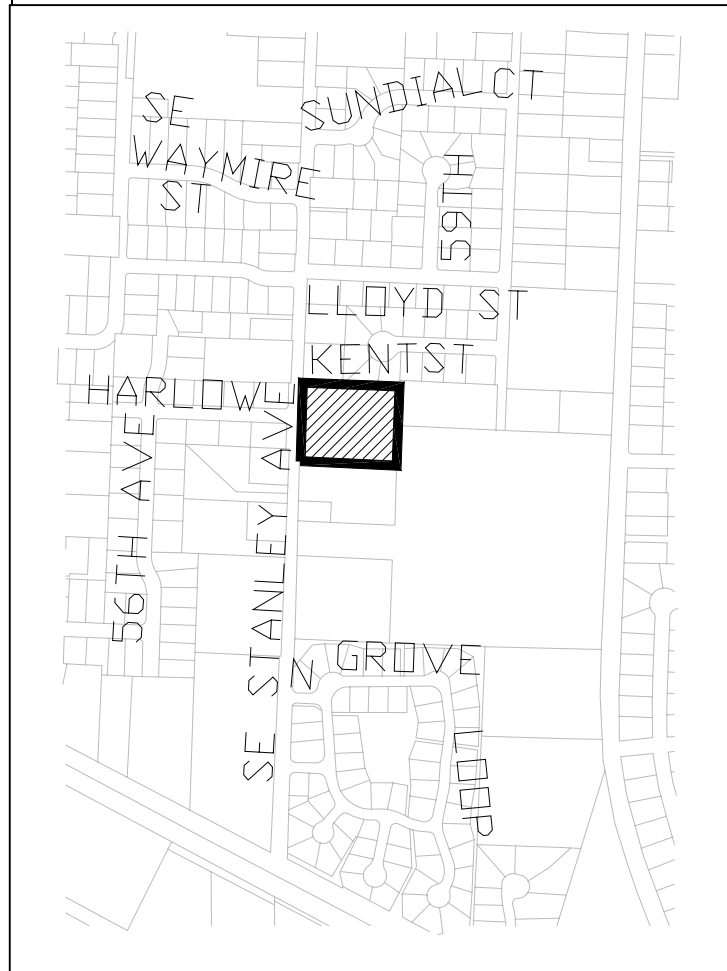
Site Location:



Appendix C: Park Descriptions

STANLEY PARK

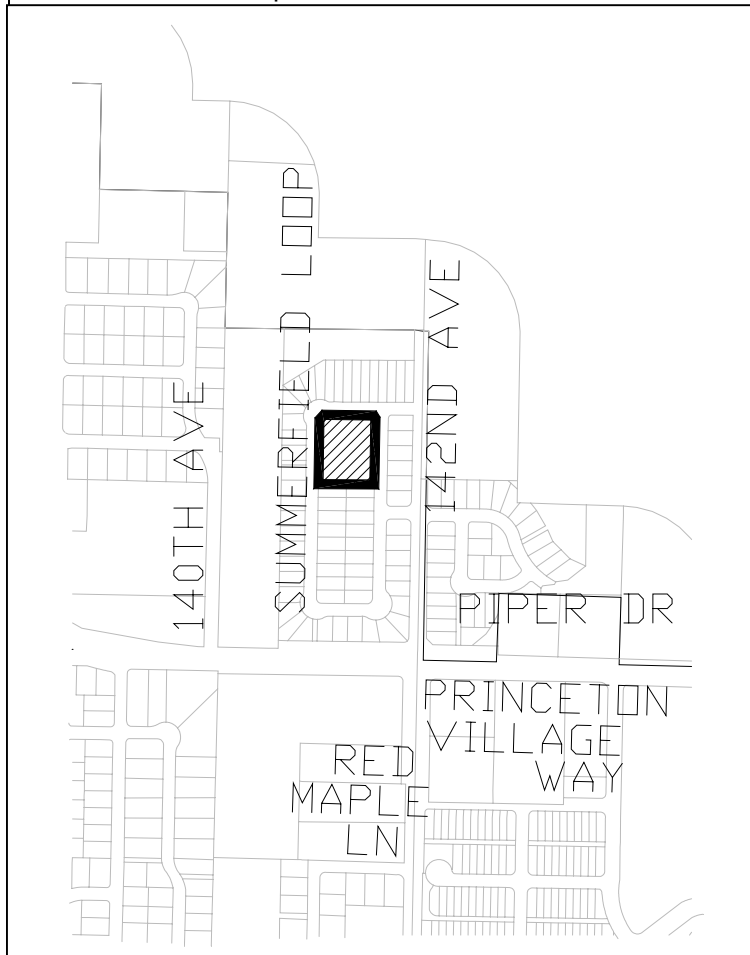
Address:	11800 SE Stanley Avenue
Size:	1.97 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	Sidewalk through the park to Lewelling Elementary School
Natural Resource Areas:	Well site
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

SUMMERFIELD PARK

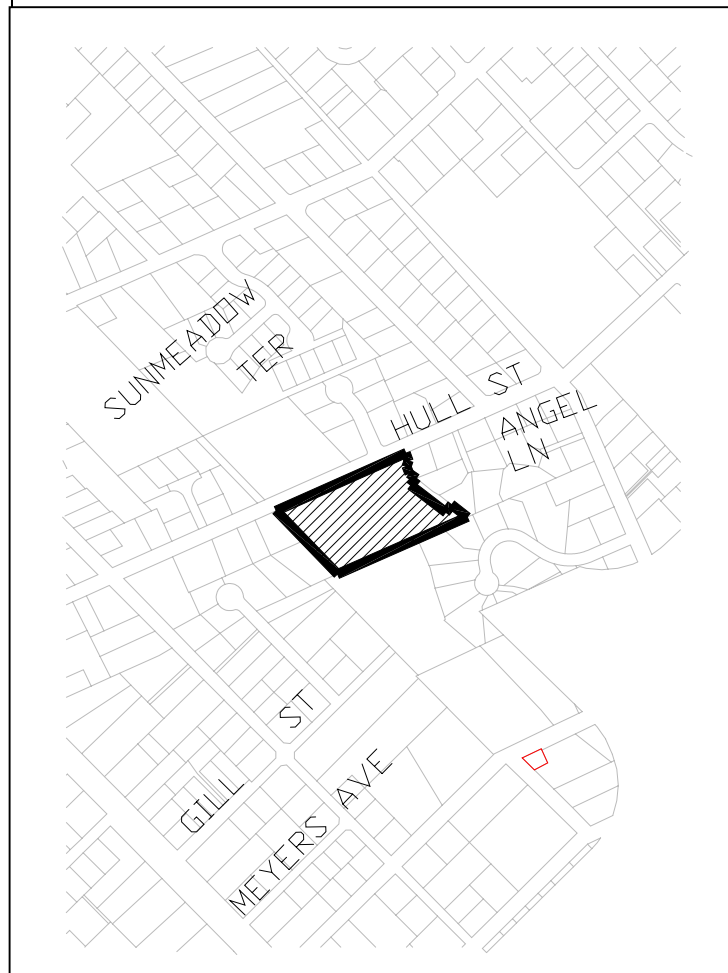
Address:	14001 SE Summerfield Loop
Size:	0.90 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, swing sets, basketball half-court, 5 picnic tables on concrete pads, irrigated lawn and plant beds, standard site furnishings and sign.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Currently being developed as neighborhood park.
Comments:	Acquired 1997 Master Plan completed 2000 Construction completed in 2001
Site Location:	



Appendix C: Park Descriptions

SWANSON PLACE PROPERTY

Address:	Hull Street
Size:	3.00 Acres
Ownership:	NCPRD
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Wetland
Deficiencies/Problems:	
Planned Improvements:	Possible trail or boardwalk through wetlands.
Comments:	Acquired 1997
Site Location:	



Appendix C: Park Descriptions

TROLLEY TRAIL

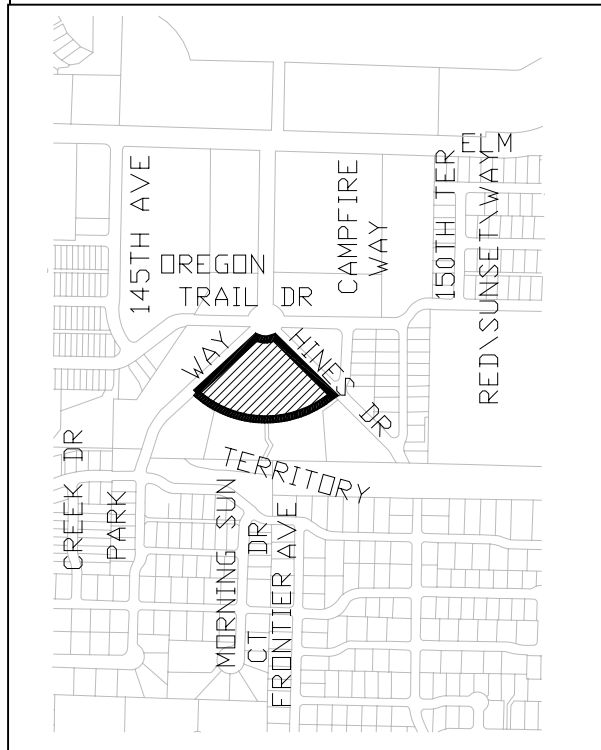
Address:	Jefferson Boat Ramp to Glen Echo Avenue at Gladstone City Limits
Size:	6 miles, 29.09 Acres
Ownership:	NCPRD
Status:	Undeveloped Linear Park
Existing Facilities:	None (the trail is usable but not yet developed)
Natural Resource Areas:	wetlands
Deficiencies/Problems:	flooding
Planned Improvements:	Multi-use trail
Comments:	Abandoned streetcar line. Acquired from Union Pacific in 2001. Master plan will be complete in February/March 2003
Site Location:	



Appendix C: Park Descriptions

VILLAGE GREEN PARK

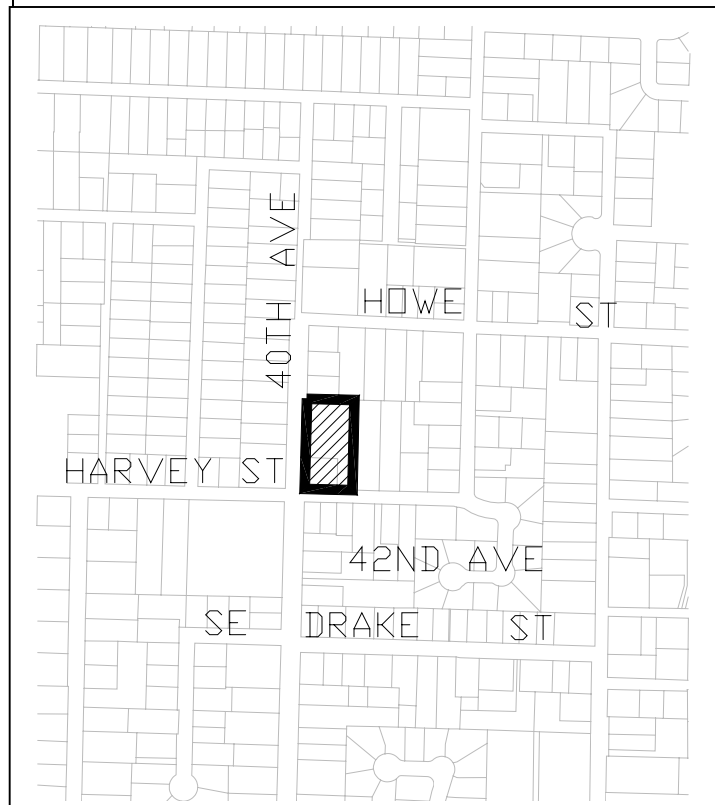
Address:	13786 SE Sieben Parkway
Size:	2.70 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Transit Hub
Natural Resource Areas:	
Deficiencies/Problems:	This site is vandalized frequently. Most of the site furnishings and amenities have been removed. Until commercial establishments develop around the area, vandalism will likely continue.
Planned Improvements:	None until commercial development occurs.
Comments:	Acquired 1997 Master Plan completed in 1994.
Site Location:	



Appendix C: Park Descriptions

WATER TOWER PARK

Address:	9890 SE 40 th Avenue
Size:	0.92 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler and children's play areas, basketball half court, and 2 picnic tables on concrete pads, 2 picnic tables on grass, irrigated lawn and plant beds.
Natural Resource Areas:	Well site
Deficiencies/Problems:	Plant beds must be weeded by hand – herbicides cannot be used on well site.
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

WELL #8

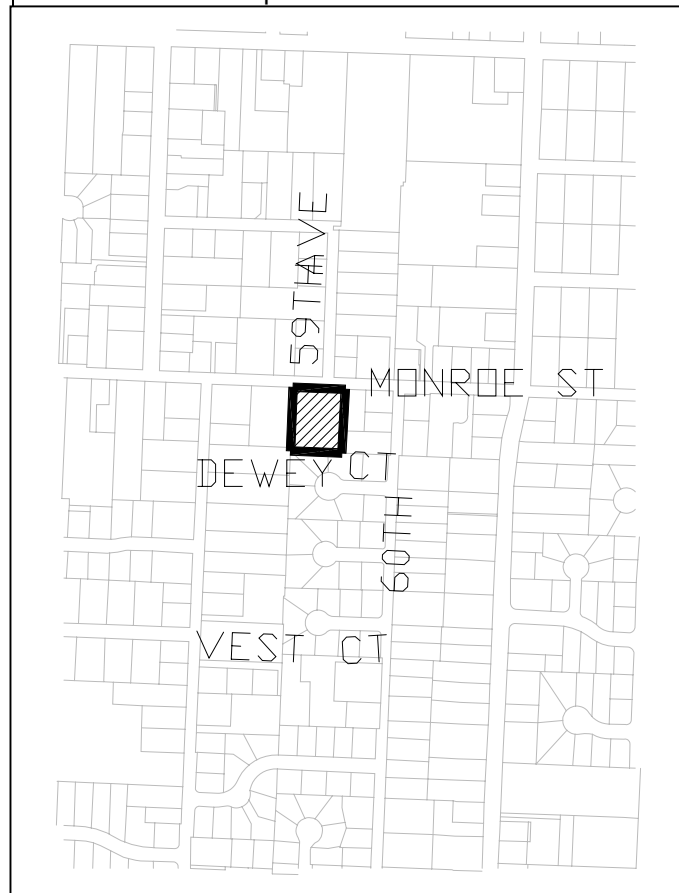
Address:	Lake Road next to Highway 224
Size:	0.25 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Miscellaneous Open Space
Existing Facilities:	None
Natural Resource Areas:	Well site
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

WICHITA PARK

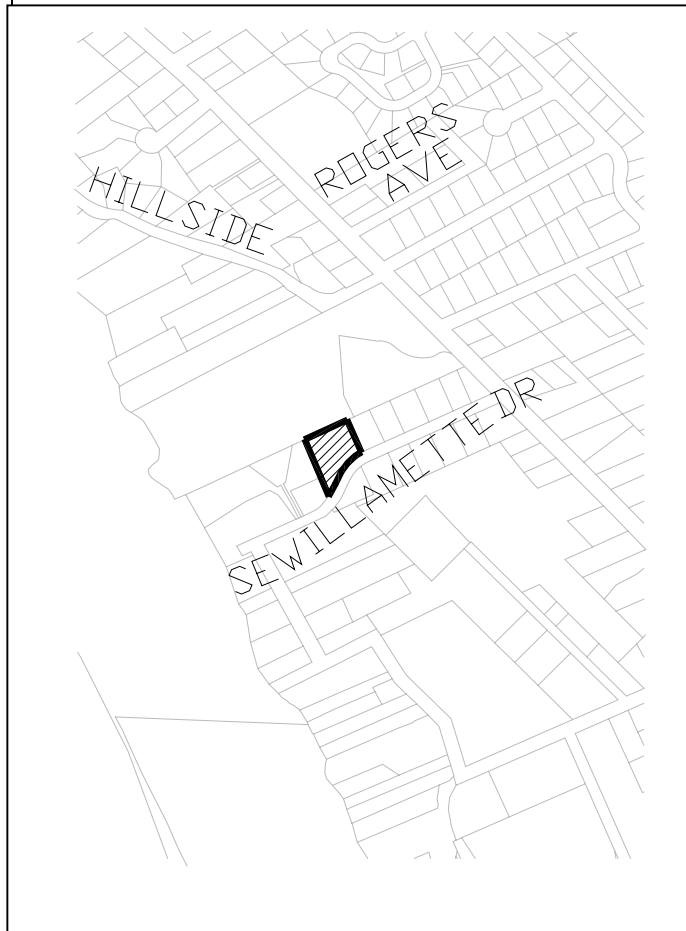
Address:	5908 SE Monroe Street (Linwood Neighborhood District Association)
Size:	0.95 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Neighborhood park facilities including park trail, toddler and children's play areas, basketball half-court, drinking fountain, bike racks, and automatic irrigation system, picnic tables and benches, soft-surface perimeter trail, open turf area, trees.
Comments:	Acquired 1992 Master Plan adopted 1999
Site Location:	



Appendix C: Park Descriptions

WILLAMETTE DRIVE PROPERTY

Address:	Willamette Drive east of River Road
Size:	0.60 Acres
Ownership:	NCPRD
Status:	Miscellaneous Open Space
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	Residents dump grass clippings and trash on site.
Planned Improvements:	
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

WILLOW PLACE

Address:	13014 SE Freeman
Size:	0.83 Acres
Ownership:	City of Milwaukie Acquired 1992
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Half of an artificially divided pond, small dense grove of Douglas Fir
Deficiencies/Problems:	
Planned Improvements:	Remove native plants in the pasture area, reintroduce wetland species along the edge of the wetland, diversify the upland forest area by removing ivy and blackberries and planting natives in the under story, plant shrubs and other native plants in the transition area.
Comments:	
Site Location:	



Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																						Ages and Abilities Served																					
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled				
A HEART for Seniors	n														n																											n	n			
AARP	n					n								n	n	n													n													n	n			
Absolute Magic	n								n																																	n	n	n	n	
Adult Living Alternatives	n														n																											n	n			
Adult Soccer		n																									n																			
Adult Softball League		n																									n																			
Adventure Dive Northwest			n																			n																				n	n			
Alder Creek Kayak Supply			n																			n																				n	n			
All Star Rafting																																														
American Legion	n					n																																				n	n			
Art Media	n			n																																						n	n	n		
Arts Action Alliance of Clackamas County	n			n																																						n	n	n		
Bally Total Fitness	n											n																														n	n	n	n	
Blind Commission	n														n																											n	n	n	n	
Care Service Options, Inc.	n																																									n	n			
Cascade Soccer Club		n																									n																			
Choices for Life	n														n																												n	n		
Churches	n																						n																			n	n	n	n	
Clackamas Babe Ruth Baseball		n																									n																			
Clackamas Boys Basketball		n																																												
Clackamas Community College	n						n										n																									n	n	n	n	
Clackamas County Library	n						n																																				n	n	n	n
Clackamas County Mental Health	n							n																																			n	n	n	n
Clackamas County Public Health	n													n																													n	n	n	n
Clackamas County Social Services	n																			n																							n	n		
Clackamas Girls Basketball		n																																												

Appendix D: Programs and Services Matrix

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																		Ages and Abilities Served																												
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled							
Clackamas Little League		☑																									☑																						
Clackamas Youth Basketball		☑																								☑											☑												

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																						Ages and Abilities Served																									
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled								
Clackamas Youth Football		n																								n																								
Dever's Eye Clinic	n					n								n	n																			n	n	n	n	n	n	n	n	n	n	n	n	n				
East Side Athletic Club	n		n		n	n			n					n							n		n	n	n	n	n																							
Eastside Bridge Club	n																																											n	n	n				
Elks Club	n		n			n						n															n											n	n	n	n	n	n	n						
Financial Advisors (variety)	n																													n															n	n	n	n		
Happy Valley Girls Softball		n																									n								n	n														
Hearing and Speech Institute	n													n	n																			n	n	n	n	n	n	n	n	n	n	n	n	n	n			
Highland Stables		n																																		n	n	n												
Housing Authority	n																		n																															
Ice Chalet Skating Center																																																		
Independent Living Resources	n														n				n																											n	n			
Interfaith Council	n																		n																															
IRS	n																		n																															
Kaiser Sunnyside Hospital	n							n						n	n																																			
LaSalle High School	n					n	n																																											
Legacy Good Samaritan	n													n																																				
Legal Aid Services of Oregon	n																	n	n																															
Mad Science	n																							n																										
Meyer Boys and Girls Club	n										n	n															n	n	n																					
Michael's Craft Store	n			n																																														
Milwaukie Soccer Club		n																									n																							
Milwaukie Track Club		n																									n																							
Milwaukie Youth Basketball		n																									n																							
Milwaukie Youth Football		n																									n																							
North Clackamas School District		n	n	n	n	n			n	n	n	n				n	n									n	n																						n	

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																							Ages and Abilities Served																							
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled							
Nelson's Nautilus	n		n									n																																					
North Clackamas Arts Guild	n			n																																													

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																				Ages and Abilities Served																								
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled					
North Clackamas Jr Softball		n																									n											n	n								
North Clackamas Soccer Club		n																									n												n	n							
North Clackamas Synchro Stars			n																																				n								
North Clackamas Master Swimmers			n																																						n	n	n				
Northwest Discoveries	n																					n															n	n	n	n	n	n					
Northwest Housing Alternatives	n							n							n				n																												
Northwest Senior Theatre	n								n	n																																		n			
On Target Archery	n																										n											n	n	n	n	n	n				
Oregon Adult Soccer		n																									n															n	n				
Oregon Dept of Human Services	n																		n																	n	n	n	n	n	n	n	n	n	n	n	
Oregon Soccer Center	n																											n											n	n	n	n	n				
OSU Extension Service	n					n									n						n																n	n	n	n	n	n	n	n	n		
OSU Master Gardeners	n																								n																	n	n	n			
Parish Nurse Program	n													n	n																					n	n	n	n	n	n	n	n	n			
Parrott Creek Child and Family Services	n							n																													n	n	n	n	n	n					
Portland Adventist Hospital	n							n						n																							n	n	n	n	n	n	n	n	n		
Providence Milwaukie Hospital	n							n						n																								n									
PSU Speech and Hearing Science Dept		n												n	n																					n	n	n	n	n	n	n	n	n			
Putnam Basketball		n																									n																				
Putnam Youth Football		n																										n																			
Rex Putnam High School		n																										n	n										n	n							
Ride Connection	n																																				n					n	n	n	n		
Sah-ha-lee Golf Course	n												n																										n	n	n	n	n				
Salvation Army	n																		n																		n	n						n	n		
Senior Citizens Council	n														n																													n	n		
Senior Residences	n													n	n																													n	n		

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																				Ages and Abilities Served																																
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled													
Skyhawks		n																							n	n																													
St Andrews Legal Clinic	n																	n	n																																				

Appendix D: Programs and Services Matrix

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																								Ages and Abilities Served																			
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled				
St. Vincent de Paul	n																		n															n	n						n	n	n	n		
Standing by You, Inc.	n													n																													n	n		
STIXX Teen Center	n										n																																			
Sunrise Jr. Baseball		n																									n																			
Three Rivers United Soccer		n																									n																			
Top 'O Scott Golf Course	n											n																																		
Travel Vendors (variety)	n																																													
Tri-City Softball		n																									n																			
Tri-Met	n																																													
Whitcomb Interagency Services	n							n												n																										
Willamette Falls Hospital Community Education	n							n						n																																
Women's Crisis Center	n							n							n																															
YMCA of Columbia- Willamette	n				n					n	n															n																				

Appendix E: Random Household Survey Results

SAMPLE DESIGN AND SELECTION

The survey of public attitudes, recreation interests, and recreation participation characteristics was made in the North Clackamas Parks & Recreation District during August and September 2001. Members of high school Key Clubs, District staff, and MIG staff distributed questionnaires to randomly selected households in the District.

Each member of the selected household aged ten and over was asked to fill out a questionnaire. There were 479 surveys returned.

Table 1
Survey Distribution and Return

	Quantity
<i>Households Surveyed</i>	405
<i>Questionnaires Distributed</i>	841
<i>Questionnaires Completed</i>	479
<i>Return Rate</i>	57.0%

Results of the survey process are shown below. In each table, *N* equals the total number of responses to the question. In cases where multiple responses were allowed, *N* is greater than the number of survey respondents (479).

SUBGROUP RESULTS are provided by neighborhood planning area and by age group when they vary significantly from the District-wide results. It is important to note, while the District-wide results are statistically valid, subgroup responses have a lower confidence level and should be given less weight.

Comparisons are also drawn, where applicable, to results of a July 2000 **OPERATING LEVY ASSESSMENT SURVEY** conducted by Intercept Research Corporation.

SURVEY RESULTS

The results of each survey question are shown below along with subgroup results and other analysis where applicable.

1. Have you participated in **recreation programs or services** offered by the Parks & Recreation District during the last 12 months?

N = 473

34.5% Yes 65.5% No

Almost 35% of the respondents have participated in District programs and services during the past year. This is higher than the average participation rate of around 25% reported in other communities.

SUBGROUP RESULTS

Milwaukie is the only planning area where more than half (53.5%) of the survey respondents participate in recreation programs or services.

The participation rate reported in other planning areas is as follows:

- 38.1% Oak Lodge
- 29.1% Sunnyside
- 26.1% Oatfield
- 21.4% Southgate/Town Center

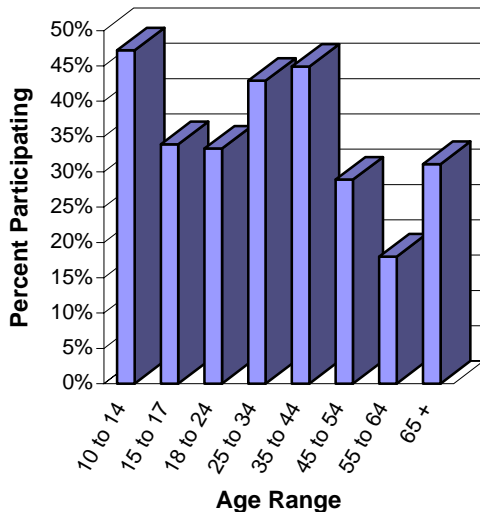
Age groups reporting the highest rate of participation in programs and services included:

- 47.2% 10 to 14 years
- 44.9% 35 to 44 years
- 42.9% 25 to 34 years

The age group reporting the lowest rate of participation was 55 to 64 (18%).

Appendix E: Random Household Survey Results

Figure 2
Participation in Programs and Services by Age Range



- 2.** If you participated in District recreation programs and services, how did you learn about them? *Please check all that apply.*

N = 196

- 33.2% Friends or word-of-mouth
- 19.4% District program guide
- 16.1% Flyers from school
- 10.6% Local newspaper
- 7.7% Other
- 5.8% Television or radio advertisements
- 5.5% Flyers at District facilities
- 1.6% District website

The most common method of learning about District programs and services was through friends or word-of-mouth. The District program guide was the second most common method, followed by flyers from school.

The least common method of learning about District programs and services was through the District website.

SUBGROUP RESULTS

Youth ages 10 to 14 most commonly learn about programs through flyers distributed at school (37.5%).

- 3.** If you did *not* participate in District recreation programs or services, what are your reasons? *Please check all that apply.*

N = 283

- 47.8% I'm not aware of programs
- 15.3% I'm not interested in programs offered
- 10.3% The times are not convenient
- 7.1% I participate in private programs
- 7.1% I cannot afford the cost
- 4.7% The locations are not convenient
- 4.2% I need child care in order to participate
- 2.9% Transportation is a problem
- 0.3% I'm unsatisfied with the instructors
- 0.3% Other

Of those who did not participate, almost half said it is because they are not aware of programs. Compared to other communities, this is a high percentage of residents who lack awareness of programs and services offered.

“Other” reasons, and the number of times mentioned, include: no time (14), no relevant programs (7), and medical reasons (6).

SUBGROUP RESULTS

Survey participants in the Milwaukie neighborhood planning area report the highest level of program awareness (69.6%).

Appendix E: Random Household Survey Results

The lowest level of awareness about programs is in Southgate/Town Center (55.0%).

0	1-5	6-10	11+
92.7%	5.1%	1.1%	1.1%

Sunnyside has the highest percentage (10.9%) reporting they “cannot afford the cost” of participating in District programs and services.

Heddie Notz Park N = 273			
0	1-5	6-10	11+
93.0%	4.8%	0.7%	1.5%

Residents of Milwaukie and Southgate/Town Center report the highest participation in private programs (13% and 12.5% respectively).

Risley Park N = 298			
0	1-5	6-10	11+
78.9%	14.1%	2.7%	4.4%

4. How often in the *last 12 months* have you visited the following parks?

Survey participants were asked about 7 of the most highly visible parks in the District.

Southern Lites N = 273			
0	1-5	6-10	11+
90.1%	8.1%	0.7%	1.1%

The most heavily used park is North Clackamas Park, one of two community parks in the District. 58.3% visited the park at least once during the last 12 months.

Rivervilla Park N = 271			
0	1-5	6-10	11+
91.1%	5.2%	1.8%	1.8%

Risley Park is also heavily used with more than 21% visiting at least once during the last year.

Ardenwald Park N = 296			
0	1-5	6-10	11+
83.1%	12.5%	2.4%	2.0%

Ann-Toni Schreiber Park is used surprisingly little for a community park.

Ardenwald was used at least once annually by 17% of District residents. This is probably due to the popular Thursday night concerts in the park each year in August.

Other N = 217			
0	1-5	6-10	11+
63.6%	16.6%	6.9%	12.9%

The most frequently mentioned “Other” park was Happy Valley Park, a park not within the District but in an area adjacent to the District.

NUMBER OF VISITS IN LAST 12 MONTHS

North Clackamas N = 401			
0	1-5	6-10	11+
41.6%	45.1%	5.2%	8.0%

Ann-Toni Schreiber Park N = 274			
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Appendix E: Random Household Survey Results

5. On a scale of 1 to 10 with 1 being **poor** and 10 being **excellent**, please rate the maintenance and care of parks managed by North Clackamas Parks & Recreation District.

N = 362

The average rating for maintenance and care of parks managed by the District was “7”.

6. If you seldom or do not use **parks** in the District, what are your reasons? *Please check all that apply.*

N = 370

- 32.7% I don't know where parks are located
- 19.9% Not interested
- 12.8% Other
- 10.6% They are not conveniently located
- 6.1% They lack adequate facilities
- 5.6% Transportation problems
- 5.0% I feel unsafe
- 4.6% No programs
- 2.8% No parking

The most frequently checked reason for not visiting parks in the District was “I don't know where parks are located”.

Inconvenient locations or lack of adequate facilities were cited 16.7%.

The top “other” reason, noted by 20 respondents, was “lack of time”.

SUBGROUP RESULTS

Youth ages 10 to 14 indicated, as one of their top reasons for not using parks, that parks are not conveniently located (19.9%). This is probably due to the fact that people in this age group need to walk or bicycle to parks, or wait for an adult to drive them.

Oak Lodge residents were *more likely* than residents of other neighborhoods to say, “Parks are not conveniently located”.

Sunnyside residents were the *least likely* to say they don't use parks because they “feel unsafe”.

Appendix E: Random Household Survey Results

7. How often in the last 12 months have you visited the *Aquatic Park*?

N = 465

55.05%	0
13.76%	1
8.39%	2
4.73%	3
3.23%	4
1.72%	5
1.94%	6
0.43%	8
3.01%	10
0.86%	12
0.86%	15
0.22%	18
1.08%	20
0.43%	25
0.43%	30
0.86%	40
0.65%	50
1.29%	60
0.65%	300
0.22%	320
0.22%	325

The highest percentage of survey participants had not visited the Aquatic Park during the past year (55.05%). The average number of visits per survey participant is 6.6. Of those who have visited the Aquatic Park in the last 12 months, the average number of visits is 14.50 times.

8. What *additional features*, programs, and services would you like to see at the Aquatic Park?

N = 183

Survey participants were asked to list additional features, programs and services they would like to see at the Aquatic Park.

In terms of facilities, the most common responses included:

- More slides (29)
- Outdoor pool (25)

Other suggestions included a tide pool, warm pool, more lap lanes, more activities, larger pool, deeper pool, sauna, steam bath, more family showers, and attractions that appeal to teens and adults.

Suggestions for programs and services were varied and included:

- Extend hours of operation (4)
- Provide childcare (3)
- Expand swimming lessons (3)
- Offer open swim times for different age groups (family swim, adult swim)
- Offer more special activities (dive-in movie, teen night)

In the miscellaneous category, the most frequent suggestion had to do with cost:

- Find ways to make it less expensive; offer coupons for reduced admission, etc. (12)

Appendix E: Random Household Survey Results

9. On a scale of 1 to 10 with 1 being **poor** and 10 being **excellent**, please rate the Aquatic Park in the following areas.

N = 263

All elements of the Aquatic Park were in the range of good to very good. The average rating for each element is shown below:

- Safe Environment 7.76
- Facility Maintenance 7.69
- Water Activities 7.41
- Hours of Operation 7.15
- Swim Lessons 7.13
- Customer Service 7.00
- Party Packages 6.99
- Value for the Dollar 6.09

10. If you have not visited the Aquatic Park at all in the last 12 months, what are your **reasons**?

N = 262

Participants were asked to write in their reasons for not visiting the Aquatic Park. The top answers, and the number of times mentioned are:

- Not interested / don't swim (36%)
- No time / too busy (16%)
- Cost (11%)
- Swim in private facility (home, private club) (8%)
- Don't know where it is / don't know about it (6%)

Several of the top reasons are outside the District's control (not interested, no time). However, exploring ways to make the experience more affordable, and improving

publicity and marketing are things the District can address.

11. How should **sport fields** be developed in the future? *Please check all that apply.*

N=396

- 27.9% Develop a multi-sport complex for several sports
- 25.9% Partner with School District to upgrade existing sport fields on school property
- 20.7% Partner with School District to increase the number of sport fields on school property
- 20.1% Locate fields throughout the District
- 5.3% Develop a sport complex dedicated to one sport

Out of five different options, the top two choices were to develop a multi-sport complex for *several sports* (27.9%) and to partner with the North Clackamas School District to *upgrade existing* sport fields on school property (25.9%).

More than 20% of respondents favored partnering with the School District to *increase* the number of sport fields on school property.

The support for locating fields throughout the District is consistent with support for partnering with the School District since schools are distributed throughout the District.

12. Do you believe a **community center** is needed in the District?

N=441 73.0 Yes 27.0% No

73% of survey participants believe a community center is needed.

Appendix E: Random Household Survey Results

SUBGROUP RESULTS

The majority of survey participants in each planning area said they believe a community center is needed in the District. The highest level of support came from Milwaukie respondents (78.8%) and the lowest level was in Oak Lodge (66.3%).

13. If you answered yes to question 12, what **facilities** would you like to have included in a community center? *Please check your top 3 choices.*

N=328

- 13.6% Multi-use gymnasium
- 10.9% Teen activity area
- 10.3% Exercise and aerobics room
- 10.0% Outdoor swimming pool
- 9.1% Children's play area
- 8.6% After-school program area
- 7.8% Meeting space, kitchen and classrooms
- 6.6% Senior activity area
- 5.9% Tennis courts
- 5.8% Performance stage
- 5.1% Soccer courts
- 4.5% Racquetball/squash courts
- 1.8% Other

SUBGROUP RESULTS

A teen activity area was supported most highly by respondents from Milwaukie and Southgate/Town Center. Southgate/Town Center respondents also indicated above average support for an exercise and aerobics room.

14. If funds were available, what type of parks or facilities should the District develop for the **future**? *Please rank each choice from 1 to 7 using 1 for your highest priority and 7 for your lowest priority.*

N=370

Weighted responses were totaled for each choice to determine which facilities have the highest level of support.

*Example: 5 people rating neighborhood parks the top priority would result in a score of 5 * 8 or 40. 4 people rating neighborhood parks second priority would result in a score of 4 * 7 or 28, and so on. The total of those scores is the weighted response.*

Overall support for neighborhood parks and large multi-use community parks is almost equal. The weighted responses are as follows:

- 1513 Small neighborhood parks within one-half mile of most neighborhoods
- 1500 Large multi-use community parks for active and passive play, located within one to two miles of most neighborhoods
- 1440 Linear parks or greenways with trails for hiking and biking
- 1361 Natural open space with very limited development such as trails and viewpoints
- 1292 Riverfront parks and river access
- 951 Large special use facility (such as a stadium or amphitheater) with regional interest
- 187 Other

In addition to the choices given, survey respondents wrote in other responses. "Other" facilities mentioned more than

Appendix E: Random Household Survey Results

once, along with their weighted results, include:

- 60 Skateboard / BMX facilities
- 32 Off-leash areas for dogs
- 30 Sport facility / more athletic fields
- 23 Community / recreation center
- 17 Develop sport fields in partnership with the School District
- 9 Swimming pool

SUBGROUP RESULTS

The number one priority for the highest percentage of Southgate/ Town Center (41.4%) and Oatfield (38.9%) respondents was a large multi-use community park.

The number one priority for the highest percentage of respondents from Milwaukie (38.0%) was neighborhood parks.

Oak Lodge and Sunnyside respondents were almost equally divided between neighborhood parks and a large community park for their number one priority.

OPERATING LEVY ASSESSMENT SURVEY

In this survey, 50% of participants said there were too few neighborhood parks. 44% said there were too few regional parks.

15. How many times *in one month (30 days)* do you participate in the following activities when they are in season?

The 20 recreational activities people participate in the most frequently, and the average number of times they participate, are shown below. Also shown for purposes of comparison is the average participation for that activity in the Northwest (the Northwest Average). Activities with higher than average participation rates are indicated in **bold**.

**Table 3
Recreation Participation**

	Average Monthly Participation	Northwest Average
Recreational computer use	5.89	5.28
Walking	5.68	5.91
Gardening	3.54	4.34
Exercising a dog on leash	3.52	3.52
Family activities	3.38	3.64
Playing instruments/singing	3.14	2.21
Exercise/weight training	2.57	1.94
Exercise/aerobics	2.39	3.32
Jogging/running	2.33	2.34
Swim, outdoors	2.11	2.46
Swim, indoors	1.93	2.39
Basketball	1.85	2.19
Exercise dog off leash	1.79	1.79
Sporting event – attend	1.67	2.50
Bicycling for pleasure	1.66	2.99
Playground – visit/use	1.57	2.81
Bicycling for exercise	1.56	1.56
Nature walks	1.54	2.71
Soccer	1.34	1.70
Arts & crafts	1.33	1.53

Appendix E: Random Household Survey Results

Other activities that showed a higher than average participation rate included:

	Average Monthly Participation	Northwest Average
Skateboarding	.87	.69
Bicycling, BMX	.71	.69

16. Pick the **top 10** activities you would most like to do **if the facilities were available**. Rank them in order of your preference.

The ten recreational activities people would most like to do if facilities were available include:

- Walking
- Nature walks
- Family activities
- Swimming, outdoors
- Bicycling for pleasure
- Swimming, indoors
- Golfing
- Exercise/weight training
- Exercising dog, on leash
- Picnicking

The remaining questions were asked of respondents 18 years of age and older.

17. What age groups should receive the **highest priority** for programs, services, and facilities in the future? *Please rank each choice from 1 to 7 using 1 for your highest priority and 7 for your lowest priority.*

Percent Ranking Priority 1	Weighted Response	
26.0%	1379	Youth (10 to 14 years)
34.4%	1366	Teens (15 to 17 years)
21.7%	1175	Children (5 to 9 years)
47.6%	935	All ages should receive equal priority
4.7%	863	Young adults (18 to 24 years)
3.8%	708	Infants and pre-schoolers (to 4 years)
2.8%	688	Adults (25 to 54 years)
3.3%	686	Older adults (55 years and up)

The number one choice for 47.6% of survey participants was “all ages should receive equal priority”.

The age group with the highest weighted response was “youth (10 to 14 years)” closely followed by “teens (15 to 17 years)”.

It appears that, although equity among age groups is important, there is support for giving some preference to youth, teens, and children.

Appendix E: Random Household Survey Results

It is interesting to note that “older adults (55 years and up)” were ranked as one of the lowest priorities. This may reflect a perception that older adults in the District are currently well served.

- 18.** What programs and services should be the **highest priorities** for the District in the future?
Please check your top 5 choices.

N=330

- 15.5% Summer recreation programs
- 15.1% After-school activities
- 9.6% Organized sports
- 8.4% Older adult services and programs
- 8.2% Health and wellness programs
- 8.1% Outdoor programs
- 6.5% Aquatic programs
- 6.1% Performing and cultural arts programs
- 4.9% Special interest classes
- 4.5% Volunteer opportunities
- 4.3% Environmental education
- 3.0% Facility rentals
- 2.7% District-wide events
- 2.2% Events that highlight other cultures
- 0.9% Other

The top two choices for programs and services (summer recreation programs, and after-school activities) are those generally geared to youth, teens, and children.

Organized sports, which can serve all ages, was rated third.

Services and programs for older adults, and health and wellness programs, were in positions 4 and 5.

OPERATING LEVY ASSESSMENT SURVEY

The responses to this question are consistent with operating levy assessment survey results almost two years ago. In response to a question asked about the priority of both facilities and services, the number two priority was recreation programs for children and youth. Recreation services and programs for older adults was the number five priority.

- 19.** If you are age **55 or older**, do you utilize services to older adults provided by the District through the Milwaukie Center?

N=99 20.2% Yes 79.8% No

20.2% of survey participants 55 years of age and older utilize services to older adults provided through the Milwaukie Center.

SUBGROUP RESULTS

Not surprisingly, the planning area with the highest percentage of survey respondents who use services for older adults is Milwaukie, the area where services are based.

Interestingly, the next largest group is from Sunnyside, the neighborhood furthest from the Milwaukie Center.

Appendix E: Random Household Survey Results

20. If you are age 55 or older and do not utilize services to older adults, what are your **reasons**?

Respondents were asked to write in their reasons for not utilizing services to older adults. The top two reasons given included:

- Not interested in programs and services offered (26)
- No time / too busy (25)

The next most frequently mentioned reason was:

- Not aware of programs (8)

21. How should facilities, programs, and services be provided/funded in the future? *Please check all that apply.*

N=326

- 19.5% Grants and donations
- 19.3% Registration fees for classes and activities
- 14.1% Rental fees for facilities
- 13.1% User fees for sport fields
- 10.8% Partnerships with public agencies
- 10.2% Partnerships with private recreation providers
- 7.1% Property taxes
- 5.8% Park System Development Charges

The top choice for funding future facilities, programs and services was to have someone else pay (grants and donations).

The next three choices (registration, rentals, and user fees) could be classified as “pay to play”.

The choices with the lowest level of support were those that would result in additional cost to the individual homeowner.

SUBGROUP RESULTS

Those least interested in paying user fees for sport fields were residents of Southgate/ Town Center and those in the age group 25 to 34.

Those least interested in paying increased property taxes included residents of Milwaukie, and those in the age groups 45 to 54 and 55 to 64.

OPERATING LEVY ASSESSMENT SURVEY

To offset reduced revenues, participants were in favor of increasing fees for programs, activities and services (59%) and reducing the number of recreation programs for adults (53%).

22. Would you **support** an increase in property taxes to acquire parks, open spaces, and other facilities? *Please check one answer.*

N=326

- 16.0% Yes, I would support it.
- 21.2% I would support it, depending on the amount
- 27.0% I would support it, depending on the facilities it would fund
- 35.9% I would not support it

64% of survey respondents said they would support an increase in property taxes. Most of those said it would depend either on the amount of increase or on the facilities it would fund.

Appendix E: Random Household Survey Results

SUBGROUP RESULTS

Respondents from Milwaukie were more likely to say they would support an increase depending on the amount.

Respondents from Oak Lodge and Southgate/Town Center were more likely to say they would support an increase depending on the facilities it would fund.

Sunnyside and Oatfield survey participants were more likely to say they would not support an increase.

Respondents in the age group 55 to 64 were most likely to say they would not support an increase.

The age group 35 to 44 had the highest percentage saying they would support an increase; most said it would depend either on the amount or the facilities it would fund.

23. If you answered yes to question 22, **how much additional** would you be willing to support? *Please check one answer to indicate the highest amount you would support.*

N=195

- 52.3% Up to 15 cents per \$1,000 of assessed property value
- 32.8% Up to 25 cents per \$1,000 of assessed property value
- 7.7% Up to 50 cents per \$1,000 of assessed property value
- 7.2% More than 50 cents per \$1,000 of assessed property value

All of those who would support an increase in property taxes would support up to 15 cents per \$1,000 of assessed property value.

47.7% would support up to 25 cents per \$1,000 of assessed value.

SUBGROUP RESULTS

Those in the age group 65+ are more likely to support an increase of no more than 15 cents per \$1,000 assessed value.

24. If the District were to propose an increase in property taxes, which of the following should be included? *Please check all that apply.*

N=274

- 17.8% Funding for upkeep and maintenance
- 13.3% Park development
- 12.8% Trail and pathways development
- 12.1% Community center(s)
- 11.4% Growth of current programs, services and special events
- 9.8% Sport field development
- 8.9% Land acquisition
- 7.1% Additional programs, services and special events
- 6.7% Restoration of District programs, services and special events

The choices supported, by between 10% and 20% of survey participants, included:

- Funding for upkeep and maintenance
- Park development
- Trail and pathways development
- Community center
- Growth of current programs, services, and special events

SUBGROUP RESULTS

Funding for upkeep and maintenance of existing facilities appeals to the highest percentage of respondents age 65 and above.

Park development ranked highest in Oak Lodge.

Appendix E: Random Household Survey Results

The development of a community center had the highest support in Milwaukie, Oatfield, and Sunnyside neighborhoods.

Growth of programs, services, and special events received the most support from Milwaukie.

Trail and pathway development was supported most strongly by respondents from Southgate/Town Center.

OPERATING LEVY ASSESSMENT SURVEY

The responses to this question are consistent with operating levy assessment survey results almost two years ago. In response to a question asking about the priority of both facilities and services, the top items and their priority rankings included:

- 1 - Ongoing park maintenance and upkeep
- 3 - Open spaces and natural areas
- 4 - Trails and pathways
- 6 - Increasing the number of sport fields

Appendix F: Cost Assumptions

COST ASSUMPTIONS FOR CAPITAL PROJECTS

The cost assumptions listed below reflect conditions in 2002 and are stated in 2002 dollars. These assumptions are consistent with those used by the District in developing its most recent Capital Improvement Plan.

RENOVATION³

Neighborhood Parks	\$135,000/acre
Community Parks	\$200,000/acre
Natural Resource Areas	\$ 10,000/acre
Trails	\$240,000/mile
Buildings	\$125/sq ft

³ Assumed to be approximately 50% of the cost of new development

LAND ACQUISITION

Neighborhood Parks	\$200,000/acre
Community Parks	\$200,000/acre
Natural Resource Areas	\$55,000/acre
Linear Parks/Trails	\$55,000/acre

LAND DEVELOPMENT¹

Neighborhood Parks/ School Parks	\$270,000/acre
Community Parks	\$400,000/acre ²
Natural Resource Areas	\$20,000/acre
Linear Parks/Trails	\$625,000/mile

¹ Development costs include design, engineering, and construction

² Includes costs to construct restrooms, picnic shelters, parking, park roads, internal trails, and skate parks

Appendix G: 33 Oregon Cities

The 33 Oregon cities used for comparing levels of service for parks and facilities include:

- Albany
- Ashland
- Astoria
- Corvallis
- Dalles
- Florence
- Forest Grove
- Gladstone
- Gresham
- Happy Valley
- Independence
- Klamath Falls*
- Lake Oswego
- Lebanon
- Lincoln City
- McMinnville
- Medford
- Monmouth
- Newport
- North Bend
- Oakridge
- Oregon City
- Reedsport
- Roseburg
- Seaside
- Stayton
- Sutherlin
- Sweet Home
- Tigard
- Tualatin
- Troutdale
- West Linn
- Wilsonville



Appendix H: Public Comment on Draft Plan

Report: Public Comment Period Our Parks Future Draft Master Plan Update

June 2002

The 'draft' master plan Open House on May 30, 2002 kicked off a 30-day public comment period, requested by the District Advisory Board, for the District's 'draft' master plan document. A report summarizing the results of the Open House can be found in Appendix G. The Open House format was used throughout the 30-day comment period in the form of a survey packet to gather public comments on the 'draft' master plan.

The 'draft' master plan document was also available for review and comment at the Aquatic Park, Milwaukie Center, Administration office, and on the District's website. The District received four complete comment sheets through the Milwaukie Center. No comments were received from the other locations. See attached Public Comment Form report and email response for general comments received. Four Newsletter #3 surveys were also submitted during the 30-day public comment period. An additional four survey packets were returned after the 30-days had concluded. Those responses are included in this report.

During the 30-day public comment period, staff presented information and survey packets at 16 public meetings throughout the District.

Through the public meetings and other avenues, staff distributed around 220 survey packets. Approximately, 60 individuals completed and returned all or sections of the survey packet (this number includes responses to Sections 2 and 3 at the Milwaukie Festival Daze).

Below is a summary of the results from Sections 4 and 5 of the survey packets the District received (does not include responses to Sections 2 and 3 received at Milwaukie Festival Daze).

Survey Packet Instructions: Check up to 6 boxes in Section #2: New Parks, Trails . . . and Stuff and check up to 6 boxes in Section #3 New Programs and Services. Please answer the questions 1 and 2 in Section #4, and questions 3 and 4 in Section #5. Jot down any additional comments you may have under Question 5. Please return the survey packet to the North Clackamas Parks & Recreation District Administration Office. Thank you.

Complete results of the "box exercises" for Section #2 and Section #3 are found in Table 1.

Section #4: How To Pay?

Appendix H: Public Comment on Draft Plan

Question 1: How many boxes did you check in Section #2? (max of 6)
How many boxes did you check in Section #3? (max of 6)
How many total boxes did you check? (max of 12)

Of 44 total survey packets submitted, 43 answered Question #1.

Average # of boxes checked in Section #2:	6.1*
Average # of boxes checked in Section #3:	4.2*
	===
Average # of boxes checked:	10.3*

Question 2: Which one financing scenario do you believe is best, and why?

Total = 4 Scenario #1 – Issue G.O. Bonds to Pay Off the Original Bonds and Use Additional Funds for Park Acquisition and Development
(Available only if you used 8 or fewer dots.)

Total = 2 Scenario #2 – Issue G.O. Bonds to Pay Off the Original Bonds and Use Additional Funds to Build New Projects In Phases (Available only if you used 8 or fewer dots.)

Total = 7* Scenario #3 – Create a New Park & Recreation District (ORS 266) and Issue G.O. Bonds

Total = 13* Scenario #3A – Local Option Levy, Create New Park & Recreation District (ORS 266) Plus G.O. Bonds

Total = 11* Scenario #4 – Combination of G.O. Bonds and Local Option Levy

Total = 3 Scenario #5 – No Additional Funds (Available only if you used 4 or fewer dots.)

Total = 5 **(No Scenario Selected)**

Why? Also, do you have other ideas for raising funds?

Selected Scenario #3:

Would raise ability to establish a permanent funding base.

Appendix H: Public Comment on Draft Plan

Asterisk (*) = Includes responses where the individuals checked more than the allotted number of responses. (However, funding scenarios where chose that accommodate the number of responses)

I recently saw how fabulously successful a flea market can be when I visited relatives in Ft. Myers, FLA. If the District had a big enough space & contracted with a promoter (?) to share income as well as collect rent on the grounds, it could be a great source of revenue!

Scenario #3 would allow a new tax rate that would allow you to set the rate to accomplish revenue to fund operations.

Selected Scenario #3A:

Because, hopefully raising taxes in a few years instead of one, the economy may be better/easier for homeowners to absorb.

More public/private partnerships in acquiring & developing spaces. Add SDC's to new development, its for small neighborhood spaces.

The creation of a new Parks District, that includes more area and uses a more realistic tax base might be an easier sell to voters than Scenario #2. Folks on both sides of 205 might feel better about this and, if you don't have to go back to the voters as often, because you fixed the tax base, then residents are more likely to be comfortable with the services provided.

Looking for a reasonable way to afford & maintain a comprehensive plan requires both short & long term solutions. A new park district, as I understand this, would allow for a better view of this whole picture. There are so many wonderful opportunities & only so much time & funding. Plan 3A appears to be a proposal that best meets this concept.

3A modifies the long term funding source for the District while providing short term maintenance, acquisition and development funds for needed projects.

Long term – non-political solution solves many problems – But requires massive educational efforts to get passed.

Selected Scenario #4:

Ask for Donations – Publicize the cost of services, for example how much does it cost to run the Aquatic Center for one year, how much does it cost to run the Senior Center for one year, how much does it cost to maintain existing parks for one year.

Develop a longer volunteer group for routine tasks.

Community volunteers and fundraising.

Seems most realistic.

I think we need to have a real Drive-In Movie theater that is located near Clackamas and Milwaukie.

Selected Scenario #5:

I've checked scenario #5 because I do not believe you can get any of the others approved at this point in time. Clackamas County is having severe money problems, a large number of employees are being laid off and there seems to be no

Appendix H: Public Comment on Draft Plan

end in sight. Schools are in trouble (financially) and the state budget is a mess. I think that, at this time, priority must be given to taking care of what we have now. There are a # of things I would support if & when the economy improves.

Selected No Option:

Lottery

Section #5: How Should the District be Managed?

Of 44 survey packets submitted, 26 answered Question #3.

Question 3: Do you think it would be beneficial to form a new Special Park & Recreation District (ORS 266)? Why?

Yes Total = 12

No Total = 13

?? Total = 1

Why?

Answered "Yes":

I like that they are going to be independent.

Better managed Parks & Rec.

People have say in stability.

More streamlined.

Get county commissioners out of control.

Ability to increase tax base to fund much needed projects.

More targeted local control.

Provide more adequate funding.

Opportunity to increase funding and be directed by something other than the county commissioners.

Sounds as if it would be more representative of the people served with the board living within the District.

Better organization independent of County provides better tax base.

Answered "No":

Too much government already & trouble financing that.

Although funding is less than adequate at the present time, I feel a move such as this would seriously jeopardize chances for future funding.

Less citizen input, more special interest with an elected Park Board.

To the best of *my knowledge* the current system is working fine.

I think you will still run into funding problems after awhile.

It just seems like starting from scratch is the worst thing to do. Start with what you have and go from there.

Existing district are adequate for planning implentation.

Appendix H: Public Comment on Draft Plan

Additional layers of oversight & may be well meaning citizens without business sense.

Answered “??”:

Don't know. But which ever streamlines management is my choice.

Question 4: Do you think it would be beneficial to replace Neighborhood Parks Advisory Boards with one of the new Standing Committee options?

Of the 44 survey packets submitted, 21 answered Question #4.

Yes Total = 7

No Total = 12

?? Total = 2

Why Yes or No? If you answered “Yes,” please list your preference for the types of Standing Committees

Answered “Yes”: If you answered “Yes,” please list your preference for the types of Standing Committees

To get more services.

To be more community involved.

Committees would speak for all in place of a few neighborhood boards presenting a few different views.

Again more streamlined.

Bikes, field sports, hiking trails, buildings.

ORS 266

Answered “No”:

Harder to maintain equal representation for all areas of county, greater chance for biased representation depending on who is serving on the committees.

May be convinced if board members are elected from subareas of District to provide areas with representation.

Answered “??”:

Don't know.

Unsure.

Other Comments

Question 5: After reviewing the draft of the master plan update, do you have any additional comments or questions?

Arrange with Steve Savage the future purchase/donation of a portion of his nursery for a large community park/center.

Appendix H: Public Comment on Draft Plan

Need to see what other counties nationwide are doing to be entrepreneurial with fund-raising & maximizing uses of facilities & resources.

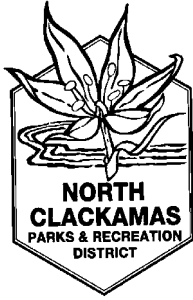
Good Luck.

Concentrate efforts on maintaining in good condition the facilities now in place, before trying to acquire additional property. You mentioned in your introductory statement that staff cuts have put an end to grant writing. Since this is a source of funding I would suggest that remaining staff make this a priority or solicit help from a volunteer who has written grants.

I don't know much about the current district management.

Create 2 groups (obtain more citizen involvement); 1 for NPABs and 1 for Standing Committees. Thereby providing consensus decisions ala house & senate conference committees.

Appendix H: Public Comment on Draft Plan



Report: Public Comment Form Our Parks Future Draft Master Plan Update

June 2002

CHAPTER FOUR: PARKS AND FACILITIES

- The Milwaukie Center is doing a good job – keep supporting it. I don't swim & don't have young kids so, I don't use parks or swim pool.
- North Clackamas Park needs to be improved for all community.
- I used to walk in North Clackamas Park but now I don't because of the big dogs that are loose. I do aquatic exercise 2x week at Aquatic Park and I volunteer at Milwaukie Center and take classes, go on trips from there. Both the places are nice.
- I am excited about the Trolley Trail. Please connect trails to each other. Please make North Clackamas Park more usable.

CHAPTER FIVE: PROGRAMS AND SERVICES

- The Milwaukie Center keeps me getting going each day – if it weren't of their services, a lot of us would be in bad shape.
- Walking paths and programs. Don't compete with other programs and services.
- The classes and trips at the Milwaukie Center are wonderful. Keep building these types of things for seniors to keep us out of trouble.
- Kids and youth have school programs adults and seniors don't – and there are more of us coming, so bring us recreation and increase our quality of life.

CHAPTER SIX: ADMINISTRATION AND MANAGEMENT

- Less government, more citizen input.
- Interests-based community groups focus too narrowly. Board of County Commissioners don't have NCPRD interests at heart.
- Be sure citizens have ample access to input.

CHAPTER SEVEN: ACTION PLAN

- Show me you are being careful with what tax payers give you to spend & I'll give more as I can.
- I'll pay more to continue development of the District and to ensure we don't lose quality programs & services.
- I am on a fixed income and everything is costing more. Why do you need more money to provide these programs? Use volunteers more.
- How much money will buy how much?

(Blank)

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (21/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (apprx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)
	New Community Parks																	
8	General Support			*	4						2			1				
2	C-18 Top O'Scott Dedication				1									*				
8	C-25 Community Park			*	2					1				1**				1
	Renovated Community Parks																	
4	Ann-Toni Schreiber Park				1						1	1		*				
15	North Clackamas Park			*	9	*				1			1	*				1
	Natural Resource Areas																	
8	General Support			*	3						2			*		*		
3	NR-27 Mt. Talbert					1					1			*				
8	NR-30 Spring Park					*					6					1		
1	NR-32 Boardman Slough		1															
2	NR-33 North Clackamas District Park				2													
4	Mt. Talbert (Implement Master Plan)			**							1			*				
	New Linear Parks																	
21	General Parks		1	***	5		1				7			*		**		1
13	L-1 OMSI to Springwater Trail			*	5	*					4			**				
9	L-2 OMSI to Springwater Trail			*	2	*					3			**				
14	L-3 Portland Traction Line		1	*		1*					7		1	*		1		
11	L-4 Railroad Trestle		1			*					4	3		**				
6	L/NR-5 Willamette Greenway		1			*					3			*				
5	L/NR-6 Willamette Greenway		1			*					2			*				
6	L-7 Portland Traction Line/ Willamette Greenway Connection		1			*					3			*				
2	L/SU-8 Willamette Greenway Trail													*		1		
7	L-9 Portland Traction Line				2		1				3			*				
7	L-10 Portland Traction Line				2						4			*				
6	L-11 Portland Traction Line				2						3			*				
1	L-12 Oregon Trail - Barlow Road				1													
1	L-13 North Clackamas Greenway				1													
1	L-16 I-205 Trail to Unnamed									1								
1	L-17 Unnamed											1						
	L/NR-18 Clackamas River Greenway																	
	L/NR-19 Clackamas River Greenway																	
	L/NR-20 Clackamas River Greenway																	
1	L/NR-21 Clackamas River Greenway			*														
1	L/NR-22 Clackamas River Greenway			*														
	L/NR-23 Clackamas River Greenway																	
	L-24 Unnamed																	

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (2/1/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (approx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)	
4	Warm Water Therapy Pool				3						1								
9	X-Treme Sports Facility			*						1	3	4							
	Section #3																		
	New Aquatic Programs																		
6	General Support		1	1	3						1								
10	Expand and publicize reduced rates at the Aquatic Park for low-income individuals, youth, and District residents.			1	7	1										1			
7	Offer coupons for reduced admission.				4	1					2								
4	Provide special events and open swim times for specific age groups.				3									*					
2	Provide additional open swim opportunities.				2														
5	Partner with area school districts to award attendance and scholastic accomplishment with passes to the Aquatic Park.		1		1	1				1				*					
5	Explore feasibility of partnering with healthcare provider(s) to offer warm water aquatic exercises and therapy to older adults and people with disabilities.		1	1*						2									
6	Partner with area school districts to provide transportation and after-school swimming for youth 10-14 years.			*	2	1				1				*					
3	Explore options for providing childcare in partnership with other organizations to allow greater adult participation in programs.			*							1			*					
7	Diversify senior programming to provide more low-impact fitness and water-based programs.		1		2	1					1		1	*					
	New Recreation/Leisure Programs																		
9	General Support			1	3						2			1		1			
4	Provide a mix of revenue-generating programs and low cost, drop-in activities to ensure program affordability.			1	2									1					
4	Expand and publicize the scholarship fund for low-income residents to provide improved access to programs.				3									*					
5	Develop a single coordinating agency.			*	2								1	1					

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (21/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (approx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)
15	Provide volunteer opportunities for youths and teens.		1	*	4					1	5	1		1*				
5	Provide volunteer opportunities for adults.		1	*										1*		1		
10	Offer expanded after-school and summer programming in the District.				8	1								*				
	Establish an information and referral service for recreation programs throughout the District.																	
4	Develop partnerships to provide a centralized office to coordinate team organizations and sport field scheduling.			1						1		1						1
	New Milwaukie Center Programs																	
10	General Support				3				1		5			*				
6	Develop expanded recreation programs focusing on active lifestyles for older adults ages 55 to 64.				3				1		1		1					
5	Expand active recreation opportunities for adults ages 65 and older.				1				1		2							1
7	Provide satellite programs and services at locations other than the Milwaukie Center.			*	2	1	1		1	1								
4	Expand social services for adults aged 60 years and older.				1				1	1	1							
5	Expand partnerships to provide community health programs.				2	1			1	1								
	New Special Events																	
7	General Support			1*	4						1							
1	Adult Softball Tournaments																	1
6	Battle of the Bands			1							2	3						
1	Corporate Challenge				1													
3	Dive-in Movies			1	1							1						
3	Flea Markets				2	1												
1	Circus				1													
5	Food Festival				4							1						
2	Golf Tournaments											1						1
	Ghous in the Pool																	
	Track and Field Event																	
	Mini-Olympics																	
3	Nature Day Seminars				2									*				
5	Skate Jam				3							1				1		
4	Picnic in the Parks				1	1					1							1
1	Biathlon													*				

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (21/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (apprx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)
8	Clackamas River Raft Challenge										1	4		*		2		
4	Family Fun Fair				2							1				1		
8	Hot Air Balloon Festival				3						3	1				1		
<p>Average number of boxes marked in Section #2 was 6.1* (includes responses from the Milwaukie Festival Daze participants) Average number of boxes marked in Section #3 was 3.7* (includes responses from the Milwaukie Festival Daze participants)</p>																		
<p>Written Comments: Jennings Lodge CPO: What about development fees for Altamont & Sunnyside Village Park? (referring to N-4 and N-23) Milwaukie PARB: Where's Homewood? (referring to New Neighborhood Park section)</p>																		
<p>Asterix (*) = Indicates responses that were not added in the individuals totals or totals that went over the amount of check marks allotted. (However, individuals chose funding scenarios that accommodate the number of boxes checked) Parenthesis (/) = Indicates number of Section 2 and Section 3 of the survey packet completed and returned. (Ex: (21/18), first number is Section 2, second number is Section 3.)</p>																		

Appendix H: Public Comment on Draft Plan

Report: Open House Our Parks Future Draft Master Plan Update

Thursday, May 30, 2002 – 3:00 p.m. to 8:00 p.m.
North Clackamas Aquatic Park
7300 SE Harmony Road

Instructions: Use the blue dots at Station #2: New Parks, Trails . . . and Stuff and the red dots at Station #3 New Programs and Services. Please answer the questions 1 and 2 at Station #4, and questions 3 and 4 at Station #5. Review a draft of the master plan, if you wish, and jot down any additional comments you may have under Question 5. Leave any final comments under Question 6, and deposit your completed survey in the survey box on your way out. Thank you.

- **Results of the “dot exercises” for Station #2 and Station #3 are found in the attached documents.**

Station #4: How To Pay?

Question 1: How many of your six blue dots did you use at Station #2?

How many of your six red dots did you use at Station #3?

How many total dots did you use?

Of 47 total surveys submitted, 42 answered Question #1, 20 public and 22 staff.

	Total (42)	Public (20)	Staff (22)
Average # of blue dots used:	4.36	4.60	4.13
Average # of red dots used:	3.74	3.35	4.10
	====	====	====
Average # of total dots used:	8.10	7.95	8.23

Question 2: Which one financing scenario do you believe is best, and why?

Total = 1 Scenario #1 – Issue G.O. Bonds to Pay Off the Original Bonds and
public = 1 Use Additional Funds for Park Acquisition and Development
staff = 0 (Available only if you used 8 or fewer dots.)

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Total = 2 Scenario #2 – Issue G.O. Bonds to Pay Off the Original Bonds and
public = 0 Use Additional Funds to Build New Projects In Phases (Available
staff = 2 only if you used 8 or fewer dots.)

Total = 9.5 Scenario #3 – Create a New Park & Recreation District (ORS 266)
public = 2.0 and Issue G.O. Bonds
staff = 7.5

Total = 28 Scenario #3A – Local Option Levy, Create New Park & Recreation
public = 15 District (ORS 266) Plus G.O. Bonds
staff = 13

Total = 3.5 Scenario #4 – Combination of G.O. Bonds and Local Option Levy
public = 2.0
staff = 1.5

Total = 0 Scenario #5 – No Additional Funds (Available only if you used 4 or
fewer dots.)

Why? Also, do you have other ideas for raising funds?

PUBLIC

Selected Scenario #3:

- I think NCPRD needs to identify itself as a value to the average person by their involvement in neighborhoods.

Selected Scenario #3A:

- The District needs money for capital improvements and operation expenses and they need it now. I think the ORS 266 program will be hard to explain to the voters, but it sounds like it is the only option that will allow the voters to raise the tax base.
- Please give district parks same amenities as neighborhood parks. Playground equipment at North Clackamas Park. Control dogs and noise.
- Preserve quality of life in North Clackamas area. Provide preventative programs and services. When either juveniles or seniors are institutionalized prematurely, it costs the taxpayers more in the long run and it is because we haven't provided adequate programs and services prior to the institutionalization.

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- This seems like a good short term and long term fix to improve the parks district, a district which I believe people use more day-to-day than other county services.
- I support the parks department and have a high degree of confidence in their ability to fully implement a plan such as this.
- Seems the best way to address both immediate and long-range needs.

Selected No Option:

- Sell undeveloped parkland to fund current park development. 1) Oatfield Ridge Park, 2) Trolley Trail.

STAFF

Selected Scenario #2:

- I would vote to build new projects in phases rather than building new developments completely – otherwise the communication will be bombarded with “newness” and the effect will wear off and they will expect more out of the District.

Selected Scenario #3:

- Increases permanent property tax rate by a sizeable margin.
- Eliminate other “probably unnecessary” outside forces/influences – pushing the parks district one way or another.

Selected Scenario #3A:

- I opt for option #3A over option 3 (second choice) because nothing is accomplished overnight and funds would be made available to operate while the “new district” would be implemented without making hasty decisions due to time constraints of option 3.
- To get immediate needs met and ultimately have a stable funding base.
- Grants.
- Stable funding.

Selected Scenario #4:

- Seems like it would cost the taxpayer less overall.

Selected both Scenario #3 and Scenario #4:

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- Park to park 5K/10K run.

Station #5: Who Should Run the Show?

Of 47 surveys submitted, 44 answered Question #3, 19 public and 25 staff.

Question 3: Do you think it would be wise to form a new Special Independent Park & Rec District? Why?

Yes	Total = 36	No	Total = 6	??	Total = 2
	public = 16		public = 3		public = 0
	staff = 20		staff = 3		staff = 2

Why?

PUBLIC

Answered "Yes":

- If it would allow a different or more flexible funding base, then OK.
- Pros as listed.
- Although I think elections for the Board pose problems (e.g., who has the energy and finances to run), I support the independence from the county. We need our own funding and the ability to move more quickly when opportunities present themselves.
- Autonomy from current governing structure will equate to greater flexibility in implementing goals.
- I hope an independent District would be more focused on parks.
- Less competition for same dollars.
- BCC cannot easily separate themselves from the County when making decisions for District, therefore the District is low on their priority list.
- The County Commissioners are not looking out for the best interest of the park district. The district is captive to unnecessary county service programs.
- Should respond better to voters.
- It will allow the park district to raise the tax base for improvements and operations.
- Establish stable long term financing.
- It would be less cost to operate away from County. More park district control from an internal standpoint.

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Answered “No”:

- As Clackamas County Commissioners are already elected, I see no need to replace them with other elected individuals.
- We have one under the County.

STAFF

Answered “Yes”:

- A higher rate would be more stable without continually going to voters.
- Be independent of the County.
- To increase tax base.
- 1) clarity/unity/simplicity – easier for public to understand who we are. 2) \$ access.
- I think a lot of money is being spent unwisely in the County. There would be more accountability.
- Easier to run – more residential control – City of Milwaukie has too much influence and it’s only a small part of the district.
- To get separated from “outside influences” that may not be best for the parks district in either ideas or cost (time?).
- Less pressure from County needs as a whole. We can better respond to the parks and recreation needs of the residents. County doesn’t seem to think parks and recreation are important compared to other things.
- Clarity
- Not as vulnerable to other government agencies making decisions for us.
- Based on pros and establish identity.
- More independence would be great – out from under County’s wing.
- The cost allocation savings (not being part of the County) would more than likely pay for additional expenses.
- Because it would give us the opportunity to grow and prosper without being held down by the county.
- Cost.
- Cost.
- Less “red” tape. More direct control and decision-making.

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- Independence to stand or fall or grow on our own merit.
- Elected board of directors to govern district besides BCC.

Answered “No”:

- As a County employee for 15 years, I am strongly opposed to breaking away from the County.

Answered “??”:

- At this time I need more information to give an answer.
- Do not know for sure at this point with given information.

Question 4: Do you think it would be wise to replace neighborhood parks advisory boards with one of the new Standing Committee options?

Of the 47 surveys submitted, 38 answered Question #4, 18 public and 20 staff.

Yes	Total = 24	No	Total = 12	50/50	Total = 2
	public = 9		public = 7		public = 2
	staff = 15		staff = 5		staff = 0

Why Yes or No? If you answered “Yes,” please list your preference for the types of Standing Committees

PUBLIC

Answered “Yes”: If you answered “Yes,” please list your preference for the types of Standing Committees

- Because the age based idea seems like a more representative decision and a good idea and it’s better for the community and age groups.
- Participation by the individual neighborhood committees seems spotty and uneven in its representation. Representation based on age grouping perhaps combined with interest areas would be more representative.
- Less hoops to jump through.
- As stated above, one option to consider for a standing committee based on age grouping which would naturally reflect that group’s interests.
- Age group.
- Based on age group would more be standing committees.

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- Either by facility or interest group.
- Not geographic, program based.
- To keep limited interested citizens involved, I believe it would be better to have standing committees.
- I think changing to standing committees will bring participants with better focus on topics.
- A combination of neighborhood and standing committees (age and/or interest specific) might get more enthusiastic representation to help pass levies when necessary.

Answered “No”:

- I think the District needs the neighborhood representation. The standing committees’ focus would be too narrow and may not have knowledge of the overall district.
- We need to have a neighborhood-based support and service needs feedback loop. The present system is working but needs district support.
- The composition of the NABs brings a number of interests together to consider issues. There is a group consensus of priorities. Special interest groups would set up a competitive atmosphere with less across the board dialogue.
- Local groups can better manage than a single, central committee.
- I think it would be difficult to find enough interested people to populate the special interest boards.

Answered “50/50”:

- I see benefit with both as well as disadvantages.
- I really don’t feel there would be much difference.

STAFF

Answered “Yes”: If you answered “Yes,” please list your preference for the types of Standing Committees

- Provides a more global (vs. “in my neighborhood”) approach to shared issues/concerns/projects in the District – a district-wide approach to district-wide issues.

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- Milwaukie Center, aquatics, sports, parks, park development.
- Each NPAB is only concerned with their park.
- Give residents the opportunity for input on needed projects or their interests.
- Interest areas – let people get involved in what they can get excited about.
- Less bureaucracy.
- Based on pros.
- More participation. If nothing is going on in a neighborhood, people aren't likely to be involved, but standing committees would encourage people from around the District to be involved.
- Get new ideas and new people in place.
- I would think the best option for committees would be the facility committee – simplify.
- Ad hoc.
- Facility: 1) Parks and trails, 2) Aquatic Park, 3) Community Center, 4) Senior Center. Age Group: 1) 0-12 youth, 2) 13-19 teen, 3) 20-54 adult, 4) 55+ adult. Interest Area: 1) sports and fitness, 2) Aquatics, 3) Cultural and Performing arts, 4) Social Services. There could be representatives from neighborhood parks.

Answered “No”:

- Too bureaucratic – each neighborhood has different needs pertaining to parks and recreation services.
- Confusing.
- Each neighborhood should be represented.

Other Comments

Question 5: After reviewing the draft of the master plan update, do you have any additional comments or questions?

PUBLIC

- Go for levy in November.
- It looks like a lot of effort with good ideas.
- The CAC did a great job.
- More support for natural areas and trails.

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- Present economic situation – I think it will be hard to get public to vote and support money issues.
- I don't think the master plan provides scenarios for cases where land for neighborhood and community parks is not available. What are the possible alternatives?
- Park district needs to separate itself from social services, i.e., meals on wheels.

STAFF

- I like it – good stuff.
- More natural areas – “escape from urban life.”
- Go for it – We could not have done this when the District was first established, but now we can -- and should.

Question 6: Any final comments or pieces of advice?

PUBLIC

- It was my understanding from the initial master plan that Milwaukie park properties would be transferred to NCPRD after the first five years. This doesn't seem to have happened.
- Continue working to develop better relations with voting public – be more responsive to individuals.
- The District needs to address the dog issue in North Clackamas Park. Rules need to be established and enforced concerning noise (loud music, dogs barking), dogs in parks, mountain bikes in natural areas, etc.
- For Ann Toni Schreiber Park, use funds from Clackamas Road to provide a walking trail that goes all the way around the park instead of just halfway.
- Liked the cookies after a complex survey such as this. I earned my cookie.
- Keep PERS.

STAFF

- The sooner independent, the better.
- All confusing.

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- Based on the number of out of district participants, it would be good to poll them and get their ideas regarding the park district.
- Post on Internet.
- Do whatever it takes to improve our image with the public. One thing I would personally like to see is nice “professional looking” parks-type uniforms for the parks maintenance staff. Every parks agency I’ve ever seen wears nice uniforms, professional and neat.
- Be happy, have fun, recreate.

NEW NEIGHBORHOOD PARKS

DOT BOX

Total = 9 public = 4 staff = 5	If you support more neighborhood parks in general, place a dot in this box.	
0	N-1 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 1 staff = 0	N-2 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-3 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-4 Altamont Site	Develop a new neighborhood park in cooperation with North Clackamas School District on land-banked property
Total = 2 public = 1 staff = 1	N-5 Mt. Scott Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District
0	N-6 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-7 Stanley Property	Develop a new neighborhood park on City of Milwaukie land-banked property
0	N-9 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 1 staff = 0	N-10 Wichita Park	Work with Linwood Neighborhood District Association to implement the neighborhood park master plan

0	N-11 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-12 Concord Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District
Total = 1 public = 1 staff = 0	N-13 View Acres Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District
Total = 2 public = 2 staff = 0	N-14 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-15 Candy Lane Elementary	Provide neighborhood park facilities in partnership with Oregon City School District
Total = 1 public = 0 staff = 1	N-16 Jennings Lodge Elementary	Provide neighborhood park facilities in partnership with Oregon City School District
0	N-19 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-20 James Abele Property	Develop a new neighborhood park on District land-banked property
Total = 3 public = 2 staff = 1	N-21 Justice Property	Develop a new neighborhood park on District land-banked property
0	N-22 Sieben Property	Develop a new neighborhood park in cooperation with WES on land-banked and other publicly owned property
0	N-23 Sunnyside Village Park No. 5	Acquire and develop a neighborhood park

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Total = 5 public = 5 staff = 0	N-24 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-26 Neighborhood Park	Acquire land and develop a new neighborhood park; connect to Portland Traction Line Linear Park
0	N-28 Neighborhood park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-29 Lewelling Park	Implement the master plan for a neighborhood park in partnership with City of Milwaukie and Lewelling Neighborhood District Association
0	N-31 Neighborhood Park	Acquire land and develop a new neighborhood park

RENOVATED NEIGHBORHOOD PARKS

DOT BOX

0	If you support renovating neighborhood parks in general, place a dot in this box.	
0	Bunnell Park	Provide additional recreation facilities
0	Century Park	Renovate
0	Mill Park	Purchase additional property and provide additional recreation facilities
Total = 1 public = 0 staff = 1	Harmony Road Neighborhood Park	Provide additional amenities
0	Risley Park	Renovate
0	Scott Park	Complete Phases II and III of master plan
0	Southern Lites Park	Restore banks of drainage way
0	Add acres to existing parks	Acquire/develop additional land adjacent to existing parks when the opportunity arises.

NEW COMMUNITY PARKS

DOT BOX

0	If you support more community parks in general, place a dot in this box.	
Total = 2 public = 1 staff = 1	C-18 Top O' Scott Dedication	Complete and implement a master plan for a new community park
Total = 1 public = 0 staff = 1	C-25 Community Park	Acquire and develop a community park east of I-205

RENOVATED COMMUNITY PARKS

DOT BOX

Total = 3 public = 3 staff = 0	Ann-Toni Schreiber Park	Provide additional recreation facilities
Total = 13 public = 6 staff = 7	North Clackamas Park	Complete and implement an updated master plan

NATURAL RESOURCE AREAS

DOT BOX

Total = 4 public = 2 staff = 2	If you support more natural resource areas in general, place a dot in this box.	
Total = 6 public = 5 staff = 1	NR-27 Mt Talbert	Acquire additional land through dedication to expand natural resource area
Total = 2 public = 1 staff = 1	NR-30 Spring Park	Complete and implement a master plan in coordination with Elk Rock Island Natural Area Management Plan
Total = 2 public = 2 staff = 0	NR-32 Boardman Slough	Participate in partnership to acquire land
Total = 6 public = 3 staff = 3	NR-33 North Clackamas District Park	Complete and implement a new master plan which reflects site conditions and current environmental regulations
Total = 12 public = 9 staff = 3	Mt Talbert	Implement the Master Plan

NEW LINEAR PARKS

DOT BOX

Total = 10 public = 4 staff = 6	If you support more linear parks in general, place a dot in this box.	
Total = 1 public = 1 staff = 0	L-1 OMSI to Springwater Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 2 public = 2 staff = 0	L-2 OMSI to Springwater Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 3 public = 3 staff = 0	L-3 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor
0	L-4 Railroad Trestle	Work with regional partners to develop a bicycle and pedestrian connection across the Clackamas River
Total = 1 public = 1 staff = 0	L/N ₅ R-5 Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₆ R-6 Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 3 public = 3 staff = 0	L-7 Portland Traction Line / Willamette Greenway Connection	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L/S ₈ U-8 Willamette Greenway Trail	Participate with City of Milwaukie to acquire and develop trail. (see also SU/L - 8)
Total = 7.5 public = 3.5 staff = 4.0	L-9 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor

Total = 6.5 public = 4.5 staff = 2.0	L-10 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor
Total = 2 public = 1 staff = 1	L-11 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor
0	L-12 Oregon Trail - Barlow Road	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 3 public = 2 staff = 1	L-13 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-16 I-205 Trail to Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-17 Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 0 staff = 1	L/N ₁₈ R-18 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L/N ₁₉ R-19 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L/N ₂₀ R-20 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₂₁ R-21 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₂₂ R-22 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

0	L/N ₂₃ Clackamas River R- Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L-24 Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₂₅ Clackamas River R- Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-26 Bluffs Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-27 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-28 Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-29 Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-30 Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-31 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L-32 Mount Scott Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-33 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

0	L-34 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-35 North Clackamas Greenway Trail	Work with regional partners to develop a trail corridor
0	L-36 Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor
0	L-37 Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor
0	L/N R-38 <i>Phillips Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N R-39 <i>Phillips Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-40 <i>Unnamed trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N R-41 <i>Sieben Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N R-42 <i>Sieben Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-43 Sunnyside Village Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L-44 Scouter's Mountain Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

0	<i>L-45 Unnamed trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 0 staff = 1	L-46 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 0 staff = 1	T-47 I-205 Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

NEW SPECIAL USE FACILITIES

DOT BOX

0	<p>If you support more special use areas or facilities in general, place a dot in this box.</p>	
<p>Total = 6 public = 2 staff = 4</p>	<p>SU-8 Milwaukie Riverfront</p>	<p>Participate with City of Milwaukie in a review and refinement of the Riverfront Master Plan. Partner with the City and regional partners. (Area includes Dogwood Park, Kellogg Creek Site, and Jefferson Street Boat Ramp)</p>
<p>Total = 14 public = 7 staff = 7</p>	<p>SU-17 Multi-Sport Complex</p>	<p>Develop a multi-sport complex on grounds of Old Clackamas High School in partnership with North Clackamas School District</p>
<p>Total = 1 public = 0 staff = 1</p>	<p>Riverville Park</p>	<p>Complete master plan improvements</p>

NEW RECREATION FACILITIES

DOT BOX

Total = 8 public = 1 staff = 7	If you support more recreation facilities in general, place a dot in this box.	
Total = 2 public = 1 staff = 1	Aquatic Facility	Develop partnerships with public and private organizations to provide an additional indoor pool. (see also <i>Community/ Recreation Centers</i>)
Total = 7 public = 5 staff = 2	Aquatic Park	Provide additional water activities at the Aquatic Park.
0	Community Recreation Center	Explore acquisition of existing property for conversion to a community center west of I-205.
Total = 18 public = 3 staff = 15	Community Recreation Center	Acquire property and develop a community center east of I-205. Include space for senior services.
0	Group Picnic Areas	Build a group picnic area with one or more shelters in each neighborhood planning area.
Total = 2 public = 1 staff = 1	Gymnasiums	Partner with public and private organizations to provide 14 additional gymnasiums to District residents.
Total = 3 public = 2 staff = 1	Senior Center	Provide an additional 24,700 square feet of space devoted to providing services and programs to older adults east of I-205. Explore design options that will accommodate shared uses. (see also <i>Community/Recreation Centers</i>)

<p>Total = 4 public = 0 staff = 4</p>	<p>Sport Fields</p>	<p>Increase capacity of existing sport fields and develop new ones in partnership with North Clackamas School District equivalent to 49 additional fields.</p>
<p>Total = 4 public = 1 staff = 3</p>	<p>Swimming Pool</p>	<p>Investigate a partnership with Portland Waldorf School and Friends of Milwaukie Pool for public access to outdoor swimming pool.</p>
<p>Total = 2 public = 0 staff = 2</p>	<p>Tennis Courts</p>	<p>Partner with North Clackamas School District and Clackamas County to provide 24 additional tennis courts to District residents.</p>
<p>Total = 10 public = 1 staff = 9</p>	<p>Warm Water Therapy Pool</p>	<p>Develop a partnership with health care provider(s) to provide a warm water therapy pool and programs at the Aquatic Park.</p>
<p>Total = 4 public = 1 staff = 3</p>	<p>X-Treme Sports Facility</p>	<p>Develop an extreme sports facility near a community park or community center. Facilities may include such things as a climbing wall, a skate facility, bike jumps, and should be designed with user involvement.</p>

OTHER IDEAS: OPEN HOUSE STATION #2

- Skate park
- R/C model airplane field
- Skate park
- Feeder stations and blinds for wildlife watching – Mt. Talbert District Park
- Find new area for dogs away from residential areas
- Purchase the Derby-Heinz property on top of Mt. Scott
- L9-L10: Work with local residents, not Metro, on development of trail
- L9-L11: Work better with Trolley Trail Friends
- Acquire Mt. Scott Butte
- Acquire old Home Base property – great bowling alley, etc.

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NEW AQUATIC PROGRAMS

DOT BOX TYPES OF NEW AQUATIC PROGRAM

Total = 4 public = 4 staff = 0	If you support more aquatic programs in general, place a dot in this box.
Total = 3 public = 0 staff = 3	Expand and publicize reduced rates at the Aquatic Park for low-income individuals, youth, and District residents.
Total = 3 public = 2 staff = 1	Offer coupons for reduced admission.
Total = 1 public = 0 staff = 1	Provide special events and open swim times for specific age groups.
Total = 1 public = 0 staff = 1	Provide additional open swim opportunities.
Total = 7 public = 3 staff = 4	Partner with area school districts to award attendance and scholastic accomplishment with passes to the Aquatic Park.
Total = 7 public = 3 staff = 4	Explore feasibility of partnering with healthcare provider(s) to offer warm water aquatic exercise and therapy to older adults and people with disabilities.
Total = 6 public = 1 staff = 5	Partner with area school districts to provide transportation and after-school swimming for youth 10 to 14 years of age.
0	Explore options for providing childcare in partnership with other organizations to allow greater adult participation in programs.
Total = 3 public = 2 staff = 1	Diversify senior programming to provide more low-impact fitness and water-based programs.

NEW RECREATION AND LEISURE PROGRAMS

DOT BOX TYPES OF NEW RECREATION AND LEISURE PROGRAMS

Total = 12 public = 2 staff = 10	If you support more recreation and leisure programs in general, place a dot in this box.
Total = 5 public = 4 staff = 1	Provide a mix of revenue-generating programs and low cost, drop-in activities to ensure program affordability.
Total = 4 public = 1 staff = 3	Expand and publicize the scholarship fund for low-income residents to provide improved access to programs.
Total = 10 public = 3 staff = 7	Develop a single coordinating agency.
Total = 5 public = 4 staff = 1	Provide volunteer opportunities for youths and teens.
Total = 3 public = 3 staff = 0	Provide volunteer opportunities for adults.
Total = 1 public = 0 staff = 1	Offer expanded after-school and summer programming in the District.
0	Establish an information and referral service for recreation programs throughout the District.
Total = 1 public = 0 staff = 1	Develop partnerships to provide a centralized office to coordinate team organizations and sport field scheduling.

NEW MILWAUKIE CENTER PROGRAMS

DOT BOX

TYPES OF NEW MILWAUKIE CENTER PROGRAMS

<p>Total = 7 public = 4 staff = 3</p>	<p>If you support more programs and services for older adults in general, place a dot in this box.</p>
<p>Total = 5 public = 2 staff = 3</p>	<p>Develop expanded recreation programs focusing on active lifestyles for older adults ages 55 to 64.</p>
<p>Total = 2 public = 2 staff = 0</p>	<p>Expand active recreation opportunities for adults ages 65 and older.</p>
<p>Total = 12 public = 1 staff = 11</p>	<p>Provide satellite programs and services at locations other than the Milwaukie Center.</p>
<p>Total = 1 public = 1 staff = 0</p>	<p>Expand social services for adults aged 60 years and.</p>
<p>Total = 8 public = 4 staff = 4</p>	<p>Expand partnerships to provide community health programs.</p>

NEW SPECIAL EVENTS

DOT BOX

TYPES OF NEW SPECIAL EVENTS

Total = 9 public = 1 staff = 8	If you support more special events in general, place a dot in this box.
Total = 5 public = 5 staff = 0	Adult Softball Tournaments
Total = 2 public = 0 staff = 2	Battle of the Bands
Total = 1 public = 0 staff = 1	Corporate Challenges
Total = 2 public = 1 staff = 1	Dive-in Movies
Total = 5 public = 1 staff = 4	Flea Markets
0	Circus
Total = 4 public = 2 staff = 2	Food Festival
Total = 2 public = 1 staff = 1	Golf tournaments
0	Ghouls in the Pool

Total = 1 public = 1 staff = 0	Track and Field Event
0	Mini-Olympic
Total = 7 public = 5 staff = 2	Nature Day Seminars
Total = 1 public = 0 staff = 1	Skate Jam
Total = 5 public = 1 staff = 4	Picnics in the Parks
Total = 1 public = 1 staff = 0	Biathlon
Total = 6 public = 1 staff = 5	Clackamas River Raft Challenge
Total = 3 public = 0 staff = 3	Family Fun Fair
Total = 11 public = 7 staff = 4	Hot Air Balloon Festival

OTHER IDEAS: OPEN HOUSE STATION #3

(from public unless otherwise noted)

- Event: Scavenger hunt to locate all parks (staff)
- Event: Cruise Ins
- Event: Auto swap meet at Milwaukie Center
- Event: Bike or un as a Rose Festival Event
- Class: Horseback riding classes for adults

Appendix H: Public Comment on Draft Plan

From: Herrigel, JoAnn [<mailto:herrigelj@ci.milwaukie.or.us>]
Sent: Friday, June 28, 2002 12:28 PM
To: 'Henley, Mike'; 'Krista Marwardt'
Subject: RE: Master plan comments:

Mike:

I don't have any further input. There was no additional discussion after you left.

Here's a formal comment for the Master Plan, though:

I would like to see if we could add HOMEWOOD Park near Home and Monroe in Milwaukie to the list of Neighborhood Parks, though. If you need to remove one in order to accommodate Homewood, take Stanley off the list (Wichita is also in Linwood NDA).

Thanks,

JoAnn

-----Original Message-----

From: Henley, Mike [<mailto:MikeHen@co.clackamas.or.us>]
Sent: Thursday, June 27, 2002 2:49 PM
To: 'Herrigel, JoAnn'
Subject: RE: Master plan comments:

thanx. any comments or feedback from the meeting? You've got a good group to work with. Mart has been excellent on the DAB. mike

-----Original Message-----

From: Herrigel, JoAnn [<mailto:herrigelj@ci.milwaukie.or.us>]
Sent: Thursday, June 27, 2002 2:23 PM
To: 'Henley, Mike'
Subject: RE: Master plan comments:

Here they are:

Kathy's Comments

Adopt a Park Program should be strongly encouraged

Appendix H: Public Comment on Draft Plan

Eliminate high maintenance plants (don't just try to not use them)

Use native plants that are low maintenance

Increase usage of park site maps, signs, and develop handouts as advertising including educational tools

Park descriptions are inconsistent (Spring Park designations incorrect)

Lake Rd and Ardenwald future parks are not in the plan - any way to get them in????

Current community parks don't meet the standards in the plan - will these be upgraded?

How will District work with the City regarding the Riverfront plan?

Description of the Aquatics Park shows how much emphasis and importance it plays in NCPD

The use of the Waldorf School is encouraged - how is a relationship being built now?

Like to satisfy standards for Neighborhood parks

Encourage analysis of rec programs - 53% of Milwaukie responders used them

How should we spend money - on what we really need or what we WANT?

District should focus less on revenue generation and more on user interests

Need more coordination of information re: programs and services

How can interested parties bring up and encourage R 266 designation?

How does plan address grant writing?

How much salable/unused land is there?

Typo on 7.7 - preservation of natural resources

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan Identified Projects
			20-Year Vision	10-Year Plan (priority number)	
Oak Lodge	Local	Zehntbauer Property	acquire and improve / riverfront land	find a way to buy property (1), then make site plan (5)	not identified
		Cottonwood Park	expand and improve / riverfront land, natural area enhancement	find way to expand (3)	identified to implement neighborhood park master plan (Rivervilla Park)
		Risley Park	upgrade park facilities (ball field, basketball hoops, wading pool, etc.) Also, improve natural areas	phase in improvements (4)	identified for renovation
		Bunnell Park	improve as a mini-park	improve (9)	identified to provide additional recreation facilities
		Naef/Roethe Area	acquire and improve; enhance wetlands and wildlife habitat; add trails and benches; playground	-	property on Naef identified for development
	Natural Areas	Elkhorn Springs	acquire in phases and enhance for users of Traction Line	negotiate to buy property (7)	not identified
		Riverforest Area	acquire and enhance; wildlife habitat, ped access to river	-	identified to develop as neighborhood park (not natural park, as before)
	Trails	Portland Traction	acquire and improve	acquire Milwaukie to Gladstone (2) and improve (8)	acquired: identified to develop trail
		Other through development process	acquire through donation and improve	-	
	Schoolyard and Existing Facilities	Oak Grove Community Center	arrange for District's use of facility	arrange District's use of facility (6)	identified
		North Oak Grove Elementary	improve school yard	possibly ball fields, playgrounds (10)	completed - funds given to school district
		Oak Grove Elementary	improve school yard	possibly ball fields, playgrounds (10)	completed - funds given to school district
		Riverside Elementary	improve school yard	possibly ball fields, playgrounds (10)	completed - funds given to school district
		Jennings Lodge Elementary	improve school yard	possibly ball fields, playgrounds (10)	identified to develop park facilities w/ Clackamas School District
Oatfield	Local (listed by priority)	Central Ridge	acquire and develop multi-facility park	acquire this land as first priority local park site (1), minimal development (3)	identified to develop park
		Webster/Thiessen	acquire and develop as activity park	acquire this land as second priority local park site (2), minimal development (3)	not identified / area developed as residential
		North Oatfield	acquire and develop small facility	-	identified for development as neighborhood park
		Upper Kellogg Creek	acquire and develop for views, picnic	-	not identified
		Johnson Road	acquire and develop for kids & adults	-	not identified

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan Identified Projects
			20-Year Vision	10-Year Plan (priority number)	
Oatfield cont.	Local cont.	Clackamas Road	acquire and develop, maybe ball fields	-	Ann-Toni Schreiber Park built in this area
		Boardman Slough	acquire and develop for passive use	-	identified to participate in partnership to acquire land
		Strawberry Lane	acquire and develop	-	Heddie Notz Park built in this area
	Natural Areas	Headwaters Kellogg Creek	acquire, restore wetland habitat	natural area acquisition / restore (8)	not identified
		Upper Kellogg Creek	acquire, restore habitat, maybe a trail	develop management plan (9)	not identified
		Boardman Slough	acquire, restore habitat, public access	develop management plan (9)	not identified
	Trails (listed by priority)	Upper Kellogg Creek trail	connect bikeways and creek appreciation	link between Lake and Aldercrest (10)	identified for trail development
		Upper Kellogg Creek II	-	-	identified for trail development
		Lake Rd to Rusk Rd connection	connect residential areas with District Park and North Clackamas Park	-	not identified
		Boardman Pathway	transportation route	-	not identified
	Schoolyard and Existing Facilities	Portland Traction	-	-	acquired: identified for trail development
		Clack HS tennis courts	improve	lights, surface, other needs (4)	District provided money for facilities
		Concord ES play equipment	improve	either here or at McLoughlin JHS (5)	identified for play yard improvements
		Various schools	improve ball fields & facilities as needed.	schools to be determined (6)	-
Sunnyside	Local	Panoramic Park Area	acquire for active use, natural areas, trails	local park, active uses, trails (3 or 4)	Altamont site acquired / minimal development
		Windmill Park Area	acquire for school fields, trails	-	not identified
		Northwest Park Area	acquire for a small park	-	not identified
		Southern Lights Park Area	acquire for natural area, picnic, passive uses	acquire land for mini park (6)	developed
		Royal Park Area	use depending on size of land acquired	acquire (3 or 4) ; develop mini park (8)	J Abele / not developed, land-banked
		Northeastern Area	acquire medium size park	-	not identified
		Arrowhead Flats Park Area	acquire for active use, some natural	acquire (1) ; develop for multi use (5)	Justice Property / not developed, land-banked
		Sieben Creek Park Area	acquire for natural area park, passive uses	-	identified to develop park w/ WES
		Clackamas Water District Park	acquire to benefit employees in area	-	Riverside Park / potential to acquire & take over maintenance
		River Shore Park Area	acquire for regional park	-	potential to acquire & take over maintenance
	Carver Park Area	acquire for natural areas and playing fields	acquire for local park (9 or 10)	identified to acquire land and develop	
	Natural Areas	Beebe Island Natural Park	acquire for natural area park	-	not identified
Trails	Mt Scott Creek Trail	proposed route identified	develop Sunnyside to Mather (7)	identified for trail development	

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan	
			20-Year Vision	10-Year Plan (priority number)	Identified Projects	
Sunnyside cont.	Trails cont.	Bluffs Trail	proposed trail underway	-	identified for trail development	
		Highland Trail	expects dedication of 7 acres	-	identified, slightly re-routed	
		other neighborhood trails	other trail links	-	many trails still proposed	
		Clackamas River Trail	land expensive, would be nice trail	-	identified for trail development	
	Schoolyards	Sunnyside ES	improve sports fields or playground equip	(9 or 10)	not marked for improvements	
		Clackamas ES	improve playground facilities	(11)	not marked for improvements	
		Mt Scott ES	improve sports fields or playground equip	(12)	identified for play yard improvements	
Southgate	Local	Bell Area Park	acquire a site, use depending on site	acquire for small park (4)	not identified	
		Overland Area Park	acquire a site, use depending on site	acquire for small park (4)	identified to develop park	
		Monroe Area Park	acquire for multiple use park	acquire (3); develop for multi-use (8)	not identified	
		Causey Area Park	acquire for mini park for community area	acquire (1); develop park (6)	not identified	
		Fuller Area Park	acquire for vest pocket park	-	identified to develop park	
	Natural Areas	Johnson Creek natural areas:				
		Luther Area	used to enhance Springwater Corridor	acquire (2); dev. for natural area (7)	identified to develop park	
		Linwood Area	used to enhance Springwater Corridor	acquire (2); dev. for natural area (7)	Mill Park developed	
		Stanley Area	used to enhance Springwater Corridor	acquire (9); develop for natural area (11)	not identified	
		Monroe Area wetlands	wildlife preservation and education	-	not identified	
	Trails	Springwater Corridor Trail	coordinate planning with adjacent jurisdictions	plan for and improve (10)	completed	
		Intra-neighborhood trails	to link people and places and for recreation	-	identified: Phillips Creek Trail proposed	
		Loop trail network	to link people and places and for recreation	-	identified: Phillips Creek Trail proposed	
		Trails connecting to regional park	to link people and places and for recreation	-	identified	
	Schoolyards	Improve equipment and facilities	-	(5)	not identified	
Milwaukie	Local	Ardenwald Park	-	develop park as specified in Master Plan	not identified	
		Wichita Water District Park	-	develop into neighborhood park	identified to implement neighborhood park's Master Plan	
		Furnberg Park	-	expand / connect with greenbelt	developed as park	
		Pocket Park	-	develop somewhere in west Milwaukie	not identified	
		Stanley Park	-	develop as neighborhood park	identified to develop park	
		Spring Park	-	develop as neighborhood park	not identified	
		Scott Park	-	rehabilitation as identified in Master Plan	not identified	
		acquire various land for development as parks	-	Kellogg Lake, Willamette River, Johnson Creek, Spring Creek	-	
Century Park	-	redevelop park to neighborhood park standards	identified for renovation			

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan
			20-Year Vision	10-Year Plan (priority number)	Identified Projects
Milwaukie cont.	Local cont.	North Clackamas Park	-	create a Master Plan	identified / updating park's Master Plan
		Add 2-acreas of park land	-	develop a tot lot	completed at Ardenwald Park
	Natural Areas	Spring Creek Park	-	develop as natural resource area	identified as natural resource area
	Trails	Riverfront Trail	-	develop for river access	identified for trail development
	Schoolyards and Existing Facilities	Ardenwald ES play yards	-	-	not identified
		Lewelling ES	-	play yard improvements	not identified
		Milwaukie Center	-	expand Milwaukie Center	completed

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