# 2023 PARKS MASTER PLAN

OREGON CITY PARKS

NEXT PRACTICE PARTNERS
be different

pros consulting INC.

Adopted under Ordinance # 25-1005

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## ACKNOWLEDGEMENTS

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## CHAPTER ONE – EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

The purpose of the Plan is to serve as a "blueprint" for City staff and City Commissioners in preparing a needs assessment and action plan to best serve City residents.

This Plan aims to be a flexible and practical document, conceived to enhance current programs, facilities, and services, while also providing a strategic direction for future developments.



### 1.2 PLAN GOALS

- **Maximize community engagement in an inclusive and innovative manner** to ensure the broad interests of the diverse community and stakeholders in Oregon City is heard and can help guide growth and development of parks, open space, recreation facilities, and programming.
- **Utilize a wide variety of data sources and best practices**, including a demographic and trends analysis, statistically valid survey to predict trends and patterns of use and ways to address unmet needs in the City.
- **Determine unique Level of Service Standards** to develop appropriate actions regarding parks, recreation, facilities, and trails that reflects the City's strong commitment in providing high quality recreational activities for the community.
- **Shape financial and operational preparedness** through innovative and "next" practices to achieve the strategic objectives and recommended actions.
- **Develop a dynamic a realistic strategic action plan** that creates a road map to ensure long term success and financial sustainability for the City's parks, facilities, and trails, and action steps to support the family-oriented community and businesses that call Oregon City home.

## 1.3 PROJECT PROCESS

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path as illustrated in *Figure 1* below.



*Figure 1: Project Process*

## 1.4 MISSION, VISION, VALUES AND BIG MOVES

Based on an iterative visioning process with staff and using community input, demographics & trends, and an analysis of the City's maintenance, operations, & level of service, the following Mission Statement, Vision, and Core Values were developed by staff.

### 1.4.1 MISSION

The newly revised mission statement of the Oregon City Parks and Recreation Department is

"To serve the community".

## 1.4.2 VISION

The Department's vision for the future is to be known as

"An inclusive, sustainable, and impactful agency".
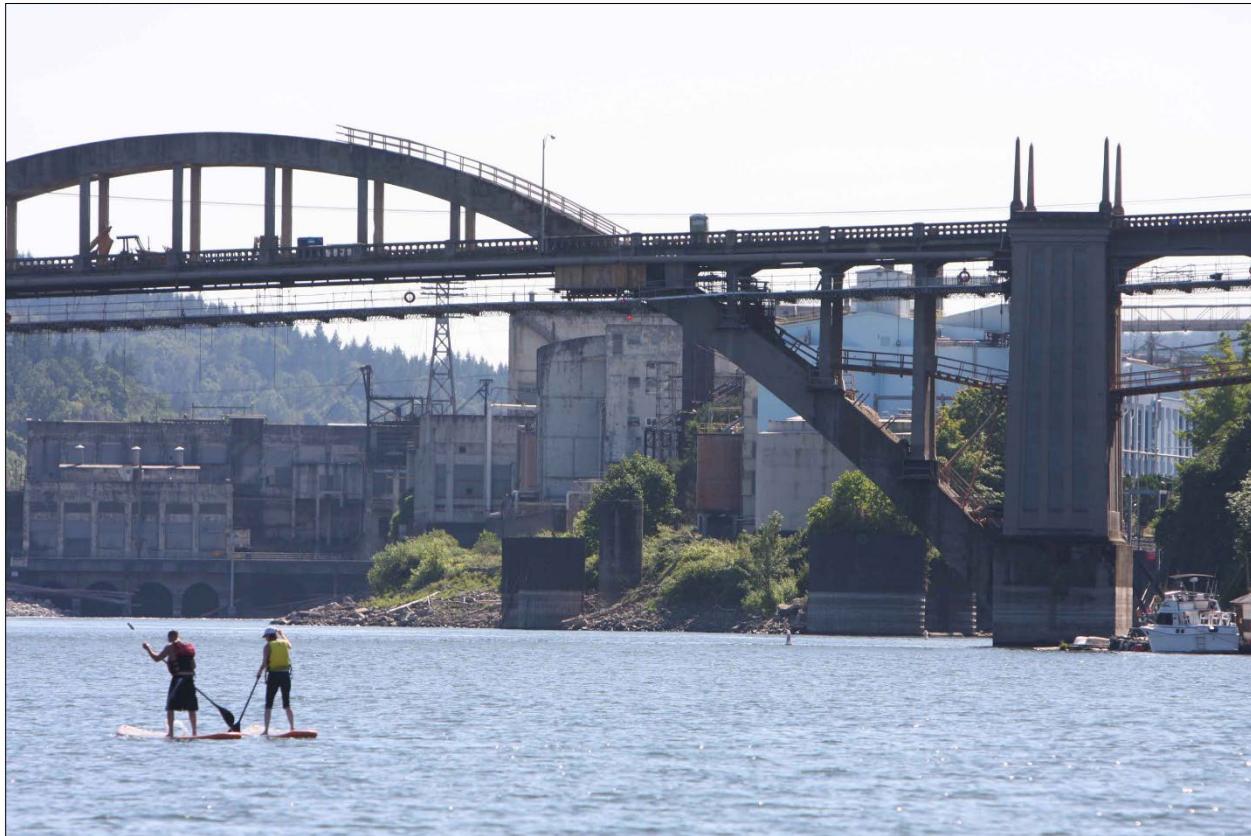
### 1.4.3 CORE VALUES

The Department strives to be one that is collaborative, engaged, respectful, servant leaders, and transparent and has adopted these as their core values to guide future action.
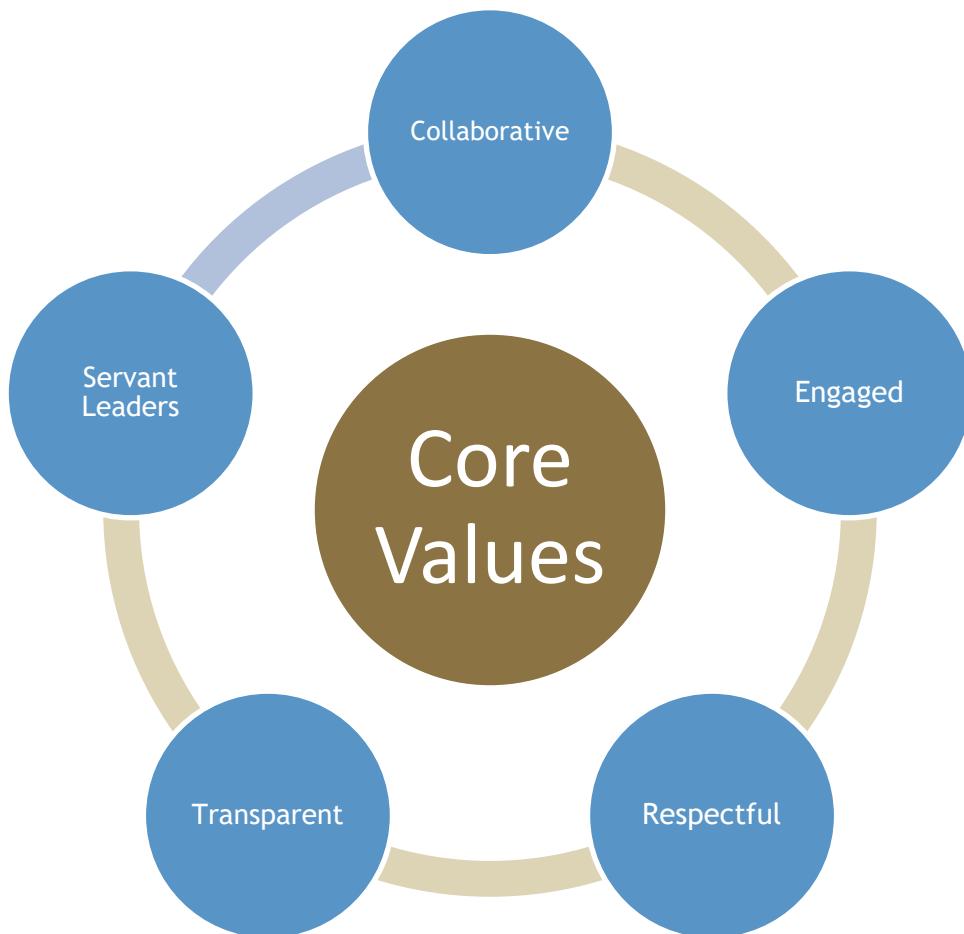


*Figure 2: Core Values*

## 1.4.4 BIG MOVES

The staff team identified City-wide outcomes they would aspire to achieve from this plan. These Big Moves are the most significant outcomes desired and when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the five Big Moves that were identified through this process:

1. Explore earned income opportunities to enhance funding for the Department.
   a) Park utility fees
   b) Initiate a bond or levy campaign
   c) Review fees and charges to reflect cost recovery goals
   d) Grants
   e) Advertising, sponsorship and partnership opportunities
2. Construct an all-inclusive staffing plan encompassing staffing forecast, recruitment strategies, induction processes, training programs, retention initiatives, and succession planning.
3. Formulate an exhaustive maintenance strategy which includes preventative measures, regular upkeep, and a timetable for equipment replacement.
   a) Created Facility Division to manage all facilities and address all maintenance opportunities.
4. Design a strategic plan for marketing and branding.
5. Master/Business Plan the End of Oregon Trail Interpretive Center and Mountain View Cemetery.

## 1.4.5 STRATEGIC ACTION PLAN

In addition, the consulting team developed an Action Plan that will be updated and utilized by staff to implement and track progress on this plan's recommendations. This was based on the key Strategic Areas identified during the Visioning Workshop. These were then organized based on the Short-term or ST (0-3 years), Mid-term or MT (3-5 years) and Long-term or LT (5+ years).

| Programs, Events, Facilities | Proposed Timeline |
|---|---|
| Expand the aquatic facility to increase program capacity | LT |
| Increase staff to support the expansion of programs and special events | ST/MT |
| Create partnership agreement with local school district(s) to expand programmable space | MT/LT |
| Expand adult rec league programs (pickleball, basketball, kickball, softball, etc.) | ST |
| Purchase and develop usable outdoor space to expand outdoor programs/events | LT |
| **Parks/Trails** | **Proposed Timeline** |
| Increase connectivity and accessibility of trails | MT/LT |
| Increase water access for non-motorized vehicle usage | MT/LT |
| Develop fenced dog park areas | ST |
| Expand programs and activities in parks to combat issues of safety | ST |
| Install newer, more inclusive play structures in parks | MT |
| **Maintenance & Operations** | **Proposed Timeline** |
| Create a comprehensive maintenance plan that includes preventative, ongoing, and replacement schedule | ST |
| Create a strategic staffing plan to include projection of staff needs, recruitment, retention, training, and succession | ST |
| Develop assessment plan to determine when to use contractors, staff, or volunteers | ST |
| **Funding and Marketing** | **Proposed Timeline** |
| Develop a marketing and branding plan | ST |
| Develop and implement strategies to better track attendance and usage to be more competitive for grants and sponsorship opportunities | ST |
| Increase visibility of Department through cross-promotion (flyers to schools, attending local events, etc.) | ST |
| Partner with non-profit groups and other agencies to apply for grants | ST/MT |
| **Big Moves** | **Proposed Timeline** |
| Explore earned income opportunities to enhance funding for the Department. | ST/MT |
| Construct an all-inclusive staffing plan encompassing staffing forecast, recruitment strategies, induction processes, training programs, retention initiatives, and succession planning. | ST |
| Formulate an exhaustive maintenance strategy which includes preventative measures, regular upkeep, and a timetable for equipment replacement. | ST |
| Design a strategic plan for marketing and branding. | ST |
| Master/Business Plan the End of Oregon Trail Interpretive Center and Mountain View Cemetery. | ST/MT |

*Figure 3: Strategic action plan*

## 1.5 KEY FINDINGS

Following the assessment of the City's parks and recreation system, a variety of key findings were identified to support the implementation of the Plan. These key findings will help guide decision-making for the next five to ten years.

### 1.5.1 DEMOGRAPHICS AND TRENDS

Based on the information presented in the Demographics and Trends Analysis, the following are the key findings that are of particular interest and/ or have significant implications for the City:

- **Population:** The City's population has grown significantly over the last 12 years and this rate of growth is projected to continue, albeit at a slower rate over the next 15 years. The Department must continue to monitor population growth to ensure that programs, facilities, and amenities keep up with community needs.

- **Age:** City residents are now older than the national median age, and there is a growing presence of older adults between the ages of 35-54.  By 2037, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to grow, while all other segments are projected to decline slightly. The Department must continue to focus on multigenerational offerings and regularly reevaluate its programming mix to effectively serve this aging, yet active population.

- **Race / Ethnicity:** The City's populace is predominately categorized as White Alone (82%), however, that percentage has dropped since 2010 (91% White Alone) and is projected to continue shrinking (75% White Alone in 2037).  This drop will lead to a more diverse populace with Two or More Races (10% in 2022) being the largest minority group, and projections show that one out of every four residents will be non-white by 2037.

  People of Hispanic / Latino ethnicity currently represent 9% of the total population, which is substantially below the national average (19%), and the Oregon State average (14%) This group is expected to reach almost 11% by 2037.  The Department should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race/ethnicity distribution of City residents.

- **Income Levels:** The income characteristics of City residents are higher than the state and national levels for per capita income and median household income. These income levels coupled with above-average MPI numbers suggest a willingness of the population to spend money to attend events and/or facilities in which they see the value, as well as purchase recreation equipment.

- **National Participatory Trends:** National participatory trends are promising for the Department, as many of the activities in sports and fitness aligned with core offerings are trending positively in recent years.  Despite the facility closures due to the pandemic, overall, people are recreating more and the importance of living an active, healthy lifestyle is on the rise. The Department must continue to provide active recreation opportunities and seek out new, trending activities that will drive interest and meet the demand for parks, facilities, and recreation programs among Oregon City City residents for many years to come.

**Local Participatory Trends:** Local recreation trends show above-average participation across the board with 30 of the 46 tracked activities having MPI scores at, or above the national average. This is indicative of an active population, seeking to participate in a wide range of fitness, sports, and outdoor activites

## 1.5.2 COMMUNITY ENGAGEMENT



*Figure 4: Community Engagement Infographic*

## 1.5.3 STATISTICALLY VALID SURVEY

ETC Institute administered a Parks and Recreation Needs Survey for the City of Oregon City during the months of summer 2022. The survey will help the Oregon City Parks and Recreation Department plan for future recreation programs and facilities that meet the community's needs and preferences.

The goal was to complete a minimum of 400 completed surveys from residents. The goal was exceeded with 401 completed surveys collected. The overall results for the sample of 401 households have a precision of at least +/4.8 at the 95% level of confidence.

### FACILITY/AMENITY PRIORITIES

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Multi-use paved trails (PIR=200)
- Multi-use unpaved trails (PIR=166.7)
- Water access (PIR=123.2)
- Outdoor amphitheater (PIR=114.7)
- Indoor walking/jogging track (PIR=112.1)
- Large community parks (PIR=111.7)
- Open space & conservation areas (PIR=111.2)
- Fenced dog park (PIR=110.2)
- Small neighborhood parks (PIR=102.5)

The chart below shows the Priority Investment Rating for each of the 32 facilities / amenities assessed on the survey
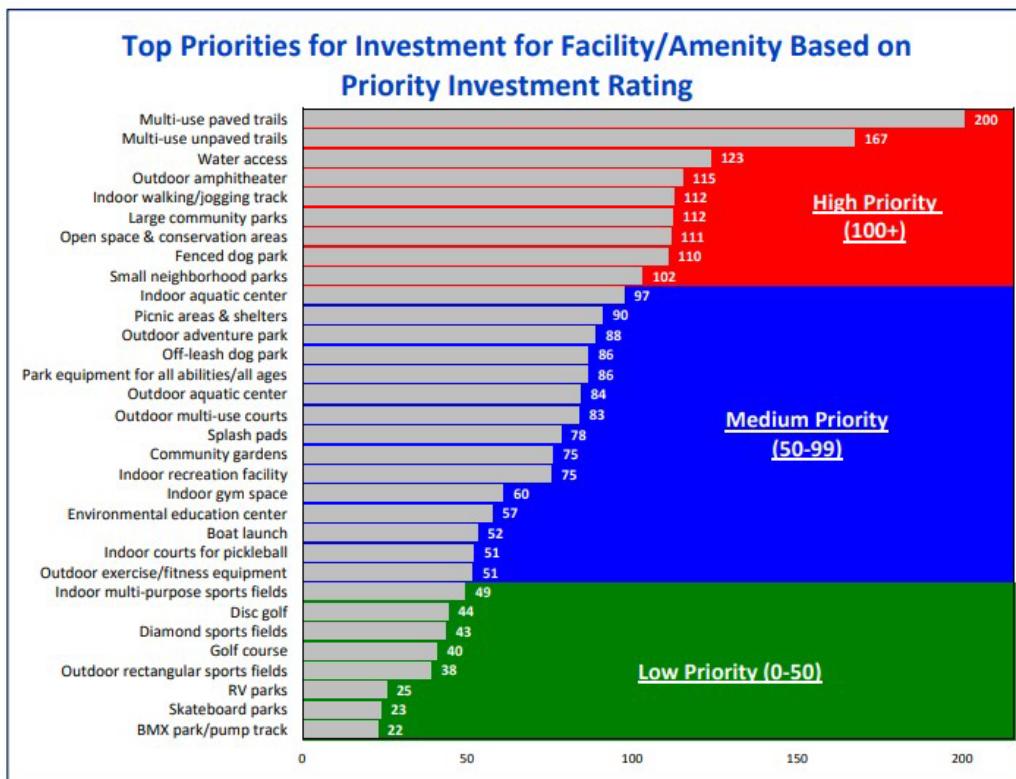


*Figure 5: Priority Investment Ratings for Facilities/Amenities*

## RECREATION PROGRAMMING PRIORITIES

Based the Priority Investment Rating (PIR), the following Oregon City programs were rated as high priorities for investment:

- Farmer's Market (PIR=158)
- Adult fitness & wellness programs (PIR=148)
- Community special events (PIR=133)
- Cultural enrichment programs/events (PIR=117)

The chart below shows the Priority Investment Rating for each of the 30 programs assessed.
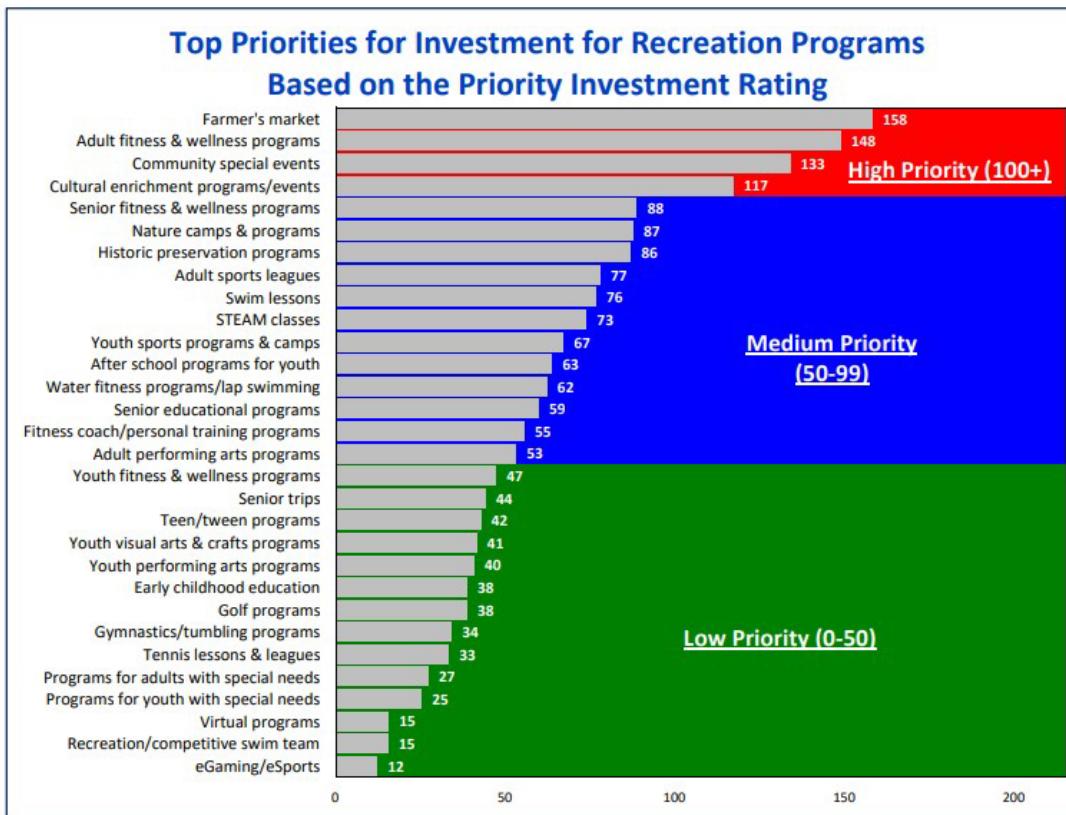


*Figure 6: Priority Investment Ratings for Recreation Programs*

### 1.5.4 STATISTICALLY-VALID AND ONLINE SURVEY COMPARISION

- **Survey Respondents:** The higher percentages of usage/participation shown in the Online Community Survey can be attributed to the fact that online surveys are typically taken by current, engaged users of the organization's services/facilities/amenities. The random selection of the Statistically Valid survey means a higher likelihood of non-users giving their feedback and is a better representation of the community.
- **Facility / Amenity Importance:** In the facility/amenity importance section, Online Community Survey participants valued more active recreation amenities, which aligns with the higher total number of youths in their households between the ages of 0-19.
- **New Addition:** The results indicated a desire for a Farmer's Market in the community.

- **Preferred Methods of Learning:** The survey results indicated that community members' preferred methods for learning about programs and events is through the Trails News Quarterly Magazine and social media.
- **Top Two Barriers:** The survey results indicated that lack of awareness and lack of facility features community members want to use are the top two barriers to using current facilities/amenities.
- **Perception of Value:** The survey results show that over 60% of respondents in both surveys saw an increase or significant increase in their perception of value, while only 4% shared they saw a decrease at some level.

## 1.5.5 EQUITY MAPS

Service area maps and standards help the Department evaluate where their services are provided, the fairness of service distribution across their area of operation, and the effectiveness of the service relative to population densities. Moreover, by considering population-based guidelines, the Department can identify where there are service gaps or overlaps, where additional facilities are required, or where a region is excessively served. This understanding allows the Department to make well-informed capital improvement decisions to fulfill system-wide needs, while also considering the impact of these decisions on specific areas.

The population data used to develop these standards comes from the 2022 population estimate reported by the Environmental Systems Research Institute, Inc. (ESRI). The shaded regions on the Equity Maps represent the service level, indicating the population served by a particular type of park or amenity.
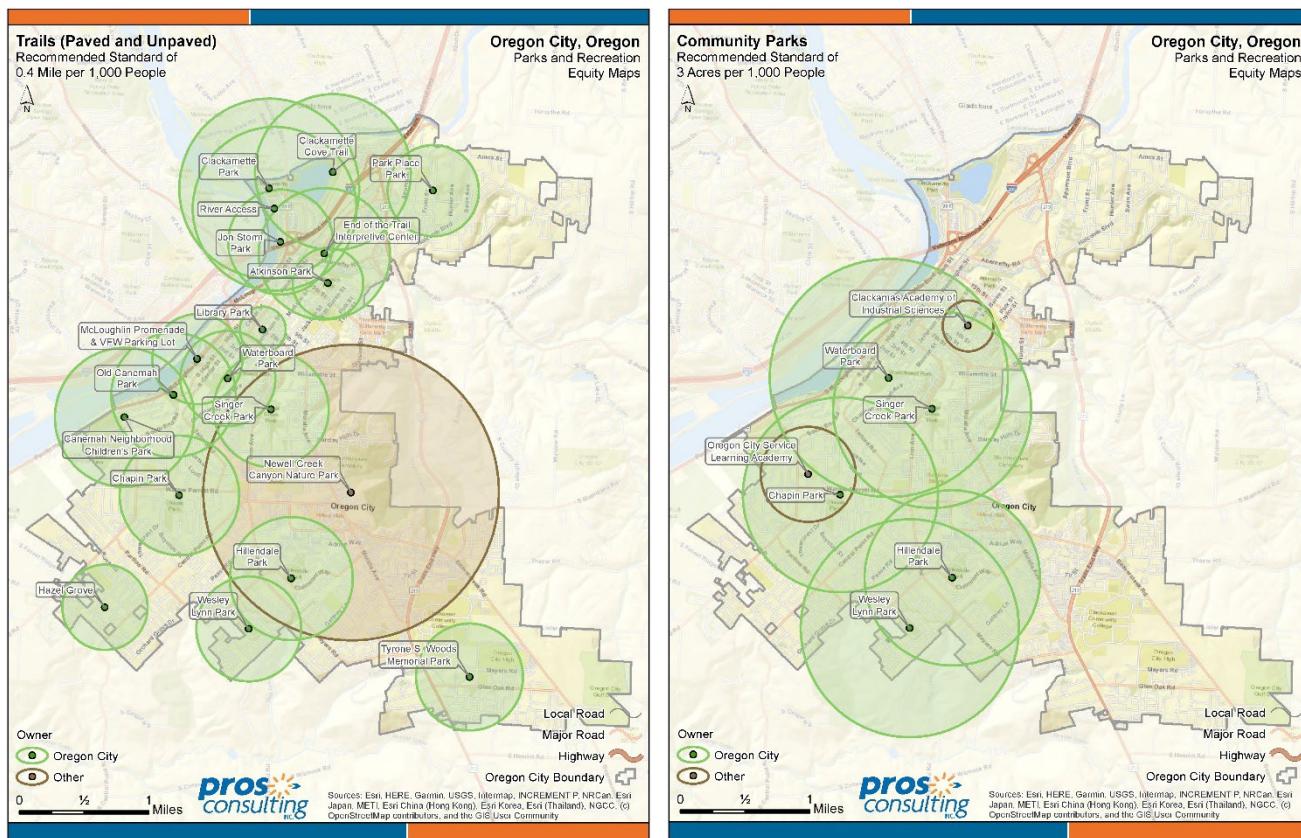


*Figure 7: Equity Maps*

## 1.5.6 RECREATION PROGRAM ASSESSMENT

The consultant team assessed the recreation program and operations of the Department. The assessment offers an in-depth perspective of offerings and helps identify strengths, challenges, and opportunities. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, staffing, volunteer and partnership opportunities, and future programs and services for residents and visitors.

Below are some overall observations from the program assessment sheet analysis:

- **Age segment analysis** shows that all eight Core Program Areas have a primary focus on adult programming. Age segmentation needs to be monitored annually to ensure program distribution aligns with the Department's mission of ensuring it provides services for all ages.
- **Program lifecycles:** Currently 46% of programs fall within the "Saturation" stage (recommended 0-10%) with 23% falling in the "Introduction, Take-Off, Growth" stage (recommended 50-60%). This indicates that the Department may benefit from repositioning programs and adding new opportunities based on community needs and input.  A complete description of Lifecycle Stages can be found in **4.3.9**.
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods including printed and online program guides, website, flyers/brochures, direct mail, email blasts, marquees signs, in-facility signage, and various social media channels as a part of the marketing mix. The Department would benefit from identifying Return on Investment (ROI) for all marketing initiatives going forward.
- There is an opportunity to increase **social media** presence and use the medium to better tell the department's story and share the impact it has on the community.
- Currently, **customer feedback** methods are limited. It is highly recommended that the Department begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time.  Specifically, pre- and post-program evaluation, lost customer surveys, and focus groups are strong feedback tools to be used moving forward.
- The Department's core program areas currently utilize multiple **pricing strategies**, with all core program areas using at least three different strategies.
- **Cost Recovery Goals** have been captured within the Financial Support & Sustainability Strategy 2021-2023.  The Department is currently tracking cost recovery performance and should continue to do so.

## 1.5.7 FUNDING & REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help the Department prepare for the plan's implementation by identifying viable funding opportunities and sharing strategies that have been used by other agencies in Oregon and throughout the United States.

It is essential to identify new and sustainable funding sources to ensure the continued growth and maintenance of the Department's parks and recreation system. The key to future growth is diversification of funding sources which will help support the development and sustainability of the initiatives recommended in this plan.

The sources in this section have been selected based on the Department's desire to pursue them further and their viability. These are meant to serve as recommendations and guidelines and do not commit the City or the staff to pursue them.

Full recommendations can be found in

## 1.5.8 BENCHMARK ANALYSIS

The Consulting team, with assistance from Oregon City staff, identified operating metrics to benchmark the Parks and Recreation Department against comparable parks and recreation agencies. The goal of this analysis is to evaluate how the Department is positioned among peer agencies. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics as compared to Oregon City.

The agencies selected for the benchmark were the City of Albany Parks and Recreation, the City of Lake Oswego Parks and Recreation (CAPRA Accredited, Gold Medal Award Finalist), the City of Medford Parks and Recreation (CAPRA Accredited), and the City of Pendleton Parks and Recreation. This allowed Oregon City to compare itself to some of the top-performing agencies in Oregon.

### STRENGTHS

Of the agencies compared in this benchmark, Oregon City ranks first in total square footage per resident for indoor recreation space. Oregon City is also above the national median for revenue per resident, cost recovery, and total spending per resident in operating expenses.

- Indoor Square Footage – Oregon City has 1.47 total square feet per resident and is the only benchmarked agency with an indoor aquatic space.
- Revenue – Oregon City generates $52.22 in revenue per resident, which is above the NRPA Median of $22.99 for agencies with populations between 20,000 and 49 999.
- Operating Expenses - Oregon City spends $115.58 per resident on operating expenses, which is also above the NRPA Median of $110.32.

### OPPORTUNITIES

This benchmark study uncovered some limitations and opportunities for Oregon City.

- Oregon City ranks last in marketing and program budget.
- Marketing- The Statistically Valid Survey results showed that 38% of Oregon City residents responded, "I don't know what's offered," as a barrier to program participation. Oregon City currently allocates less than 1% of its overall operational budget to marketing. The recommended percentage is at least 3% of the total operating budget.

- Program Budget – Oregon City has a program budget of just $2.12 per resident on programs and is the lowest ranked of the benchmarked agencies. The fourth-ranked agency spent $14.34 per resident.

Overall, the benchmark analysis reveals that Oregon City has great potential for enhancing its offerings to meet the needs and desires of the community. There are opportunities to increase funding for marketing and overall dollars spent on programs for the community.  The Master Plan's recommendations will use this data and help establish strategic goals to pursue along with key performance indicators (KPIs) that will be tracked and measured over time as the Department continues to pursue excellence in all aspects of its operations.

## 1.6 CONCLUSION

In closing, the Oregon City Parks Master Plan serves not merely as an elaborate guide for park development, but as a beacon that illuminates the way forward with its core values: Collaboration, Engagement, Respect, Transparency, and Servant Leadership. These guiding principles shape an organizational culture that deeply respects the diverse voices of Oregon City's residents.

The master plan has been crafted through a highly collaborative process, incorporating meaningful feedback from community members, local organizations, and experts in the field. This wide-ranging dialogue fosters a shared sense of ownership and collective accountability, thereby embodying the essence of being Collaborative and Engaged.

With a focus on Respect, the plan champions equitable access to park facilities and recreational activities for all. It acknowledges the role of parks in advancing social unity, mental and physical health, as well as a sense of belonging among the community. Aimed at accommodating individuals across all ages, abilities, and backgrounds, the plan is devoted to inclusivity, thereby reinforcing social cohesion and connectedness.

Transparency is more than a buzzword in this master plan; it is a cornerstone. From the planning stage to decision-making to implementation, all aspects are communicated openly, including via the project website www.orcityparksandplay.org . This open communication not only builds trust but also stimulates continuous public engagement, empowering residents to be active participants in the park system's ongoing evolution.

Embodying the value of Servant Leadership, the master plan sets an exemplary standard for park management. It is a vision that is not only aspirational but also practical, as it accounts for adequate funding and resources needed for successful implementation. By staying true to these values, the plan positions Oregon City to fulfill its mission: to serve as an inclusive, sustainable, and impactful agency, committed to enriching the lives of its community.

Through adherence to these core values, the Oregon City Parks Master Plan offers more than just a strategic path; it serves as a testament to the values and aspirations that make our community strong and resilient.

# CHAPTER TWO – COMMUNITY PROFILE

## 2.1 DEMOGRAPHIC AND RECREATION TRENDS ANALYSIS

### 2.1.1 INTRODUCTION

A key component of the Plan is a Demographic & Recreation Trends Analysis. The purpose of this analysis is to provide the Department with insight into the general makeup of the population they serve and identify market trends in recreation. It also helps quantify the market in and around the City and assists in providing a better understanding of the types of parks, facilities, and programs/services that are most appropriate to satisfy the needs of the residents.

This analysis is two-fold – it aims to answer the *who* and the *what*. First, it assesses the demographic characteristics and population projections of City residents to understand *who* the Department serves. Secondly, recreational trends are examined on a national and local level to understand *what* the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community's need for parks, trails, facilities, and recreation programs.

### 2.1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the City. This assessment is reflective of the City's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns, and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

The infographic below provides an overview of the City's populace based on current estimates of the 2022 population. Further analysis of each of these demographic characteristics (population, age segments, race, ethnicity, and income) can be found in starting in section .

## 2.1.3 DEMOGRAPHIC OVERVIEW



**2022 Total Population 37,967**

**2022 Total Households 14,090**

**2022 Median Age 40.1**

**2022 Median Household Income $85,269**

**2022 Race 82% White Alone**
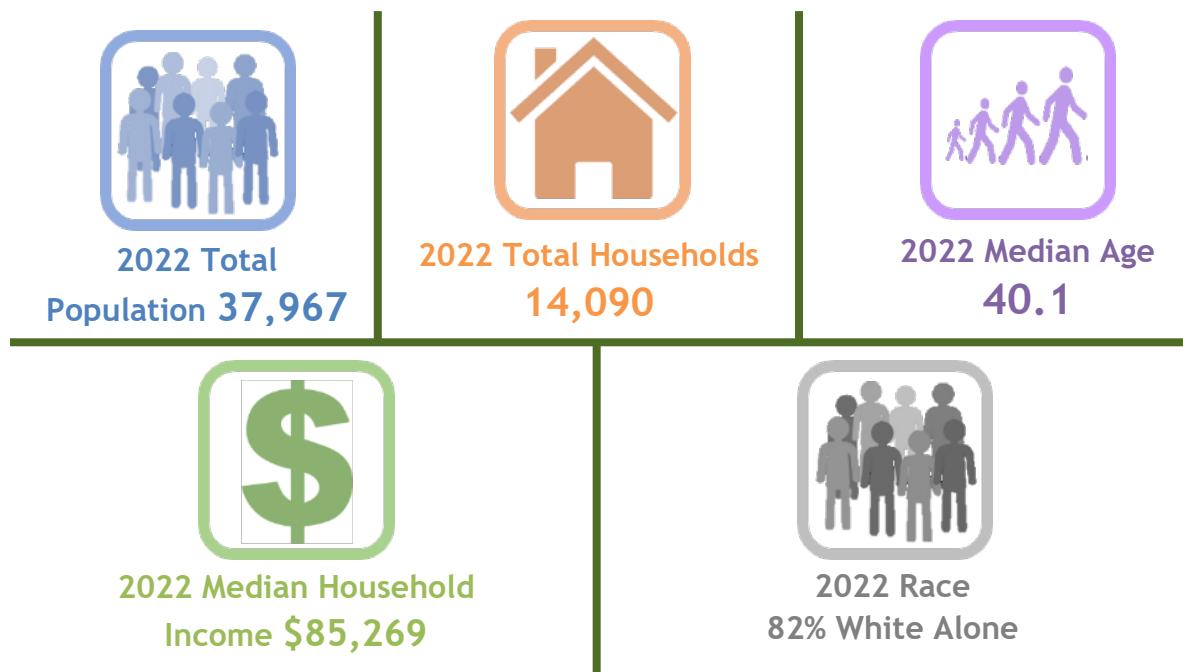
*Figure 8: Demographics Infographic*

## 2.1.4 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2022 and reflects actual numbers as reported in the 2020 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). The Consulting team then utilized straight-line linear regression to forecast demographic characteristics for 10 and 15-year projections (2032 and 2037).

## DEMOGRAPHIC ANALYSIS BOUNDARY

The City boundaries shown below were utilized for the demographic analysis (*see Figure 9*).
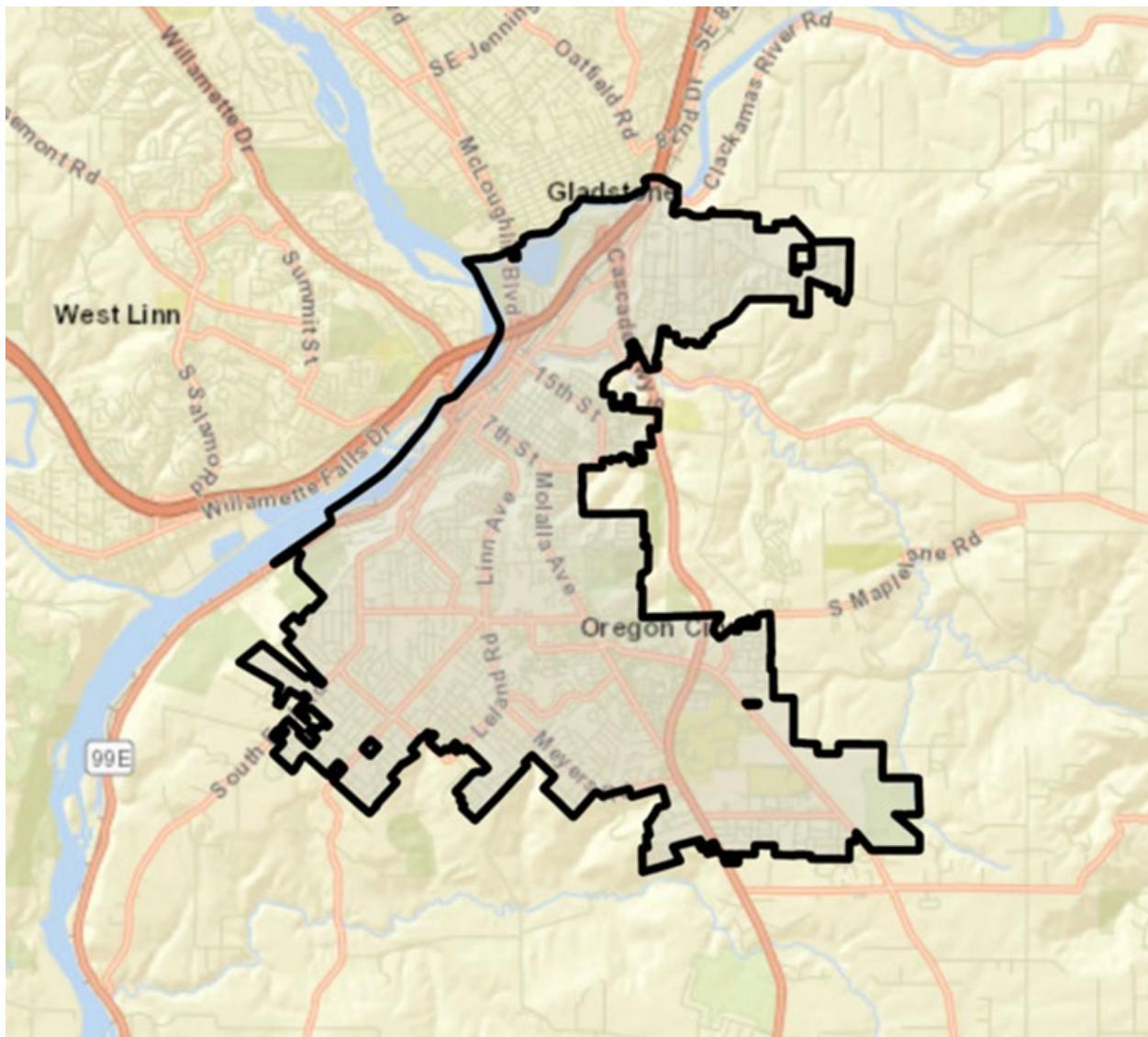


*Figure 9: Boundary of Oregon City, Oregon*

## 2.1.5 CITY POPULACE

### POPULATION

The City's population grew steadily between 2010 and 2020 Census, with an average annual growth rate of 1.30%. This is significantly above the national annual growth rate of 0.71% over this time span. This growth rate is projected to grow steadily in the upcoming years, however at a slower rate. Similar to population, the total number of households also experienced a substantial increase of 1.15% between the 2010 and 2020 Census (national average of household annual growth was 0.80%). Currently, the population is estimated at 37,967 individuals living within 14,090 households. By 2037, the City's population is projected to be 42,488 residents living within 15,591 households which would indicate a need for higher level of service requirements. See *Figures 10 & 11* below.
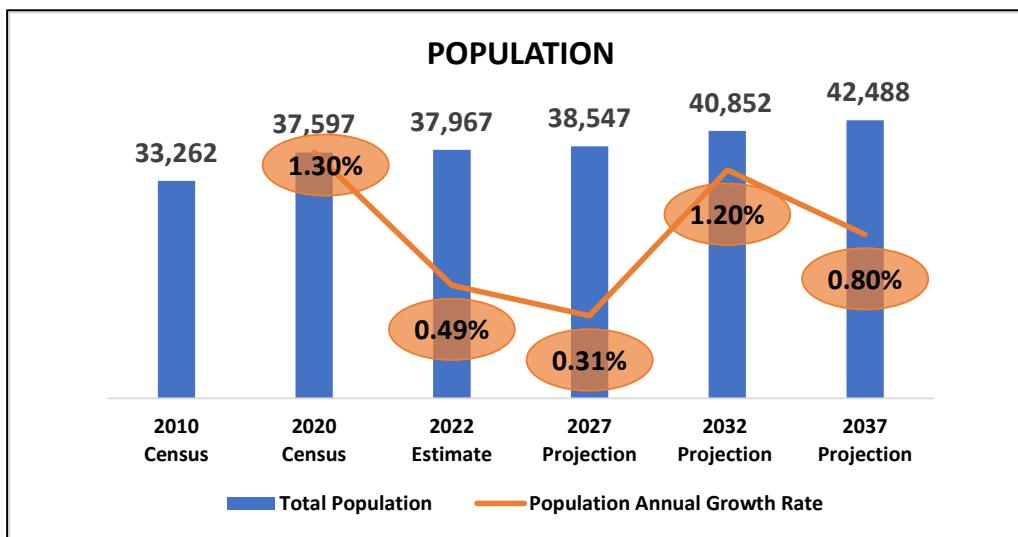


*Figure 10: Average Annual Growth Rate and Population Projections for Oregon City*
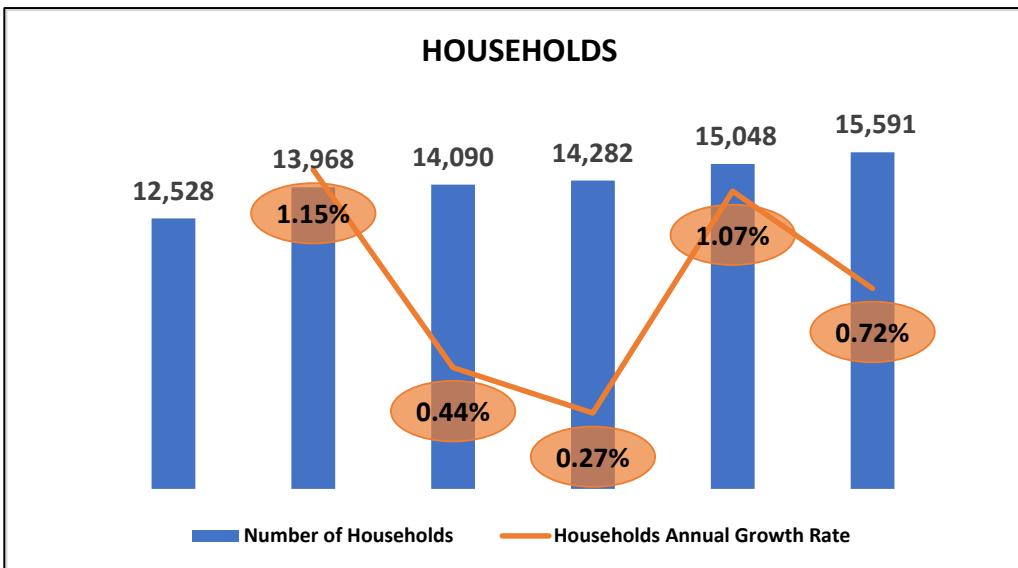


*Figure 11: Average Annual Growth Rate and Household Projections for Oregon City*

## AGE SEGMENT

Evaluating the City's age segmentation, the population exhibits a minor aging trend, with approximately 31% of all residents being 55+ years old. The City's current median age is estimated at 40.1 years old which is older than U.S. median age (38.8 years old). Assessing the population, the City is projected to continue a gradual aging trend. Within the next 5 years, the 55+ population is expected to be around 35% percent of the City's total population (**see Figure 13**). This is expected to be a result of increased life expectancies and many middle-aged adult residents "aging in place" while their children move elsewhere.



**POPULATION BY AGE SEGMENTS**

Legend: ■ 0-17 ■ 18-34 ■ 35-54 ■ 55-74 ■ 75+

| | 2010 Census | 2022 Estimate | 2027 Projection | 2032 Projection | 2037 Projection |
|---|---|---|---|---|---|
| 75+ | 5% | 7% | 8% | 8% | 9% |
| 55-74 | 19% | 24% | 23% | 25% | 26% |
| 35-54 | 29% | 26% | 26% | 26% | 25% |
| 18-34 | 22% | 22% | 21% | 21% | 20% |
| 0-17 | 25% | 21% | 21% | 20% | 19% |
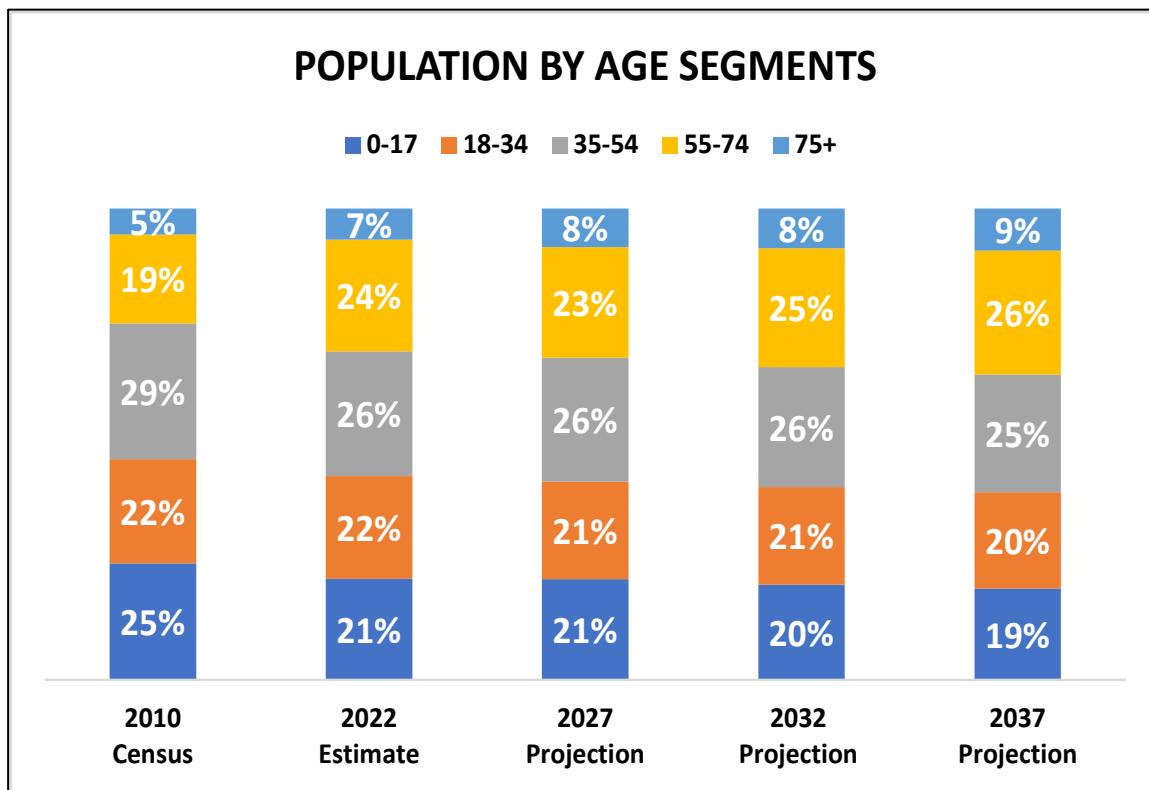
*Figure 12: Population by Age Segments*

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor.

For example, a 55-year-old who is struggling with rheumatoid arthritis may be limited to leisure recreation while a healthy 65-year-old may still be running 5K's on an annual basis. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

## RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below.  The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time.  The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian –** This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

- **Asian** – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

- **Black or African American –** This includes a person having origins in any of the black racial groups of Africa

- **Native Hawaiian or Other Pacific Islander** – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

- **White –** This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

- **Hispanic or Latino –** This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Census states that the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups."

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these.  While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed as separate from race throughout this demographic analysis.*

## RACE

Analyzing race, the City's current population is predominantly White Alone. The 2022 estimate shows that 82% of the population falls into the White Alone category, with two or more races (10%) representing the largest minority. The 2022 estimate also portrays a below-average representation for other race groups, with Pacific Islanders making up the smallest segment which is less than one percent of the population. Predictions for 2037 expect the population to become slightly more diverse, with a decrease in the White Alone population, accompanied by minor increases in all other race categories. (**Figure 13).**
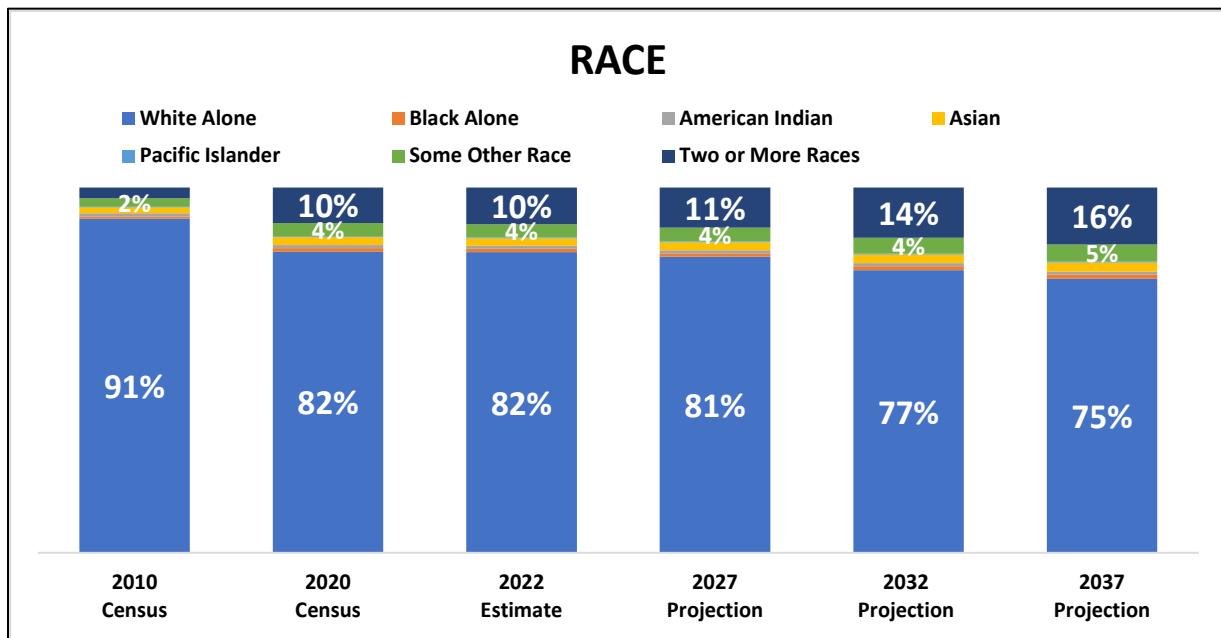


*Figure 13: Population by Race*

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition, is viewed independently from race. It is important to note that individuals who are Hispanic/La tino in ethnicity can also identify with any racial categories identified above.

Based on the current 2022 estimate, people of Hispanic/ Latino origin represent approximately 9% of the City's population, which is substantially below the national average (18.9% Hispanic/Latino). However, the Hispanic/ Latino population has increased since the 2010 census and is expected to reach 11% of the City's total population by 2037. **(see Figure 14).**
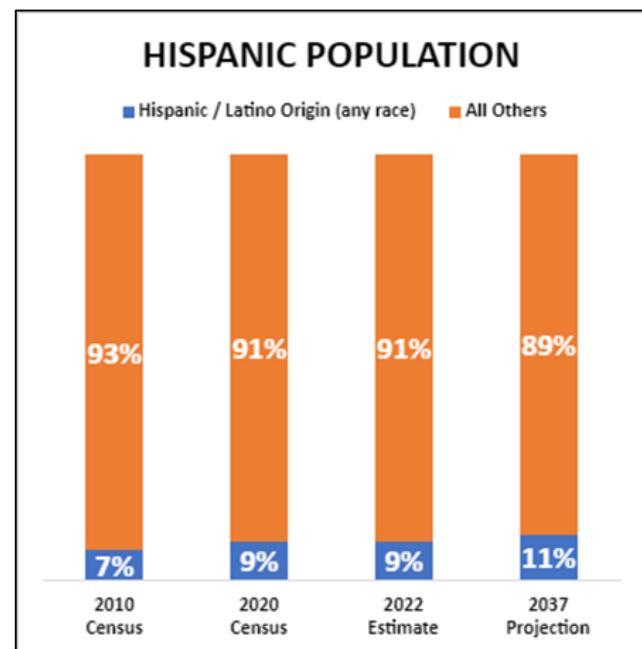


*Figure 14: Population by Ethnicity*

## HOUSEHOLD INCOME

As seen below, the City's per capita income ($40,049) and median household income ($85,269) are both higher than the state ($35,393 & $65,667) and national averages ($35,384 & $64,994). The per capita income is what is earned by an individual and the median household income is based on the total income of everyone over the age of sixteen living in the same household. These above average income characteristics indicate a higher expectation of quality and overall experience from the community that the Department serves.

**COMPARATIVE INCOME**

| | Per Capita Income | Median Household Income |
|---|---|---|
| Oregon City, OR | $40,049 | $85,269 |
| Oregon | $35,393 | $65,667 |
| U.S.A. | $35,384 | $64,994 |
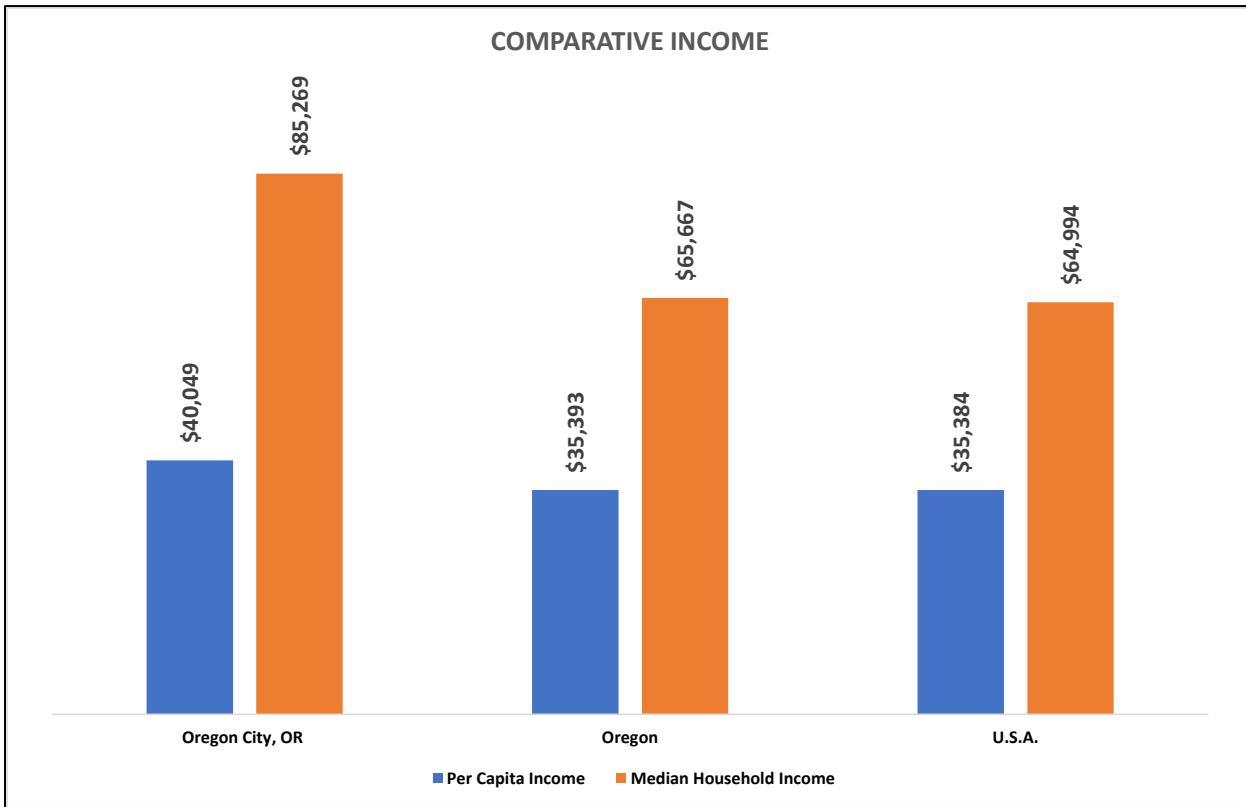
*Figure 15:Comparative Income for Oregon City*

## 2.1.6 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

## 2.1.7 NATIONAL TRENDS IN RECREATION

### METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends

The study is based on findings from surveys carried out in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including sports, fitness, outdoor activities, aquatics, etc.

### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50 times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

## 2.1.8 IMPACT OF COVID-19

Approximately 232.6 million people ages 6 and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years **(see Figure 17)**. There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2% increase. Outdoor sports continued to grow with 53.9% of the U.S. population participating. This rate remains higher than pre-pandemic levels, having a 6.2% gain over 50.7% participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6% in one year and 13.9% from 2019.

Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z.



*Figure 16: Total Active Americans by year*

## 2.1.9 NATIONAL TRENDS IN RECREATION

### PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures greater than the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a relatively small number of participants; this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at many American dwellings as a driveway pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport.  In addition, target-type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.

| Basketball | Golf | Tennis | Baseball | Soccer |
|:---:|:---:|:---:|:---:|:---:|
| 27.1 Million | 25.1 Million | 22.6 Million | 15.5 Million | 12.5 Million |
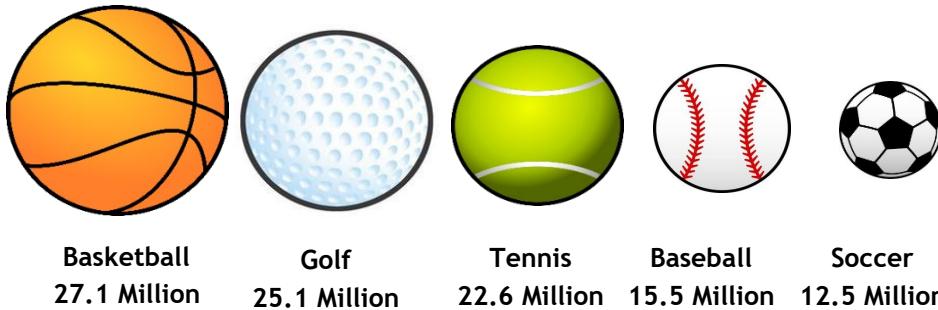
### FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation.  Similarly, Boxing for Fitness (21.4%) and Competition (20.7%) have also experienced significant growth.  Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

### ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends, with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%), and Baseball ( -0.5%) have shown a five-year trend increase, but a one-year trend decrease.  This is likely a direct result of the growth coming out of the COVID-19 pandemic when all participation rates were minimal or non-existent.  Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.

## CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

| National Participatory Trends - General Sports | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2016** | **2020** | **2021** | **5-Year Trend** | **1-Year Trend** |
| Basketball | 22,343 | 27,753 | 27,135 | 21.4% | -2.2% |
| Golf (9 or 18-Hole Course) | 23,815 | 24,804 | 25,111 | 5.4% | 1.2% |
| Tennis | 18,079 | 21,642 | 22,617 | 25.1% | 4.5% |
| Baseball | 14,760 | 15,731 | 15,587 | 5.6% | -0.9% |
| Soccer (Outdoor) | 11,932 | 12,444 | 12,556 | 5.2% | 0.9% |
| Golf (Entertainment Venue) | 8,173 | 12,057 | 12,362 | 51.3% | 2.5% |
| Softball (Slow Pitch) | 7,690 | 6,349 | 6,008 | -21.9% | -5.4% |
| Football (Flag) | 6,173 | 7,001 | 6,889 | 11.6% | -1.6% |
| Volleyball (Court) | 6,216 | 5,410 | 5,849 | -5.9% | 8.1% |
| Badminton | 7,354 | 5,862 | 6,061 | -17.6% | 3.4% |
| Soccer (Indoor) | 5,117 | 5,440 | 5,408 | 5.7% | -0.6% |
| Football (Touch) | 5,686 | 4,846 | 4,884 | -14.1% | 0.8% |
| Football (Tackle) | 5,481 | 5,054 | 5,228 | -4.6% | 3.4% |
| Gymnastics | 5,381 | 3,848 | 4,268 | -20.7% | 10.9% |
| Volleyball (Sand/Beach) | 5,489 | 4,320 | 4,184 | -23.8% | -3.1% |
| Track and Field | 4,116 | 3,636 | 3,587 | -12.9% | -1.3% |
| Cheerleading | 4,029 | 3,308 | 3,465 | -14.0% | 4.7% |
| Pickleball | 2,815 | 4,199 | 4,819 | 71.2% | 14.8% |
| Racquetball | 3,579 | 3,426 | 3,260 | -8.9% | -4.8% |
| Ice Hockey | 2,697 | 2,270 | 2,306 | -14.5% | 1.6% |
| Ultimate Frisbee | 3,673 | 2,325 | 2,190 | -40.4% | -5.8% |
| Softball (Fast Pitch) | 2,467 | 1,811 | 2,088 | -15.4% | 15.3% |
| Lacrosse | 2,090 | 1,884 | 1,892 | -9.5% | 0.4% |
| Wrestling | 1,922 | 1,931 | 1,937 | 0.8% | 0.3% |
| Roller Hockey | 1,929 | 1,500 | 1,425 | -26.1% | -5.0% |
| Boxing for Competition | 1,210 | 1,361 | 1,460 | 20.7% | 7.3% |
| Rugby | 1,550 | 1,242 | 1,238 | -20.1% | -0.3% |
| Squash | 1,549 | 1,163 | 1,185 | -23.5% | 1.9% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 17: General Sports Participation Trends*

## 2.1.10 NATIONAL TRENDS IN GENERAL FITNESS

### PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be done at home or in a virtual class environment. The activities with the most participation was Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).



| FITNESS WALKING 115.8 MILLION | TREADMILL 53.6 MILLION | DUMBBELL FREE WEIGHTS 52.6 MILLION | RUNNING/ JOGGING 48.9 MILLION | STATIONARY CYCLING 32.4 MILLION |

*Figure 18: National Fitness Participation*

### FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same time frame, the activities that have undergone the biggest decline include Group Stationary Cycling (33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Style Workout (-24.4%) and Non-Traditional Triathlons (-23.5%).

### ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Style Workouts (6.4%) Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would generally take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%). These trends may or may not continue the same way as more events (e.g., Triathlons) and indoor activities (Aerobics and Cardio Kickboxing) restart offerings as the pandemic numbers reduce in 2022.

## CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their casual user base (participating 1-49 times per year) over the last year. These fitness activities include Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling.  *Please see Appendix A for full Core vs. Casual Participation breakdown.*

| National Participatory Trends - General Fitness | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2016** | **2020** | **2021** | **5-Year Trend** | **1-Year Trend** |
| Fitness Walking | 107,895 | 114,044 | 115,814 | 7.3% | 1.6% |
| Treadmill | 51,872 | 49,832 | 53,627 | 3.4% | 7.6% |
| Free Weights (Dumbbells/Hand Weights) | 51,513 | 53,256 | 52,636 | 2.2% | -1.2% |
| Running/Jogging | 47,384 | 50,652 | 48,977 | 3.4% | -3.3% |
| Stationary Cycling (Recumbent/Upright) | 36,118 | 31,287 | 32,453 | -10.1% | 3.7% |
| Weight/Resistant Machines | 35,768 | 30,651 | 30,577 | -14.5% | -0.2% |
| Elliptical Motion Trainer | 32,218 | 27,920 | 27,618 | -14.3% | -1.1% |
| Yoga | 26,268 | 32,808 | 34,347 | 30.8% | 4.7% |
| Free Weights (Barbells) | 26,473 | 28,790 | 28,243 | 6.7% | -1.9% |
| Dance, Step, & Choreographed Exercise | 21,839 | 25,160 | 24,752 | 13.3% | -1.6% |
| Bodyweight Exercise | 25,110 | 22,845 | 22,629 | -9.9% | -0.9% |
| Aerobics (High Impact/Intensity Training HIIT | 10,575 | 10,954 | 10,400 | -1.7% | -5.1% |
| Stair Climbing Machine | 15,079 | 11,261 | 11,786 | -21.8% | 4.7% |
| Cross-Training Style Workout | 12,914 | 9,179 | 9,764 | -24.4% | 6.4% |
| Trail Running | 8,582 | 11,854 | 12,520 | 45.9% | 5.6% |
| Stationary Cycling (Group) | 8,937 | 6,054 | 5,939 | -33.5% | -1.9% |
| Pilates Training | 8,893 | 9,905 | 9,745 | 9.6% | -1.6% |
| Cardio Kickboxing | 6,899 | 5,295 | 5,099 | -26.1% | -3.7% |
| Boot Camp Style Cross-Training | 6,583 | 4,969 | 5,169 | -21.5% | 4.0% |
| Martial Arts | 5,745 | 6,064 | 6,186 | 7.7% | 2.0% |
| Boxing for Fitness | 5,175 | 5,230 | 5,237 | 1.2% | 0.1% |
| Tai Chi | 3,706 | 3,300 | 3,393 | -8.4% | 2.8% |
| Barre | 3,329 | 3,579 | 3,659 | 9.9% | 2.2% |
| Triathlon (Traditional/Road) | 2,374 | 1,846 | 1,748 | -26.4% | -5.3% |
| Triathlon (Non-Traditional/Off Road) | 1,705 | 1,363 | 1,304 | -23.5% | -4.3% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 19: National General Fitness Trends*

## 2.1.11 NATIONAL TRENDS IN OUTDOOR RECREATION

### PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities.  Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints.  In 2020, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (57.8 million), Road Bicycling (44.5 million), Freshwater Fishing (42.6 million), Camping within ¼ mile of Vehicle/Home (36.1 million), and Recreational Vehicle Camping (17.8 million).



| HIKING (DAY) | BICYCLING (ROAD) | FISHING (FRESHWATER) | CAMPING (<¼MI. OF CAR/HOME) | CAMPING (RECREATIONAL VEHICLE) |
|---|---|---|---|---|
| 58.6 MILLION | 42.7 MILLION | 40.8 MILLION | 35.9 MILLION | 16.3 MILLION |
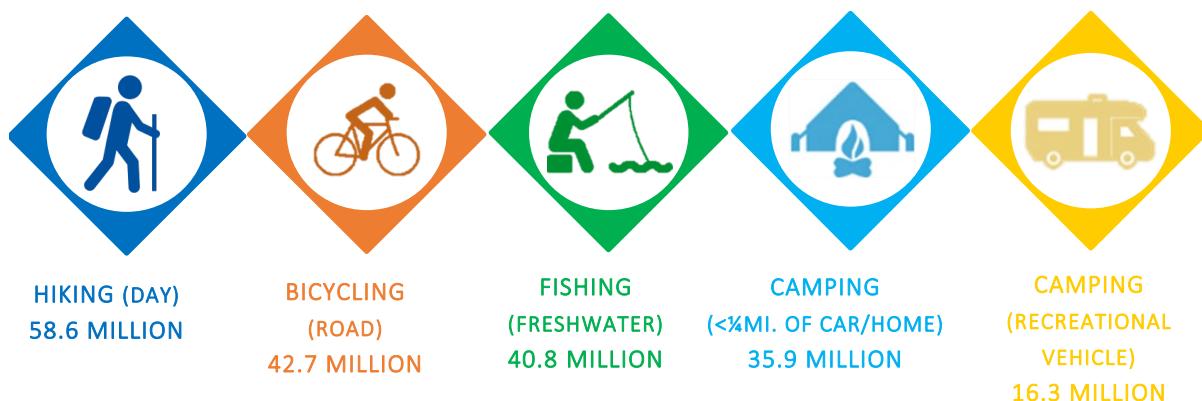
*Figure 20: National Outdoor Recreation Participation*

### FIVE-YEAR TREND

From 2016-2021, Day Hiking (55.3%), BMX Bicycling (44.2%), Skateboarding (37.8%), Camping within ¼ mile of Vehicle/Home (30.1%), and Fly Fishing (27.3%) have undergone the largest increases in participation.  The five-year trend also shows activities such as Adventure Racing (-31.4%), In-Line Roller Skating (-18.8%), Archery (-13.5%), and Traditional Climbing (-4.5%) to be the only activities with decreases in participation.

### ONE-YEAR TREND

The one-year trend shows almost all activities growing in participation from the previous year.  The most rapid growth being in Skateboarding (34.2%), Camping within ¼ mile of Vehicle/Home (28.0%), Birdwatching (18.8%), and Day Hiking (16.3%).  Over the last year, the only activities that underwent decreases in participation were Adventure Racing (-8.3%) and Archery (-2.7%).

### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

Most outdoor activities have experienced participation growth in the last five- years.  Although this is a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. *Please see Appendix A for the full Core vs. Casual Participation breakdown.*

| National Participatory Trends - Outdoor / Adventure Recreation | | | | |
|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** |  |
|  | **2016** | **2020** | **2021** | **5-Year Trend** | **1-Year Trend** |
| Hiking (Day) | 42,128 | 57,808 | 58,697 | 39.3% | 1.5% |
| Bicycling (Road) | 38,365 | 44,471 | 42,775 | 11.5% | -3.8% |
| Fishing (Freshwater) | 38,121 | 42,556 | 40,853 | 7.2% | -4.0% |
| Camping (< 1/4 Mile of Vehicle/Home) | 26,467 | 36,082 | 35,985 | 36.0% | -0.3% |
| Camping (Recreational Vehicle) | 15,855 | 17,825 | 16,371 | 3.3% | -8.2% |
| Fishing (Saltwater) | 12,266 | 14,527 | 13,790 | 12.4% | -5.1% |
| Birdwatching (>1/4 mile of Vehicle/Hom | 11,589 | 15,228 | 14,815 | 27.8% | -2.7% |
| Backpacking Overnight | 10,151 | 10,746 | 10,306 | 1.5% | -4.1% |
| Bicycling (Mountain) | 8,615 | 8,998 | 8,693 | 0.9% | -3.4% |
| Archery | 7,903 | 7,249 | 7,342 | -7.1% | 1.3% |
| Fishing (Fly) | 6,456 | 7,753 | 7,458 | 15.5% | -3.8% |
| Skateboarding | 6,442 | 8,872 | 8,747 | 35.8% | -1.4% |
| Climbing (Indoor) | - | 5,535 | 5,684 | N/A | 2.7% |
| Roller Skating, In-Line | 5,381 | 4,892 | 4,940 | -8.2% | 1.0% |
| Bicycling (BMX) | 3,104 | 3,880 | 3,861 | 24.4% | -0.5% |
| Climbing (Traditional/Ice/Mountaineerir | 2,790 | 2,456 | 2,374 | -14.9% | -3.3% |
| Climbing (Sport/Boulder) | - | 2,290 | 2,301 | N/A | 0.5% |
| Adventure Racing | 2,999 | 1,966 | 1,826 | -39.1% | -7.1% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) |  |

*Figure 21: National Outdoor/Adventure Recreation Trends*

## 2.1.12 NATIONAL TRENDS IN AQUATICS

### PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2021, Fitness Swimming remained the overall leader in participation (25.6 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.



SWIMMING
(FITNESS)
25.6 MILLION

AQUATIC
EXERCISE
10.4 MILLION

SWIMMING
(COMPETITION)
2.8 MILLION
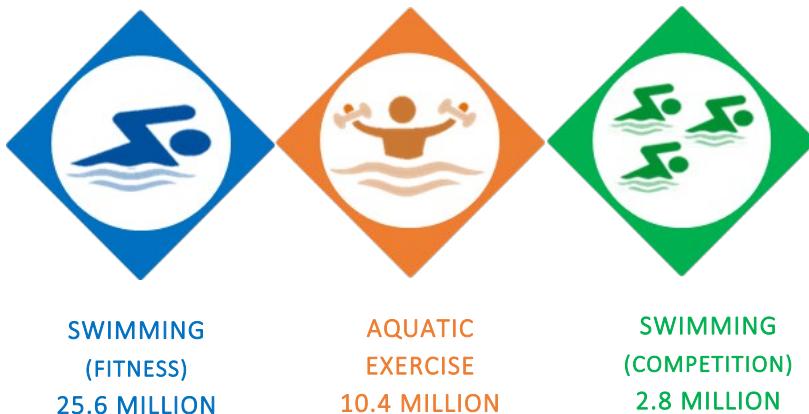
*Figure 22: National Aquatics Participation*

### FIVE-YEAR TREND

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, most likely due to the lack of facility access during Covid-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive Swimming suffered a -16.2% decline in participation.

### ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive swimming increased by 8%.

### CORE VS. CASUAL TRENDS IN AQUATICS

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seen a drop in core participation (50+ times per year) in the same time frame. This happened before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

| National Participatory Trends - Aquatics | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2016** | **2020** | **2021** | **5-Year Trend** | **1-Year Trend** |
| Swimming (Fitness) | 26,601 | 25,666 | 25,620 | -3.7% | -0.2% |
| Aquatic Exercise | 10,575 | 10,954 | 10,400 | -1.7% | -5.1% |
| Swimming (Competition) | 3,369 | 2,615 | 2,824 | -16.2% | 8.0% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 23: National Participatory Trends – Aquatics*

### 2.1.13 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

#### PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2021 were Recreational Kayaking (13.3 million), Canoeing (9.2 million), and Snorkeling (7.3 million).  It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors.  A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access.  Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

| **Kayaking** | **Canoeing** | **Snorkeling** | **Jet Skiing** | **Sailing** |
|---|---|---|---|---|
| **13.3 Million** | **9.2 Million** | **7.3 Million** | **5.1 Million** | **3.1 Million** |

#### FIVE-YEAR TREND

Over the last five years, Recreational Kayaking (33.3%), Surfing (24%), and Stand-Up Paddling (16.1%) were the fastest growing water activities.  White Water Kayaking (1.4%) was the only other activity with an increase in participation. From 2016-2021, activities declining in participation most rapidly were Boardsailing/Windsurfing (-25.3%), Scuba Diving (-20.4%), Water Skiing (-17.4%), Sea Kayaking (-17.2%) Snorkeling (-16.1%), and Sailing (-15.4%).

#### ONE-YEAR TREND

Recreational Kayaking (2.7%) and Stand-Up Paddling (1.7%) were the activities that grew over the last 5 years and in the last one year.  Activities which experienced the largest decreases in participation in the most recent year include Surfing (-8.9%), Snorkeling (-5.3%), Scuba Diving (-4.3%), and Canoeing (-4.1%).

## CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by external factors. These high casual user numbers are likely why most water sports/activities have experienced decreases in participation in recent years. *Please see* Appendix A *for the full Core vs. Casual Participation breakdown.*

| National Participatory Trends - Water Sports / Activities | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2016** | **2020** | **2021** | **5-Year Trend** | **1-Year Trend** |
| Kayaking (Recreational) | 10,017 | 13,002 | 13,351 | 33.3% | 2.7% |
| Canoeing | 10,046 | 9,595 | 9,199 | -8.4% | -4.1% |
| Snorkeling | 8,717 | 7,729 | 7,316 | -16.1% | -5.3% |
| Jet Skiing | 5,783 | 4,900 | 5,062 | -12.5% | 3.3% |
| Sailing | 4,095 | 3,486 | 3,463 | -15.4% | -0.7% |
| Stand-Up Paddling | 3,220 | 3,675 | 3,739 | 16.1% | 1.7% |
| Rafting | 3,428 | 3,474 | 3,383 | -1.3% | -2.6% |
| Water Skiing | 3,700 | 3,050 | 3,058 | -17.4% | 0.3% |
| Surfing | 2,793 | 3,800 | 3,463 | 24.0% | -8.9% |
| Wakeboarding | 2,912 | 2,754 | 2,674 | -8.2% | -2.9% |
| Scuba Diving | 3,111 | 2,588 | 2,476 | -20.4% | -4.3% |
| Kayaking (Sea/Touring) | 3,124 | 2,508 | 2,587 | -17.2% | 3.1% |
| Kayaking (White Water) | 2,552 | 2,605 | 2,587 | 1.4% | -0.7% |
| Boardsailing/Windsurfing | 1,737 | 1,268 | 1,297 | -25.3% | 2.3% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 24: National Water Sports/Activities Trends*

### 2.1.14 LOCAL SPORT AND LEISURE MARKET POTENTIAL

#### OREGON CITY MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for Oregon City residents, as provided by ESRI. The Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. average. These activities do not have to be undertaken within the Oregon City boundaries alone.

The national average is 100; therefore, numbers below 100 would represent lower-than-average participation rates, and numbers above 100 would represent higher-than-average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

**It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.**

The following charts compare MPI scores for 46 sport and leisure activities. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service areas will actively participate in those offerings provided by the Department.

## GENERAL SPORTS MARKET POTENTIAL

The General Sports category shows two activities scoring above the national average. Those two events in the general sports regarding MPI are Volleyball (111), and Golf (109). Soccer is the lowest recorded activity in the city with an MPI score of (86).
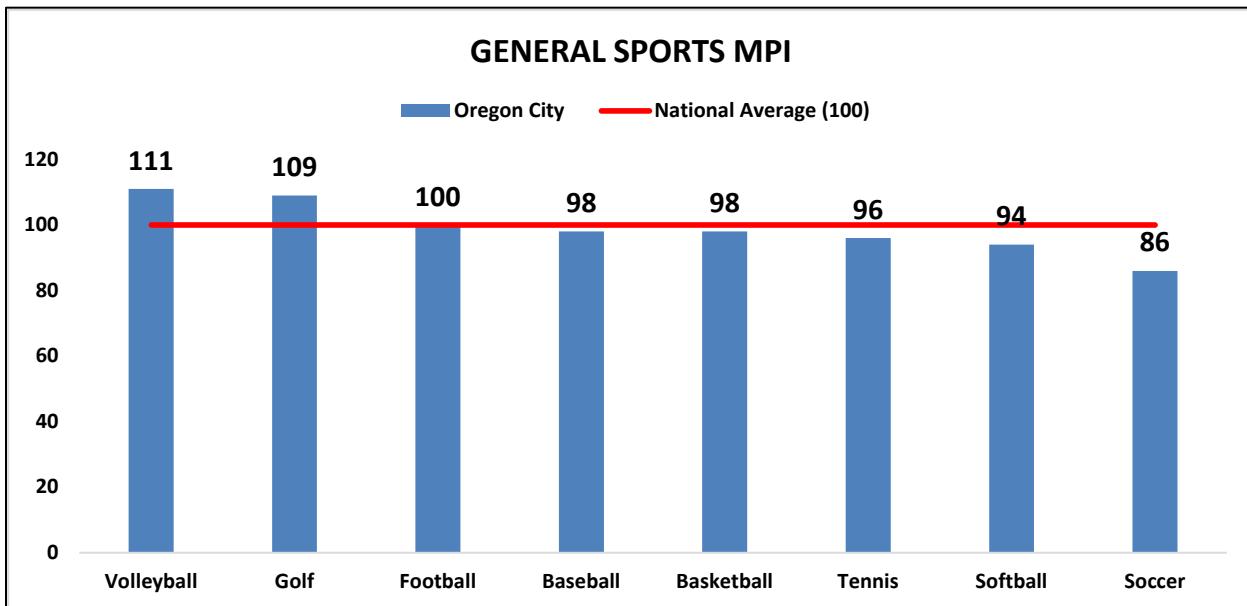


*Figure 25: Local General Sports MPI*

## FITNESS MARKET POTENTIAL

Assessing MPI scores for the Fitness Activity category reveals that five activities are above the national average, and one is right at the national average. The five activities are Swimming (108), Weightlifting (108), Walking for Exercise (106), Yoga (103), and Jogging/Running (103). Pilates is equal to the national average of 100 on the MPI scale.

**FITNESS MPI**

■ Oregon City     ── National Average (100)

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Swimming | Weight Lifting | Walking for Exercise | Yoga | Jogging/ Running | Pilates | Aerobics | Zumba |
| 108 | 108 | 106 | 103 | 103 | 100 | 99 | 98 |
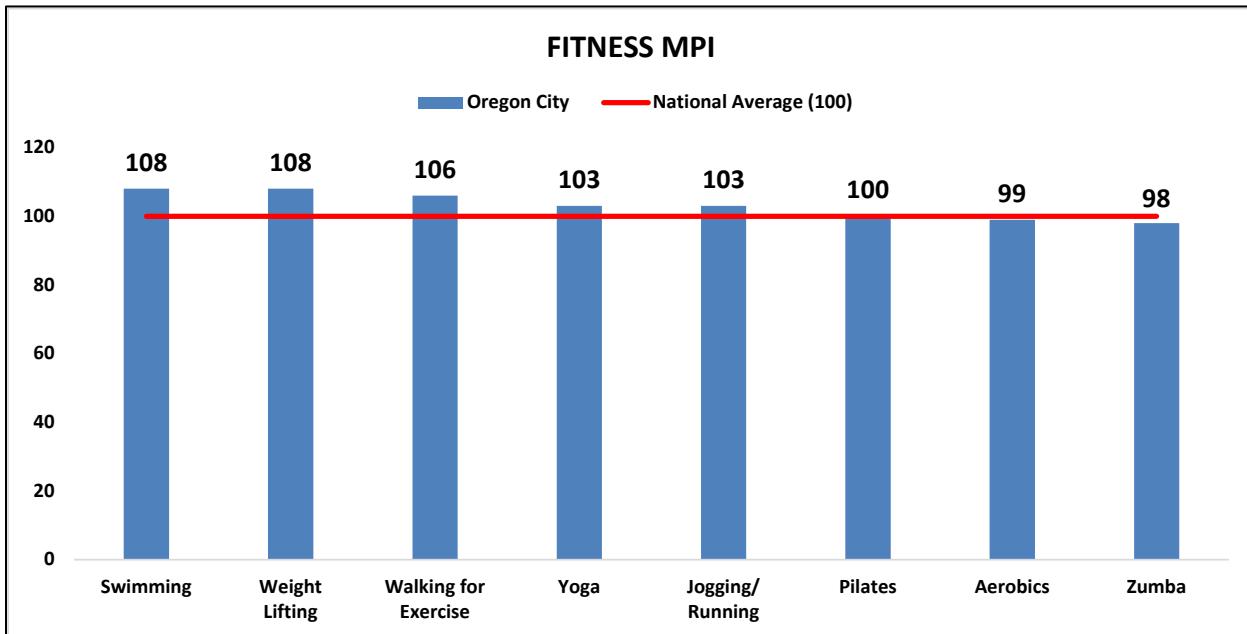
*Figure 26: Local Fitness MPI*

## OUTDOOR ACTIVITY MARKET POTENTIAL

Overall, the Outdoor Activity MPI chart reflects that Oregon City is above the national average in almost all activities recorded. The most popular is Fresh Water Fishing (122), followed by Canoeing/Kayaking (121) and then Mountain Bicycling (108).
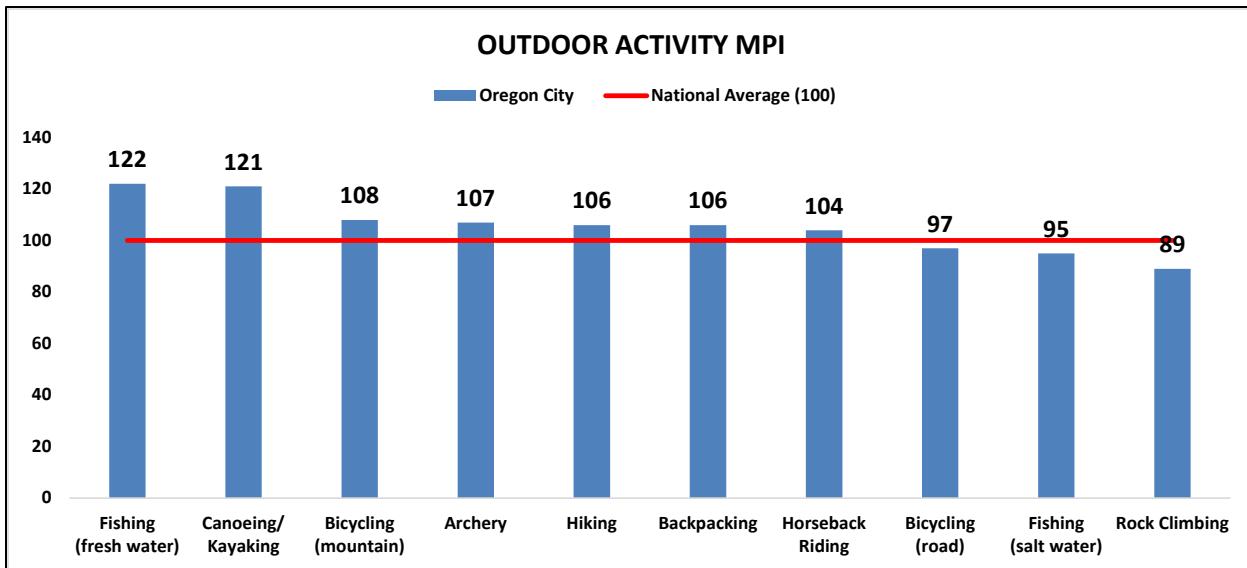


*Figure 27: Local Outdoor Activity MPI*

## COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation category reveals a community more willing to spend money on sports/recreation equipment than the national average. Spent $250+ on sports/rec equipment (111), $1-99 on sports/rec equipment (103), and Spent $100-249 on sports/rec equipment (103) all had an MPI over 100. Other notable activities with above average MPI that the Department could program towards were Attended sports event (109), Did photo album/scrapbooking (107), Played video/electronic game (105 console, 101 portable), Did painting/drawing (105), and Did photography (103).

**COMMERCIAL RECREATION MPI**
**(last 12 months)**

Oregon City ▬ National Average (100)

| Activity | MPI |
|---|---|
| Visited a zoo | 113 |
| Spent $250+ on sports/rec equip | 111 |
| Went overnight camping | 109 |
| Attended sports event | 109 |
| Did photo album/scrapbooking | 107 |
| Played video/electronic game (console) | 105 |
| Did painting/drawing | 105 |
| Dined out | 105 |
| Flew a drone | 104 |
| Spent $1-99 on sports/rec equip | 103 |
| Did photography | 103 |
| Spent $100-249 on sports/rec equip | 103 |
| Played video/electronic game (portable) | 101 |
| Went to museum | 100 |
| Visited an indoor water park | 99 |
| Attended adult education course | 96 |
| Went to art gallery | 96 |
| Went to live theater | 96 |
| Participated in a book club | 94 |
| Visited a theme park in last 12 months | 91 |

*Figure 28: Local Commercial Recreation MPI*

## 2.2 SUMMARY OF KEY FINDINGS

Based on the information presented in the Demographics and Trends Analysis, the following are the key findings that are of particular interest and/ or have significant implications for the City:

- **Population:** The City's population has grown significantly over the last 12 years and this rate of growth is projected to continue, albeit at a slower rate over the next 15 years. The Department must continue to monitor population growth to ensure that programs, facilities, and amenities keep up with community needs.

- **Age:** City residents are now older than the national median age, and there is a growing presence of older adults between the ages of 35-54.  By 2037, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to grow, while all other segments are projected to decline slightly. The Department must continue to focus on multigenerational offerings and regularly reevaluate its programming mix to effectively serve this ageing, yet active population.

- **Race / Ethnicity:** The City's populace is predominately categorized as White Alone (82%), however, that percentage has dropped since 2010 (91% White Alone) and is projected to continue shrinking (75% White Alone in 2037).  This drop will lead to a more diverse populace with Two or More Races (10% in 2022) being the largest minority group, and projections show that one out of every four residents will be non-white by 2037.

    People of Hispanic / Latino ethnicity currently represent 9% of the total population, which is substantially below the national average (19%), and the Oregon State average (14%) This group is expected to reach almost 11% by 2037.  The Department should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race/ethnicity distribution of City residents.

- **Income Levels:** The income characteristics of City residents are higher than the state and national levels for per capita income and median household income. These income levels coupled with above-average MPI numbers suggest a willingness of the population to spend money to attend events and/or facilities in which they see value, as well as purchase recreation equipment.

- **National Participatory Trends:** National participatory trends are promising for the Department, as many of the activities in sports and fitness aligned with core offerings are trending positively in recent years.  Despite the facility closures due to the pandemic, overall, people are recreating more, and the importance of living an active, healthy lifestyle is on the rise. The Department must continue to provide active recreation opportunities and seek out new, trending activities that will drive interest and meet the demand for parks, facilities, and recreation programs among Oregon City residents for many years to come.

- **Local Participatory Trends:** Local recreation trends show above-average participation across the board with 30 of the 46 tracked activities having MPI scores at, or above the national average. This is indicative of an active population, seeking to participate in a wide range of fitness, sports, and outdoor activities.

## CHAPTER THREE – PUBLIC ENGAGEMENT

To establish a better understanding of the City's current state and to help determine the needs and priorities for the future, the planning process incorporated a variety of input from City residents. This included a series of key stakeholder interviews, a statistically valid survey, an online survey, crowdsourcing through the website https://orcityparksandplay.org/, and six public forums. These mediums helped to engage over 750 participants representing multiple groups throughout the City.



*Figure 29: Public Input Infographic*

## 3.1 KEY LEADERSHIP & STAKEHOLDER INTERVIEWS



A fundamental part of the Parks Master Plan process includes conducting a robust outreach effort to solicit critical input from key stakeholders and focus groups. Over the course of June 1st and 2nd, 2022 the consulting team convened these groups to better assess community needs across the City. The purpose of these interactions was to gain insight into the current strengths, opportunities, and priorities for the park system, and to better understand the future recreational needs of the Department. These meetings included participants from the following groups:

| Stakeholders and User Groups | |
|---|---|
| Confederated Tribes of Grande Ronde | Friends of the Ermatinger House |
| Oregon City Maintenance Department | Oregon City Soccer |
| Oregon Swim Swim Club | Oregon City Youth Sports |
| Parks and Recreation Advisory Committee | |

### 3.1.1 STRENGTHS

Based on feedback from key stakeholder interviews and focus groups, common themes of strengths arose in many conversations. These themes included the natural beauty and usability of Oregon City, the management of current assets with limited resources, the support and engagement of the community, and the recent growth of the system.

#### LOCATION

The location and natural landscape appeal to a wide variety of users. The city's proximity to the greater Portland area, as well as being located on the Willamette River with its great, wonderful



*Figure 30: Strengths word cloud*

topography creates appeal to a wide variety of users. Participants also mentioned the geographical diversity of parks and the great downtown area as strengths.

### RESOURCE MANAGEMENT

Participants were pleased with the Department's ability to do the best they can with the resources available and current light staffing levels. Praise was given for the implementation of the new Cost Recovery Process, as well as the numerous improvements to the pool, new park openings, and the maintenance level and number of fields currently available to the community.

### COMMUNITY ENGAGEMENT

The City's reputation, as well as the community's willingness to support the Department were mentioned as strengths of the system. The City was recognized for improved community outreach on recent projects such as the Clackamette RV Park, as well strong use of social media use as Facebook and Instagram to connect with participants and create meaningful engagement with the community.

### EMBRACING GROWTH AND INNOVATION

The Department was recognized for the addition of recent parks, a substantial growth in membership, and its willingness to adapt to recent trends, such as pickleball. The new shared Public Works facility is considered a great enhancement, as well as the implementation of the MaintainX App.

### 3.1.2 OPPORTUNITIES

Stakeholders and focus groups shared several perspectives on the future of the Department. Suggestions for opportunities to improve include ways to add additional funding, internal/external communication, and partnerships, the maintaining of current assets, historical preservation and acknowledgement, and better connectivity throughout the City.



*Figure 31: Opportunities word cloud*

### FUNDING

The Department's need for additional funding to be able to both maintain current assets, as well as expand offerings with the growing population were constant themes throughout discussions. Multiple key leaders and stakeholders brought up the idea of a Parks Bond, as they believe the community is more likely to support a bond (as opposed to other funding measures) as it would need to provide specific projects.

Some other comments/concerns/suggestions in regard to funding from stakeholders included:

- Citizens will be happy to invest tax dollars if they can see a plan
- The city already has 3 outstanding bonds (Police, Library, and Pension) and are unsure if the community will support a Parks Bond as well
- City has untapped property tax limit
- Fees and charges being implemented is getting a lot of community pushback
- How can we offer programs in a way that is financially sustainable?
- Overcoming mindset of "That's too nice for Oregon City"
- Parks is funded out of general fund and has historically been cut
- Recent struggles on the revenue side (due to pandemic)
- Solicit wealthy individuals for contributions

- Utilize grants and private foundations

## INTERNAL/EXTERNAL COMMUNICATION AND PARTNERSHIPS

Stakeholders shared opportunities about the communication practices of the Department and the City, as well as expressed a desire for more and better partnerships. There were multiple concerns regarding the communication and purpose of fee increases (more so than the fee increases themselves), as well as a perceived unwillingness to engage in partnerships.

Comments and suggestions tied to communication and partnerships included:
- Consistent signage needed
- How can parks and recreation help support economic development?
- How can we better partner with School Districts etc. for overlapping programs / community education etc.?
- Improve communication standards
- Incorporate digital advertising for state campaigns
- More advertising geared towards taking advantage of tourism
- More community champions
- Native American outreach
- Need collaboration to figure out use of sports fields
- Need to be out in the community to get input from the younger populations so that they can then follow the Department in digital ways
- Regular roundtable meetings to discuss projects
- Website is difficult to navigate and often outdated
- Would like to hear more "Here's what we are doing, do you want to be involved?"

## DEFERRED MAINTENANCE ON EXISTING INFRASTRUCTURE

There were opportunities addressed regarding the maintenance and upkeep of current department assets, as well as discussions around the obstacles staff faces in addressing these issues. Deferred maintenance was the most often mentioned concern, as there was a general theme of wanting to make sure the City takes care of what they currently have as they continue to add new parks and amenities. There were also multiple comments regarding the number of unhoused people utilizing the parks and the additional workload that adds to staff as well as safety concerns.

Statements and questions collected from stakeholders regarding current infrastructure included:
- Cemetery is understaffed and needs a new building
- Dated infrastructure and capital needs that need to be addressed
- Excessive maintenance back log
- Graffiti and vandalism are a problem
- Unhoused population- not sure how to address it
- Major facilities issues and deferred maintenance
- Need a larger, specific maintenance budget
- Need better management of vandalism of properties, particularly restrooms
- Need to be thinking about deferred maintenance
- Parks department is underserved and understaffed
- Playgrounds, landscaping, lines at the sports courts need to be striped
- Staff cannot maintain ball diamonds

## HISTORICAL PRESERVATION AND ACKNOWLEDGEMENT

The community takes a lot of pride in the history of the City and would like to see efforts made to not only preserve historic facilities such as the Ermatinger House, the Buena Vista Social Club, and The End of Oregon Trail Interpretive Center, but also celebrate their significance.

Some of the comments/concerns/suggestions regarding historical preservation and acknowledgement from stakeholders included:

- "It is good people know and understand their history"
- The city does a poor job with historic preservation
- Ermatinger House needs to find a niche.
- Friends of Ermatinger House are concerned with being treated as though they are renting space, not bringing people into house
- Heard the pros and cons of investment in Buena Vista Social Club
- Interest in land acknowledgments if they have a defined purpose
- Oregon City needs Historic Preservation Society (see Salem, OR)
- Requests for a cultural center

### 3.1.3 TOP PRIORITY

Stakeholders shared their priorities to enhance the City's parks and recreation system. There was substantial conversation around activating the waterfront areas, the building of a sports complex, historical preservation, improved connectivity and access, and a focus on financial sustainability.



*Figure 32: Top priority word cloud*

### WATER ACTIVATION

Stakeholders indicated a real interest in both activating and improving access to the Willamette River for existing community users to drive tourism and economic development. Specific ideas included enhancing existing boat launches and marina, adding restaurants and a river walk, and focusing on keeping the water clean to maximize fishing opportunities.

### SPORTS COMPLEX

A youth sports complex was mentioned as a priority by multiple stakeholders. Key components of the complex included ample parking and synthetic turf for at least four multi-use fields. An attached fieldhouse was also mentioned for indoor soccer and baseball.

### CONNECTIVITY AND ACCESS

Improving and expanding trails and paths throughout the City was an often-mentioned priority by stakeholders. They would like to see more access to natural areas and a better utilization of the City's topography and natural areas, with more connectivity throughout the system.

### HISTORICAL PRESERVATION

Stakeholders would like to see a focus on historical preservation and acknowledgement. Specific priorities were a memorial for Cayuse 5, restoring the End of the Oregon Trail Interpretive Center, and a better-defined purpose and usage of the Ermatinger House.

## SUSTAINABILITY

A prevalent theme expressed by respondents was the Department's ability to take care of its current assets; sustainability was also an often-mentioned priority. Stakeholders would like to see the plan assist staff in taking total cost of ownership into account when planning new facilities, parks, and amenities. There was also a desire to catch up with deferred maintenance for existing parks before moving forward with new projects.

## 3.2 PUBLIC INPUT MEETING



In tandem with the stakeholder and focus group interviews, the consulting team also conducted a public input meeting designed to further engage City residents. The public input meeting took place on June 2nd, 2022, in a hybrid format (in-person and online) and provided attendees with a presentation of the project, process, initial demographic findings, as well as an opportunity for residents to offer feedback on the parks system via live polling through Mentimeter.com polls and by asking questions during the presentation. Approximately 15 participants, representing a variety of interests, participated in the public forum in person with additional attendees online.

## LIVE POLLING

One key approach for soliciting feedback from public meeting attendees was through live audience polling. Using the responses from focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of City needs.

Attendees were able to respond to these questions and view responses in real time using Mentimeter.com and answered a series of questions related to usage and need for parks, trails, facilities, and programs.

The infographic below shows key data from this polling.

**Gender:**
50% - Male
43% - Female
7% - Prefer not to answer

**Age:**
43% - Ages 55-74
36% - Ages 35-54
21% - Ages 18-34

**Preferred communication**
71% - Email
57% - Website
50% - Oregon City Trail News

**Regularly used amenities:**
60% - Trails
53% - Sports Courts
40% - River Access

**Most important improvements:**
47% - Expand & connect trail system
40% - Build new or upgrade existing sports courts
33% - Build new or upgrade existing aquatic facility

## 3.3 STATISTICALLY VALID SURVEY

### 3.3.1 OVERVIEW

ETC Institute administered a Parks and Recreation Needs Survey for the City of Oregon City during the months of summer 2022. The survey will help the Oregon City Parks and Recreation Department plan for future recreation programs and facilities that meet the community's needs and preferences.

### 3.3.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Oregon City. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at OrCityParksSurvey.org. After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oregon City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 400 completed surveys from residents. The goal was exceeded with 401 completed surveys collected. The overall results for the sample of 401 households have a precision of at least +/4.8 at the 95% level of confidence.

### 3.3.3 MAJOR FINDINGS

#### PARKS AND RECREATION FACILITIES USE

**Use of Parks and Recreation Facilities**. Respondents were asked if they had used the Oregon City parks or recreation facilities within the past year. Eighty-seven percent (87%) of respondents said they had used the parks/facilities. Of those respondents, the highest number (27%) said they used them 2-4 times a week followed by 1-3 times a month (25%) and less than once a month (23%). Those same respondents were asked to rate the physical condition of those facilities: most respondents (61%) rated them good, 22% said excellent, and 18% said either fair (17%) or poor (1%).

**Barriers to Use**. Respondents were asked to indicate the reasons why they didn't use facilities or didn't use them more often; multiple selections could be made. The highest number of respondents said they were not aware of facility/parks/trail locations (22%) and lack of features they want to use (21%).

**Benefits of Services**. Respondents were asked to rate their level of agreement with 15 statements regarding ways Parks and Recreation services benefit their household and community. The highest number of respondents agreed or strongly agreed that parks and recreation make Oregon City a more desirable place to live (83%), preserves open spaces and protects the environment (82%), and improves their household's physical health and fitness (78%).

#### PARKS AND RECREATION PROGRAMS PARTICIPATION

**Participation in Programs.** Respondents were asked if they had participated in Oregon City parks or recreation programs within the past three years. Thirty-two percent (32%) of respondents said someone in their household had participated. Of those respondents, the highest number (44%) said they participated in 2-3 programs, followed by 1 program (26%). Those same respondents were then asked to

rate the overall quality of those programs: most respondents (57%) rated them good, 26% said excellent, and 17% said either fair (16%) or poor (1%).

**Barriers to Use.** Respondents were asked to indicate the reasons why they didn't participate in programs and events or didn't participate more often; multiple selections could be made. The highest number of respondents said they were not aware of the offerings (38%) and busy schedules/lack of interest (31%).

**Organizations Used for Recreation.** Respondents were asked to select all the organizations their household used for recreation and sports activities. Most common were Oregon City parks and recreation (60%), neighboring cities (38%), and Clackamas County (36%).

**Communication Methods.** Respondents most often learned about recreation programs and events from the Trail News (71%), the city website (44%), and social media (44%). Respondents most preferred methods are Trail News (62%), social media (37%), or the city website (34%)



## FACILITIES AND AMENITIES NEEDS AND PRIORITIES

**Facility/Amenity Needs:** Respondents were asked to identify if their household had a need for 32 facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities.

The three facilities/amenities with the highest estimated number of households that have an unmet need:

1. Multi-use paved trails – 6,192 households
2. Multi-use unpaved trails – 5,307 households
3. Water access – 4,986 households

The estimated number of households that have unmet needs for each of the 32 facilities/amenities assessed is shown in the chart below.
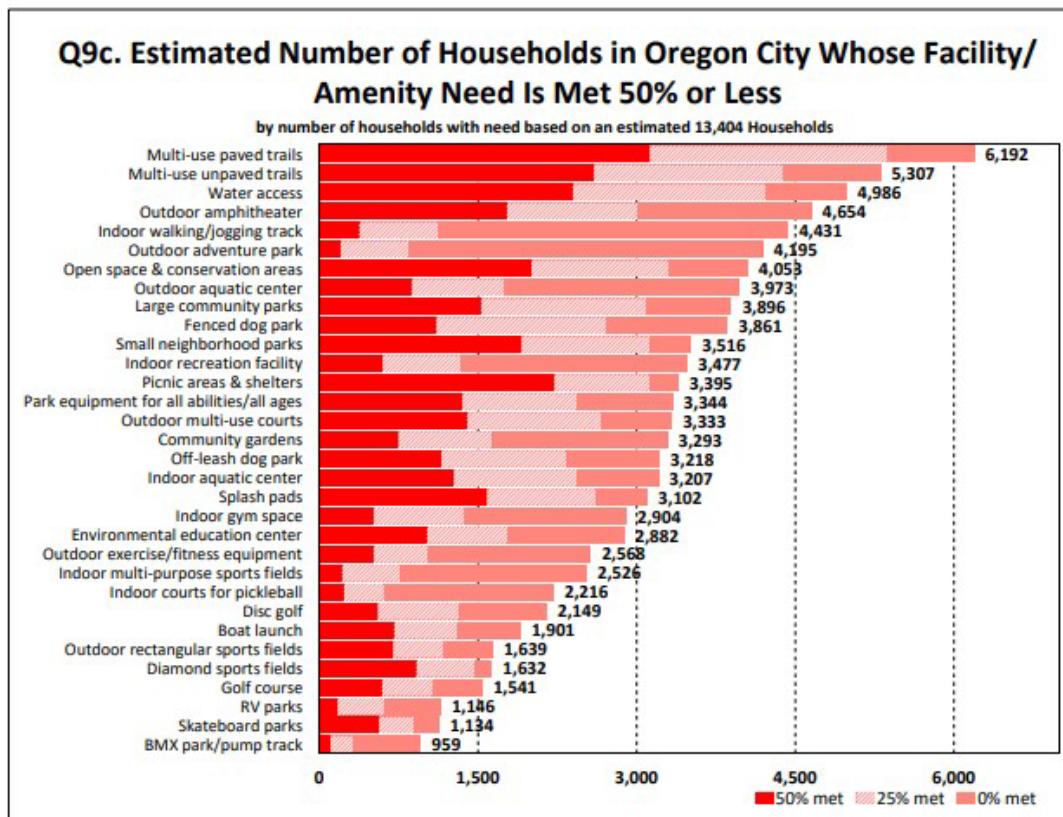
**Figure 33: Unmet Facility and Amenity Needs**

**Facilities and Amenities Importance**: In addition to assessing the needs for each facility/amenity, the ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four most important amenities to residents:

1. Multi-use paved trails (33%)
2. Multi-use unpaved trails (26%)
3. Large community parks (16%)
4. Fenced dog park (16%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.
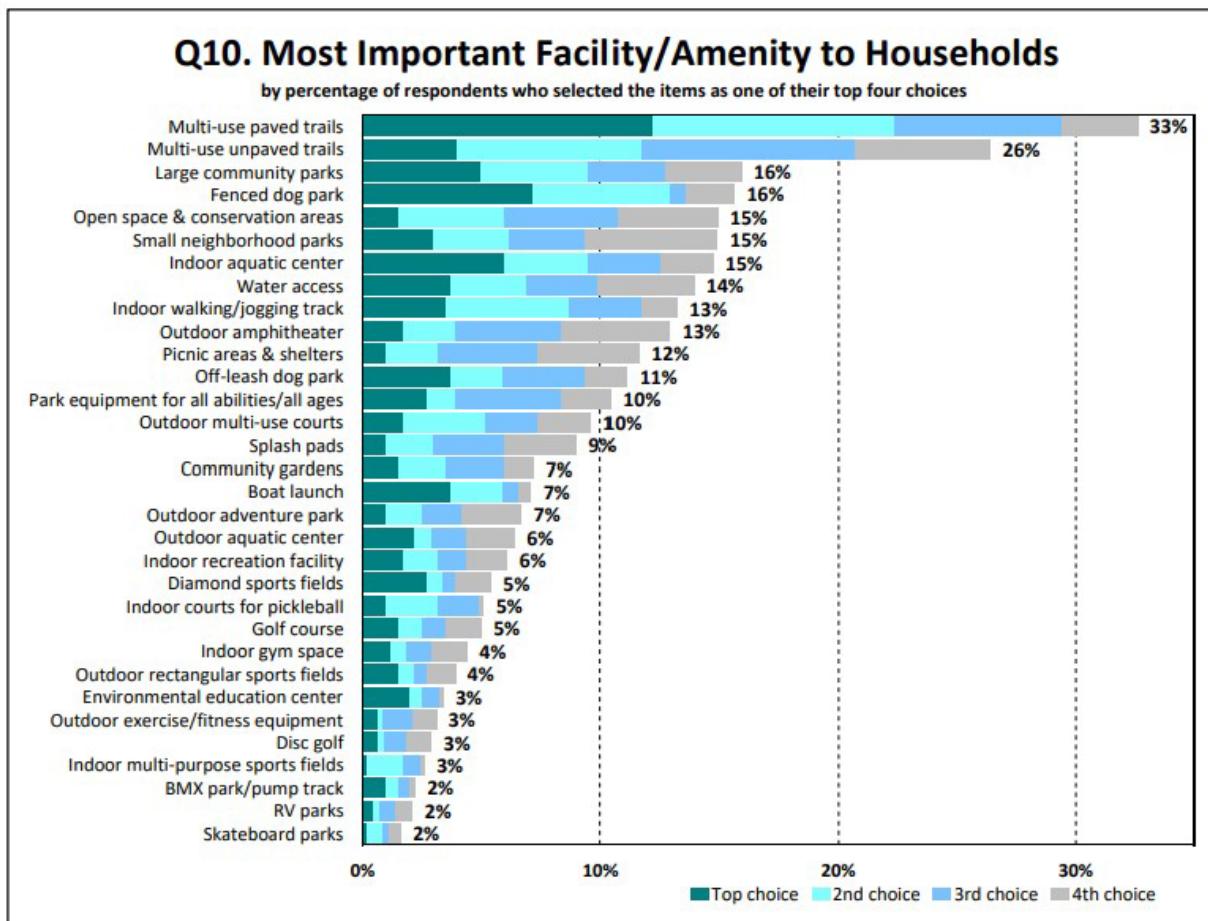


*Figure 34: Most Important Facilities/Amenities to Households*

**Priorities for Facility Investments**: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity.

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Multi-use paved trails (PIR=200)
- Multi-use unpaved trails (PIR=166.7)
- Water access (PIR=123.2)
- Outdoor amphitheater (PIR=114.7)
- Indoor walking/jogging track (PIR=112.1)
- Large community parks (PIR=111.7)
- Open space & conservation areas (PIR=111.2)
- Fenced dog park (PIR=110.2)
- Small neighborhood parks (PIR=102.5)

The chart below shows the Priority Investment Rating for each of the 32 facilities/amenities assessed on the survey
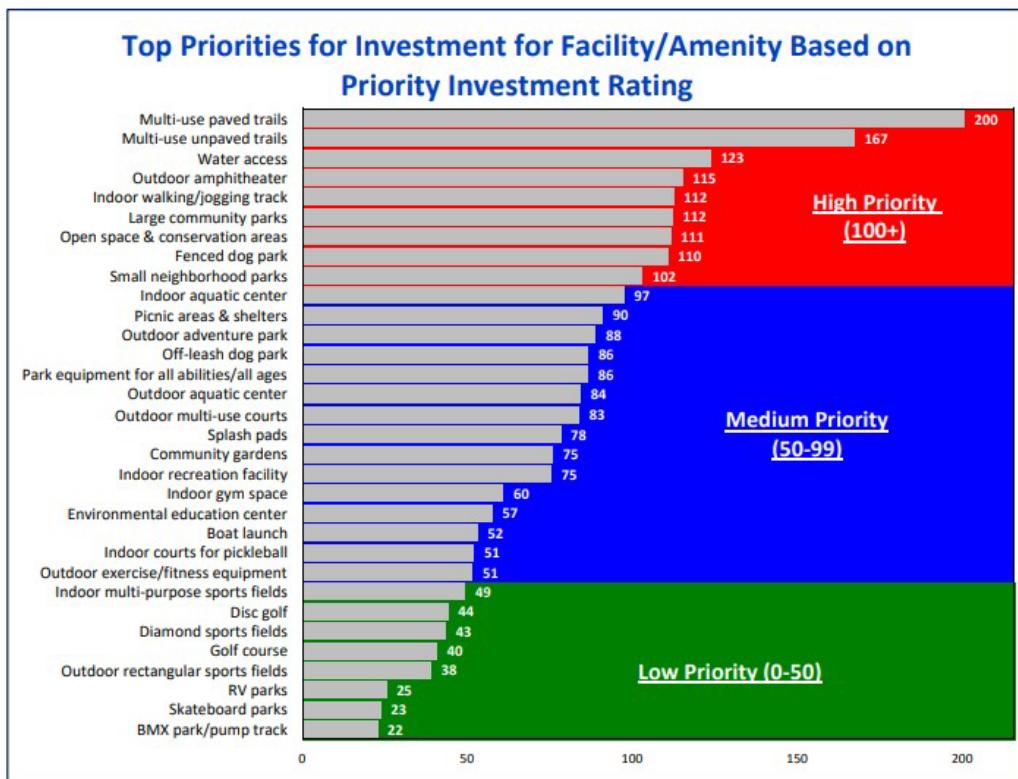


*Figure 35: Top Priorities for Investment for Facility/Amenity*

## RECREATION PROGRAM NEEDS AND PRIORITIES

**Program Needs:** Respondents were asked to identify if their household had a need for 30 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities.

The three programs with the highest estimated number of households that have an unmet need:

1. Adult fitness and wellness programs – 5,136 households
2. Cultural enrichment programs/events – 4,382 households
3. Community special events – 4,229 households

The estimated number of households that have unmet needs for each of the 30 recreation programs assessed is shown in the chart below.
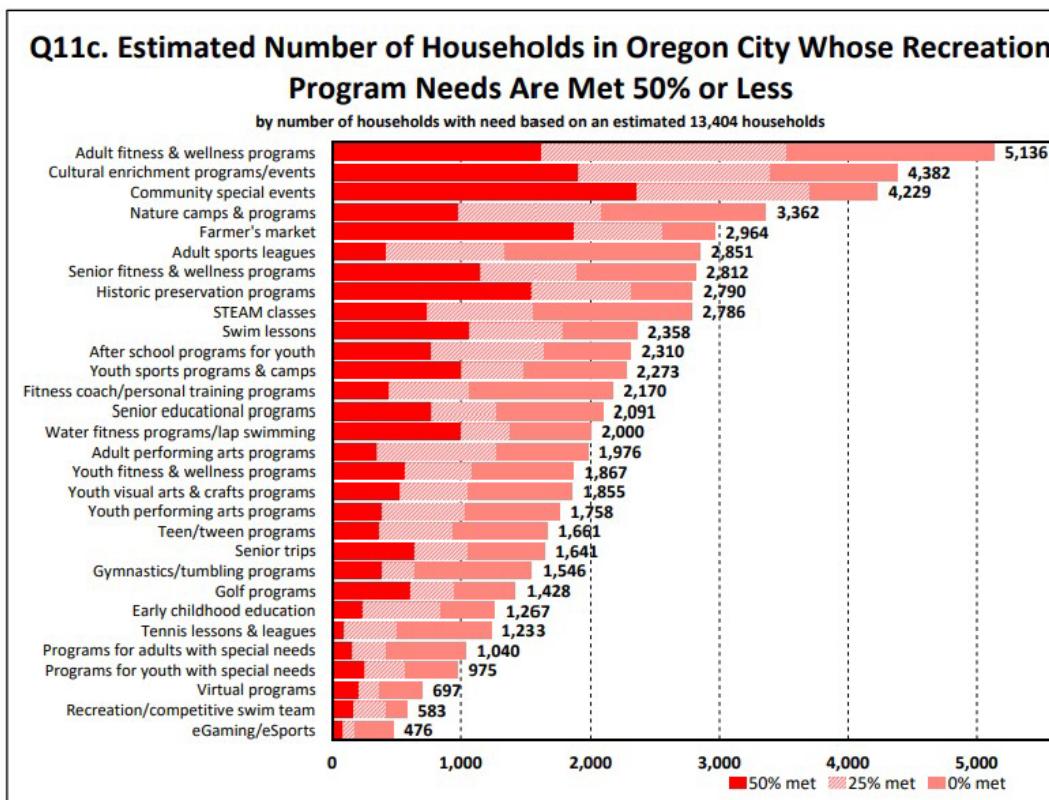


*Figure 36: Unmet Needs: Recreation Programs*

**Programs Importance**: In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the four most important programs to residents:

- Farmer's market (44%)
- Community special events (23%)
- Adult fitness & wellness programs (21%)
- Senior fitness & wellness programs (15%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.
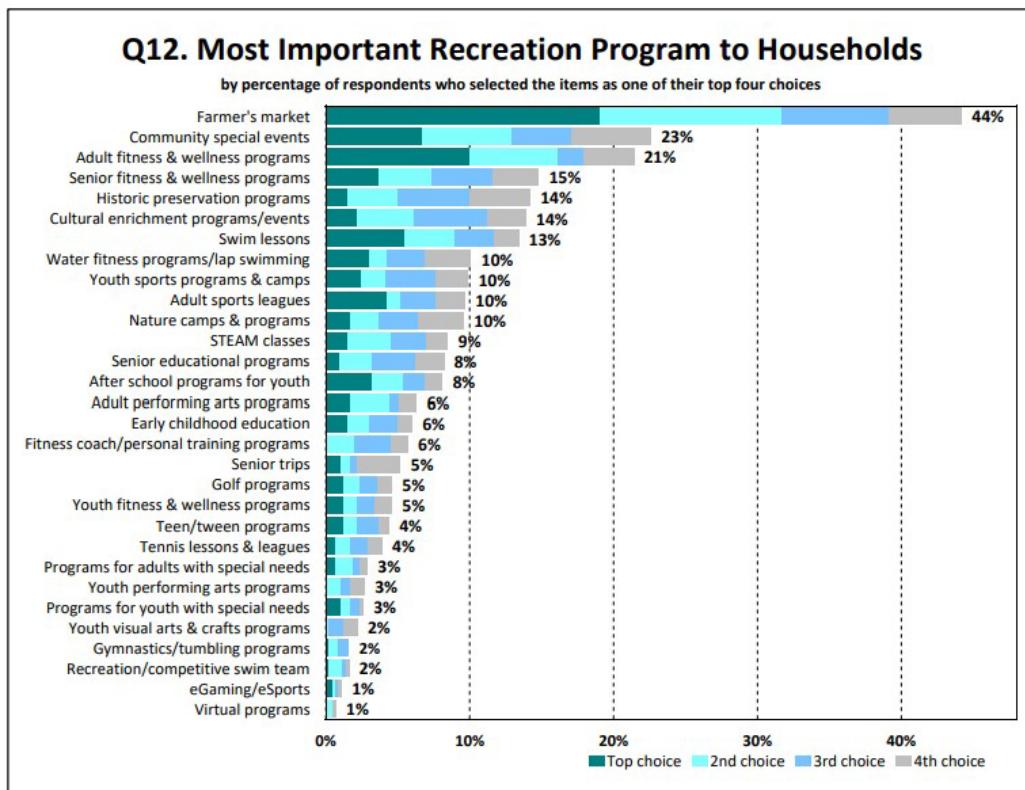


*Figure 37: Most Important Recreation Programs to Households*

**Priorities for Program Investments**: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program.

Based the Priority Investment Rating (PIR), the following Oregon City programs were rated as high priorities for investment:

- Farmer's Market (PIR=158)
- Adult fitness & wellness programs (PIR=148)
- Community special events (PIR=133)
- Cultural enrichment programs/events (PIR=117)

The chart below shows the Priority Investment Rating for each of the 30 programs assessed.
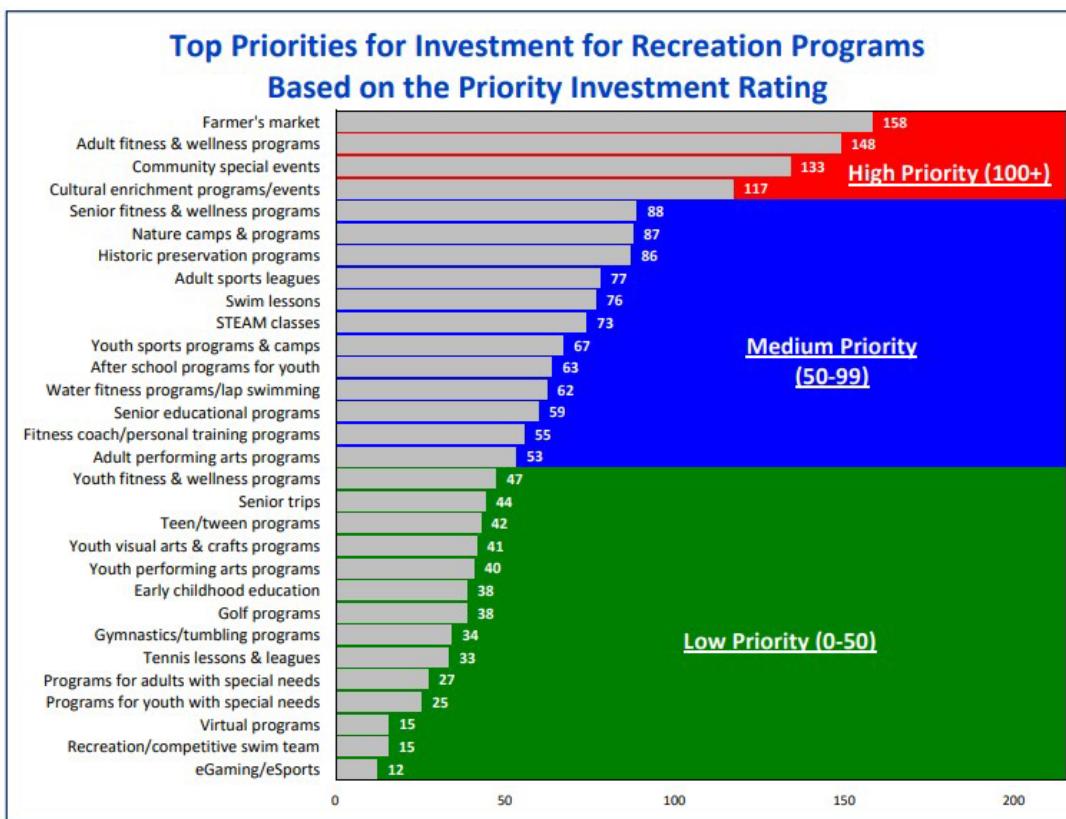


*Figure 38: Top Priorities for Investment: Recreation Programs*

## VALUE OF PARKS AND RECREATION AND ALLOCATION OF FUNDS

**Overall Value**. Respondents were asked to rate their level of satisfaction with the overall value they received from the Parks and Recreation Department: the highest percentage of respondents felt satisfied (39%) followed by neutral (30%). Households were then asked if their perception of value had changed given the COVID-19 pandemic. The highest number of respondents (36%) said there was no change, 34% said it significantly increased, and 26% said it somewhat increased. Fifty-two percent (51%) of respondents felt funding should increase based on their perception of value, 36% thought it should stay the same, and 11% were not sure.

**Allocation of Funds**. Respondents were asked to allocate a hypothetical $100 budget for Parks and Recreation. The highest amount of funding ($31.15 on average) went to improvements/maintenance of existing parks and recreation facilities followed by $18.72 for new biking/walking trails and $15.76 for new indoor recreation facilities.

**Support for Additional Taxes/Fees**. Respondents were asked to indicate how willing they would be to pay additional taxes or fees to improve parks and recreation. Most respondents (46%) were either willing (30%) or very willing (16%), and 26% were either not willing (9%) or not at all willing (17%)
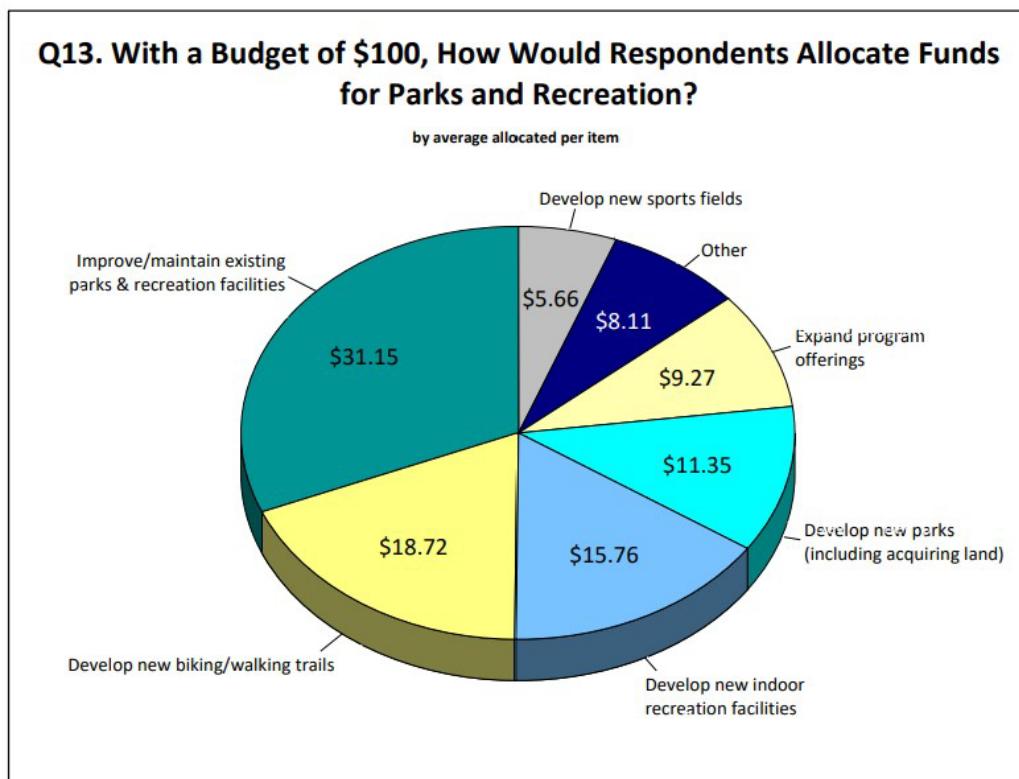


*Figure 39: Allocation of Funds with $100 Budget*

## 3.4 SURVEY COMPARISION: STATISTICALLY VALID VS ONLINE

### 3.4.1 OVERVIEW

To more effectively prioritize community needs, the Department utilized two primary tools: a Statistically Valid Survey, disseminated by the ETC Institute, and an Online Community Survey, facilitated via SurveyMonkey. The Online Community Survey was a replica of the Statistically Valid Survey, thereby providing an opportunity for those not randomly chosen for the Statistically Valid Survey to partake in the community engagement process and contribute their insights.

ETC Institute administered the Statistically Valid Survey to residents of Oregon City. The survey, cover letter and postage-paid return envelope were mailed to a random sample of households, looking to match the demographics of the town. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online at www.*OrCityParksSurvey.org*.

| **Statistically Valid Survey** | **Online Community Survey** |
|---|---|
| • 401 households (Goal of 400) | • 184 responses |
| • Precision rate of at least +/- 4.8% at the 95% level of confidence | • No precision rate or level of confidence due to there being no selection criteria for respondents |
| • Residents were able to return the survey by mail, by phone or completing it online | •Asked same questions as the Statistically Valid Survey |
| • Only scientific & defensible method to understand community needs | • Provides further insight on community expectations |
| • Translation services available in multiple languages including Spanish. | • Available in English and Spanish |

*Figure 40: Survey Comparison Chart*

The following sections present a side-by-side comparison of survey results. All areas of congruence (in terms of order or response percentage range) are shaded in each table. Green identified responses 10% higher than the statistically valid survey, orange indicates responses 10% lower than the statistically valid survey, and **white** identifies unique responses.

Below are some of the key takeaways from both the surveys.

### 3.4.2 KEY SURVEY COMPARISONS

#### FACILITY/AMENITY IMPORTANCE

The results of the ETC Statistically Valid Survey and the Online Community Survey showed a stark difference in the Top 5 facility/amenity importance amongst participants, with only one shared amenity, "Fenced Dog Park". Online Community Survey participants ranked it third at 41%, while participants of the Statistically Valid version ranked it fourth at 16%. Another key distinction was the top-ranked amenity, which differed between survey participants.  Online Community Survey participants ranked "Indoor Aquatic Facility" as number one, with 69%, while ETC Statistically Valid survey respondents

ranked "Multi-Use Paved Trails" as their top choice at 33%.  Comparing the data from the two, Online Community Survey participants placed more importance on active recreational facilities/amenities and special use amenities, while Statistically Valid survey participants would prefer more passive options.

| Statistically Valid Survey | Online Community Survey |
|---|---|
| 1. Multi-use Paved Trails (33%) | 1. Indoor Aquatic Center (69%) |
| 2. Multi-use Unpaved Trails (26%) | 2. Boat Launch (42%) |
| 3. Large Community Parks (16%) | 3. Fenced Dog Park (41%) |
| 4. Fenced Dog Park (16%) | 4. Diamond Sports Fields (40%) |
| 5. Open-Space & Conservation Areas (15%) | 5. Skateboard Parks (40%) |

*Figure 41:Facility/Amenity Importance Comparison*

## USAGE BARRIERS

The survey results from both versions showed four out of five of the top barriers were the same, although ranked in different orders. Statistically Valid survey participants ranked "Use of Parks/Trails in other Cities" fifth with 17%, while Online Community Survey takers ranked "Lack of restrooms" fifth at 22%. "Lack of restrooms" was ranked sixth for the Statistically Valid survey at 12%.

In the Statistically Valid Survey, safety fears due to the homeless population and camps, lack of time/busyness, not being dog friendly, or absence of off-leash dog spaces were the top three most cited barriers. In the Online Community Survey, many respondents who chose "Other" cited lack of pool pool space/pool temperature and no space for dogs or absence of dog-friendly parks are the biggest barriers.

| Statistically Valid Survey | Online Community Survey |
|---|---|
| 1. Not aware of parks' or trails' locations (22%) | 1. Lack of features we want to use (46%) |
| 2. Lack of features we want to use (21%) | 2. Other (32%) |
| 3. Other (20%) | 3. Not aware of parks' or trails' locations (29%) |
| 4. Do not feel safe using parks/trails (18%) | 4. Use parks/trails in other cities (25%) |
| 5. Use parks/trails in other cities (17%) | 5. Lack of restrooms (22%) |

*Figure 42:Usage Barriers*

## ORGANIZATIONS USED FOR RECREATION

The top five organizations used for recreation were the same amongst all survey participants. The only difference is Statistically Valid survey participants ranked "Private Clubs/Fitness Centers" fourth while Online Community Survey participants ranked it fifth.

| Statistically Valid Survey | Online Community Survey |
|---|---|
| 1. Oregon City Parks & Recreation (60%) | 1. Oregon City Parks & Recreation (83%) |
| 2. Neighboring Cities (38%) | 2. Neighboring Cities (49%) |
| 3. Clackamas County (36%) | 3. Clackamas County (42%) |
| 4. Private Clubs/Fitness Centers (27%) | 4. Schools (K-12) (40%) |
| 5. Schools (K-12) (23%) | 5. Private Clubs/Fitness (39%) |

*Figure 43: Organizations Used for Recreation*

## PROGRAM NEEDS

Of the Top 5 program needs, participants from both surveys ranked the same top 4 in slightly different order, with "Farmer's Market" ranked 1st for both, indicating a strong desire from the community for this program/event.

| Statistically Valid Survey | Online Community Survey |
|---|---|
| 1. Farmer's Market (72%) | 1. Farmer's Market (89%) |
| 2. Adult Fitness & Wellness Programs (48%) | 2. Community Special Events (74%) |
| 3. Community Special Events (46%) | 3. Adult Fitness & Wellness (72%) |
| 4. Cultural Enrichment Programs (39%) | 4. Cultural Enrichment Programs (65%) |
| 5. Historic Preservation Programs (34%) | 5. Outdoor Environmental/Nature (60%) |

*Figure 44: Program Needs*

## PROGRAM PARTICIPATION BARRIERS

"I Don't Know What is Offered" was ranked 1st for both Statistically Valid and Online Community Survey participants indicating that lack of awareness is a key barrier and addressing it should be a key staff priority. Four out of five of the responses were the same for both groups of survey participants.

| Statistically Valid Survey | Online Community Survey |
|---|---|
| 1. I Don't Know What is Offered (38%) | 1. I Don't Know What is Offered (36%) |
| 2. Too Busy/Not Interested (31%) | 2. Program Times Not Convenient (26%) |
| 3. Program Times Not Convenient (17%) | 3. Classes are Full (21%) |
| 4. Classes are Full (11%) | 4. Too Busy/Not Interested (19%) |
| 5. Fees Too High (10%) | 5. Program Not Offered (18%) |

*Figure 45: Program Participation Barriers*

## PREFERRED COMMUNICATION METHODS

Participants from both surveys indicated that "Trails News Quarterly Magazine" is the preferred source for learning about recreation programs and events. Of the top five identified, four out of five matched, in different orders, for both surveys. One outlier in this area is that Online Community Survey participants ranked "Friends and Neighbors" as the third preferred method, while the Statistically Valid Survey takers ranked "City Website" as third. For Statistically Valid Survey respondents, "Friends and Neighbors" ranked seventh overall.

| ETC Statistically Valid Survey | SurveyMonkey Online Community Survey |
|---|---|
| 1. Trails News (quarterly magazine) (62%) | 1. Trails News (quarterly magazine) (46%) |
| 2. Social Media (37%) | 2. Social Media (46%) |
| 3. City Website (34%) | 3. Friends and Neighbors (45%) |
| 4. Email/eBlasts (28%) | 4. Emails/eBlasts (34%) |
| 5. Newsletter/Newspapers (23%) | 5. City Website (32%) |

*Figure 46: Preferred Communication Methods*

## PERCEPTION OF THE VALUE OF PARKS, TRAILS, OPEN SPACES AND RECREATION (COVID-19)

Both surveys show that the community has primarily seen an increase in their perception of the value of parks, trails, open spaces, and recreation during the COVID-19 pandemic. Only 4% shared that they saw a decrease or a significant decrease, while over 60% in both surveys saw an increase or significant increase in their perception of value.

| ETC Statistically Valid Survey | SurveyMonkey Online Community Survey |
|---|---|
| 1. No Change (36%) | 1. Significant Increase (37%) |
| 2. Significant Increase (34%) | 2. Increase (34%) |
| 3. Increase (26%) | 3. No Change (26%) |
| 4. Decrease (2%) | 4. Decrease (2%) |
| 5. Significant Decrease (2%) | 5. Significant Decrease (2%) |

*Figure 47: Perception of the Value of Parks, Trails, Open Spaces, and Recreation*

## DEMOGRAPHICS - GENDER

This chart reflects that individuals who identify as female, are overrepresented in the Online Community Survey when compared to the Statistically Valid survey.

| | ETC INSTITUTE **Statistically Valid Survey** | SurveyMonkey **Online Community Survey** |
|---|---|---|
| Male | 50% | 21% |
| Female | 50% | 72% |
| Non-binary/Prefer to self-describe | 1% | 7% |

*Figure 48: Demographics: Gender*

## AGE OF HOUSEHOLD MEMBERS

The chart shows a representation of all ages in both surveys with the Online Community Survey showing an over representation of the Under 19 population and an under representation of the 55+ population compared to the Statistically Valid Survey.

*Note: the overall percentage may be slightly higher or lower than 100 due to rounding.*

| **Ages** | ETC INSTITUTE **Statistically Valid Survey** | SurveyMonkey **Online Community Survey** |
|---|---|---|
| Under 19 | 23% | 38% |
| 20-34 | 14% | 12% |
| 35-54 | 29% | 32% |
| 55+ | 33% | 17% |

*Figure 49: Demographics: Age of Household Members*

## YEARS LIVED IN OREGON CITY

The chart shows that there is a very similar representation of survey participants who have lived in Oregon City, with less than 5% difference in all categories.

*Note: the overall percentage may be slightly higher or lower than 100 due to rounding.*

| Years | ETC Statistically Valid Survey | Online Community Survey |
|---|---|---|
| 5 years or less | 25% | 28% |
| 6-10 years | 16% | 20% |
| 11-15 years | 10% | 7% |
| 16-20 years | 14% | 14% |
| 21-30 years | 18% | 14% |
| 31+ years | 17% | 16% |

*Figure 50: Demographics: Years Lived in Oregon City*

## RACE / ETHNICITY (SELECT ALL THAT APPLY)

The chart indicates that there is an even representation for survey participants as far as race /ethnicity.
*Note: the overall percentage may be slightly higher or lower than 100 due to rounding.*

| Race | ETC Statistically Valid Survey | Online Community Survey |
|---|---|---|
| Asian/Pacific Islander | 3% | 2% |
| Black/African American | 1% | 2% |
| Native American | 2% | 1% |
| White | 89% | 91% |
| Hispanic/Latino/a/x | 5% | 4% |
| Other | 2% | 7% |

*Figure 51: Demographics: Race/Ethnicity*

## HOUSEHOLD INCOME

The Online Community Survey results indicate a lower representation of households under $100K, specifically those between $50,000-$99,999.

*Note: the overall percentage may be slightly higher or lower than 100 due to rounding.*

| Income | ETC INSTITUTE Statistically Valid Survey | SurveyMonkey Online Community Survey |
|---|---|---|
| Under $50k | 18% | 13% |
| $50K to $74,999 | 21% | 10% |
| $75k to $99,999 | 21% | 11% |
| $100k to $149,000 | 21% | 25% |
| $150k+ | 20% | 25% |

*Figure 52: Demographics: Household Income*

### 3.4.3 KEY FINDINGS OF SURVEY COMPARISION

After analyzing the data collected from both surveys there are several key findings that rose to the surface:

- **Survey Respondents:** The higher percentages of usage/participation shown in the Online Community Survey can be attributed to the fact that online surveys are typically taken by current, engaged users of the organization's services/facilities/amenities. The random selection of the Statistically Valid survey means a higher likelihood of non-users giving their feedback and is a better representation of the community.
- **Facility / Amenity Importance:** In the facility/amenity importance section, Online Community Survey participants valued more active recreation amenities, which aligns with the higher total number of youths in their households between the ages of 0-19.
- **New Addition:** The survey results indicated a desire for the addition of a Farmer's Market in the community.
- **Preferred Methods of Learning:** The survey results indicated that community members' preferred methods for learning about programs and events is through the Trails News Quarterly Magazine and social media.
- **Top Two Barriers:** The survey results indicated that lack of awareness and lack of facility features community members want to use are the top two barriers to using current facilities/amenities.
- **Perception of Value:** The survey results show that over 60% of respondents in both surveys saw an increase or significant increase in their perception of value, while only 4% shared they saw a decrease or significant decrease.

# CHAPTER FOUR – PARKS, FACILITIES, & INVENTORY ASSESSMENT

## 4.1 PARKS/FACILITY CLASSIFICATIONS & LEVEL OF SERVICE STANDARDS

Level of service recommendations are developed using a combination of resources. These resources included the National recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports and Facility Industry Association data as it applies to activities that occur in the United States and Oregon City area, community and stakeholder input, findings from the statistically valid survey and general observations. This information allows standards to be customized to Oregon City.

These recommendations should be viewed as a guide to be coupled with conventional wisdom and judgment related to the situation and needs of the community. By applying these recommendations to Oregon City's population, the LOS analysis showed some areas where needs exist including the following:

- Neighborhood parks
- Community parks
- Trails
- Pickleball courts
- Fenced dog parks
- Indoor aquatic space
- Indoor recreation space

The action plan items recommended in this plan would, if implemented, go a long way in addressing most, if not all, the unmet needs of the community in the years to come.

### 4.1.1 METHODOLOGY

Inventory data was gathered from department staff. To adjust for the varying availability of "Other Service Provider" locations, these sites were assigned different weightings based on their public accessibility. For instance, the facilities at school locations were considered to be worth only 33% of those at Oregon City Parks and Recreation locations, reflecting the estimate that school sites are accessible to the public only one-third as frequently as the department-managed sites.

| PARKS: | 2022 Inventory - Developed Facilities | | | | | | | | 2022 Facility Standards | | | | 2032 Facility Standards | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Park Type | Oregon City | Other Service Providers | Total Inventory | Current Service Level based upon population | | | Recommended Service Levels; Revised for Local Service Area | | | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | | | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | | |
| Pocket Parks | 19.67 | - | 19.67 | 0.52 | acres per | 1,000 | 0.25 | acres per | 1,000 | Meets Standard | - | Acre(s) | | Meets Standard | - | Acre(s) | |
| Neighborhood Parks | 52.86 | - | 52.86 | 1.39 | acres per | 1,000 | 2.00 | acres per | 1,000 | Need Exists | 23.1 | Acre(s) | | Need Exists | 29 | Acre(s) | |
| Community Parks | 92.29 | 34.51 | 126.80 | 3.34 | acres per | 1,000 | 3.00 | acres per | 1,000 | Meets Standard | - | Acre(s) | | Meets Standard | - | Acre(s) | |
| Regional Parks | 24.90 | 568.00 | 592.90 | 15.62 | acres per | 1,000 | 5.00 | acres per | 1,000 | Meets Standard | - | Acre(s) | | Meets Standard | - | Acre(s) | |
| **Total Developed Park Acres** | **189.71** | **602.51** | **792.22** | **20.87** | **acres per** | **1,000** | **10.25** | **acres per** | **1,000** | **Meets Standard** | **-** | **Acre(s)** | | **Meets Standard** | **-** | **Acre(s)** | |
| Specialty Parks | 64.23 | - | 64.23 | 1.69 | acres per | 1,000 | 1.00 | acres per | 1,000 | Meets Standard | - | Acre(s) | | Meets Standard | - | Acre(s) | |
| **Total Park Acres** | **253.95** | **602.51** | **856.46** | **22.56** | **acres per** | **1,000** | **11.25** | **acres per** | **1,000** | **Meets Standard** | **-** | **Acre(s)** | | **Meets Standard** | **-** | **Acre(s)** | |
| **TRAILS:** | | | | | | | | | | | | | | | | | |
| Trails (paved and unpaved) | 7.56 | 5.65 | 13.21 | 0.35 | mile per | 1,000 | 0.40 | mile per | 1,000 | Need Exists | 2 | Mile(s) | | Need Exists | 3 | Mile(s) | |
| **OUTDOOR AMENITIES:** | | | | | | | | | | | | | | | | | |
| Basketball Courts | 10 | 1 | 12 | 1.00 | court per | 3,301 | 1.00 | court per | 4,000 | Meets Standard | - | Court(s) | | Meets Standard | - | Court(s) | |
| Tennis Courts | 8 | 2 | 10 | 1.00 | court per | 3,928 | 1.00 | court per | 6,000 | Meets Standard | - | Court(s) | | Meets Standard | - | Court(s) | |
| Pickleball Courts | 2.67 | - | 3 | 1.00 | court per | 14,238 | 1.00 | court per | 9,000 | Need Exists | 2 | Court(s) | | Need Exists | 2 | Court(s) | |
| Ball Fields (Diamond) | 11 | 4 | 15 | 1.00 | field per | 2,531 | 1.00 | field per | 6,000 | Meets Standard | - | Field(s) | | Meets Standard | - | Field(s) | |
| Multi-purpose Fields (Rectangular) | - | 7 | 7 | 1.00 | field per | 5,695 | 1.00 | field per | 6,000 | Meets Standard | - | Field(s) | | Need Exists | 0.1 | Field(s) | |
| Playgrounds | 17 | 2 | 19 | 1.00 | site per | 2,034 | 1.00 | site per | 2,500 | Meets Standard | - | Site(s) | | Meets Standard | - | Site(s) | |
| Picnic Shelters / Group Rental Pavilions | 17 | - | 17 | 1.00 | site per | 2,233 | 1.00 | site per | 2,500 | Meets Standard | - | Site(s) | | Meets Standard | - | Site(s) | |
| Skate Parks | 1 | - | 1 | 1.00 | site per | 37,967 | 1.00 | site per | 45,000 | Meets Standard | - | Site(s) | | Meets Standard | - | Site(s) | |
| Splash Pads | 2 | - | 2 | 1.00 | site per | 18,984 | 1.00 | site per | 25,000 | Meets Standard | - | Site(s) | | Meets Standard | - | Site(s) | |
| Unfenced Dog Parks | 3 | - | 3 | 1.00 | site per | 12,656 | 1.00 | site per | 30,000 | Meets Standard | - | Site(s) | | Meets Standard | - | Site(s) | |
| Fenced Dog Parks | 1 | - | 1 | 1.00 | site per | 37,967 | 1.00 | site per | 30,000 | Need Exists | 0.3 | Site(s) | | Need Exists | 0.4 | Site(s) | |
| **INDOOR AMENITIES:** | | | | | | | | | | | | | | | | | |
| Indoor Aquatic Space | 18,572 | - | 18,572 | 0.49 | SF per | person | 0.50 | SF per | person | Need Exists | 412 | Square Feet | | Need Exists | 1,854 | Square Feet | |
| Indoor Recreation Space | 37,100 | - | 37,100 | 0.98 | SF per | person | 2.00 | SF per | person | Need Exists | 38,834 | Square Feet | | Need Exists | 44,604 | Square Feet | |

| | |
|---|---|
| 2022 Estimated Population | 37,967 |
| 2032 Estimated Population | 40,852 |

*Figure 53: Level of Service Inventory*

## 4.2 GEOGRAPHICAL ANALYSIS THROUGH MAPPING

The Department utilizes service area maps and standards to analyze the locations of service provision, the fairness of service distribution and delivery across its jurisdiction, and the efficacy of these services in relation to demographic densities. Additionally, when guidelines that reference population data are examined, the Department can identify areas of service overlap or deficiency, recognize where new facilities are needed, or pinpoint areas of service saturation.

This comprehensive analysis guides the Department in making informed capital improvement decisions to address system-wide needs, while simultaneously evaluating the implications of these decisions for individual areas.

The population data used for creating these standards is derived from the 2020 population estimates provided by the Environmental Systems Research Institute, Inc. (ESRI). In the Equity Maps, shaded areas represent service levels, denoting the population served by each type of park or amenity, as detailed in **Section 4.1**.

The size of the circles on these maps varies based on the quantity of a particular amenity or park acre type at a location, as well as the surrounding population density. In areas of lower density, larger circles are drawn, indicating that more geographical area is required to meet the set service level. Conversely, in high-density areas, smaller circles are drawn, showing that a smaller geographical area is sufficient to serve more people and meet the set standard.

The map legend, located at the bottom left-hand corner of each map, indicates the different owners involved in the equity mapping process. Overlapping circle areas symbolize either sufficient or duplicate service provision, while unshaded areas represent regions not served by a specific amenity or park acre type.

## 4.2.1 BALL FIELDS (DIAMOND)
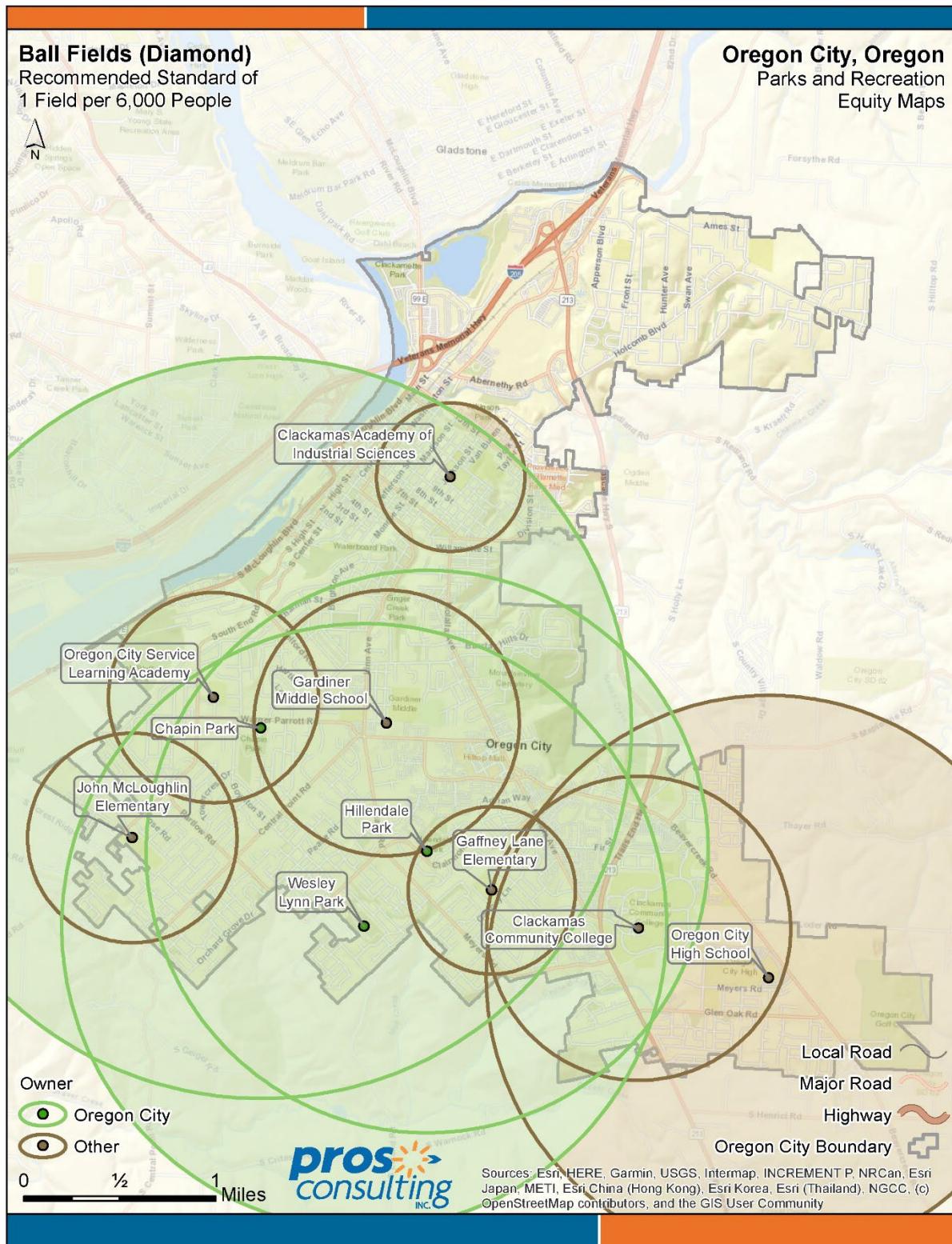


*Figure 54: Ballfields Map*

## 4.2.2 BASKETBALL COURTS
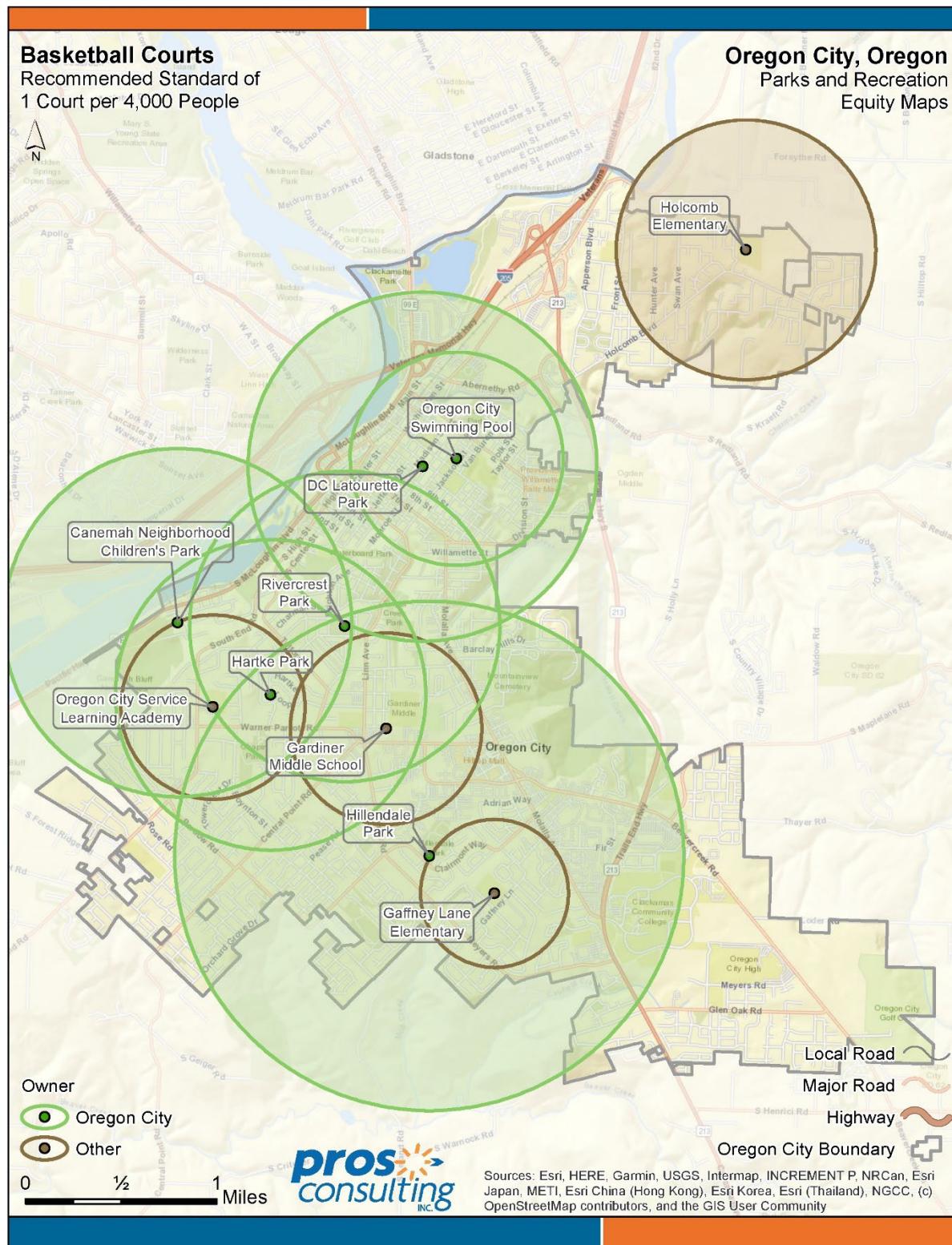


*Figure 55: Basketball Courts Map*

### 4.2.3 COMMUNITY PARKS
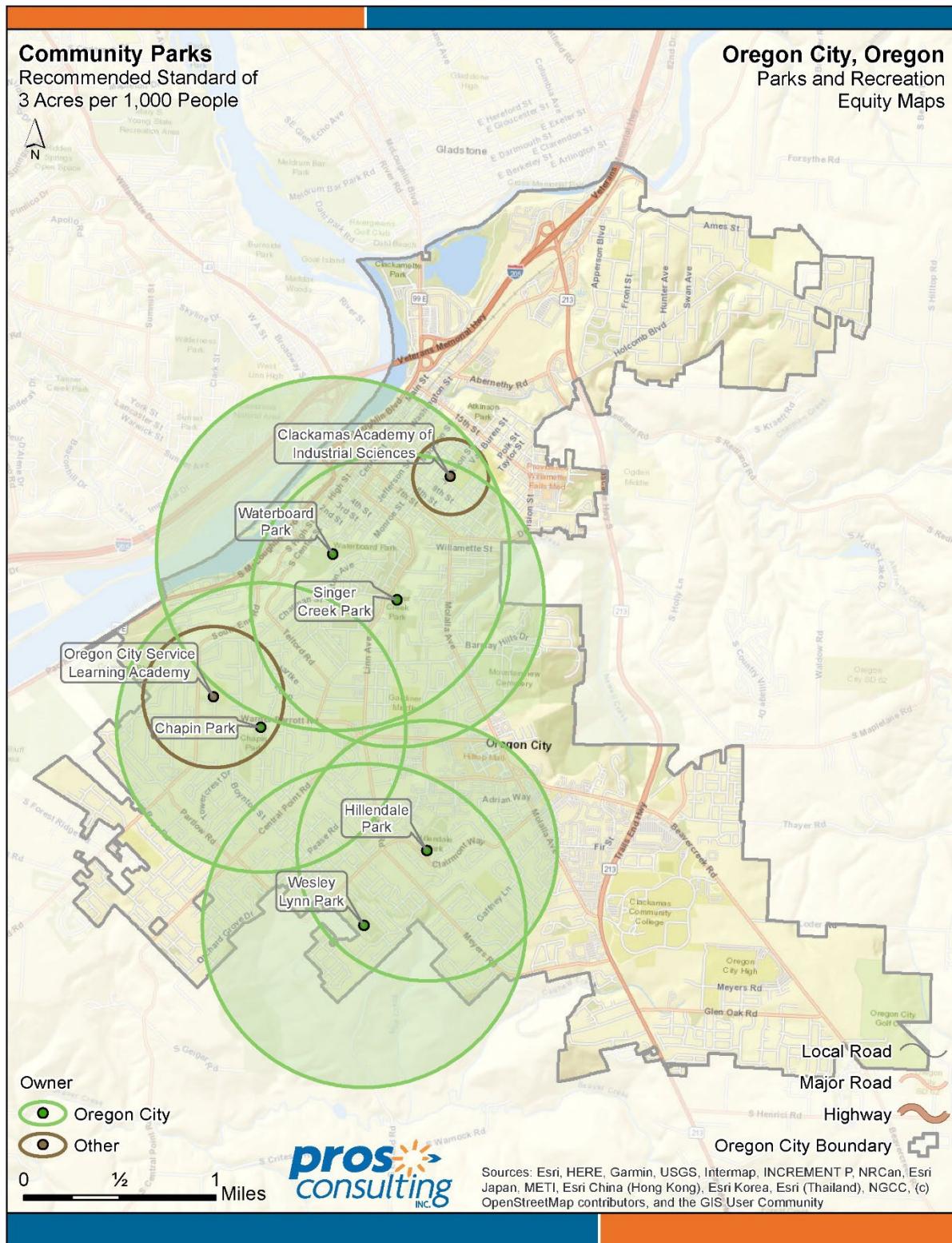


*Figure 56: Community Parks Map*

## 4.2.4 FENCE DOG PARK
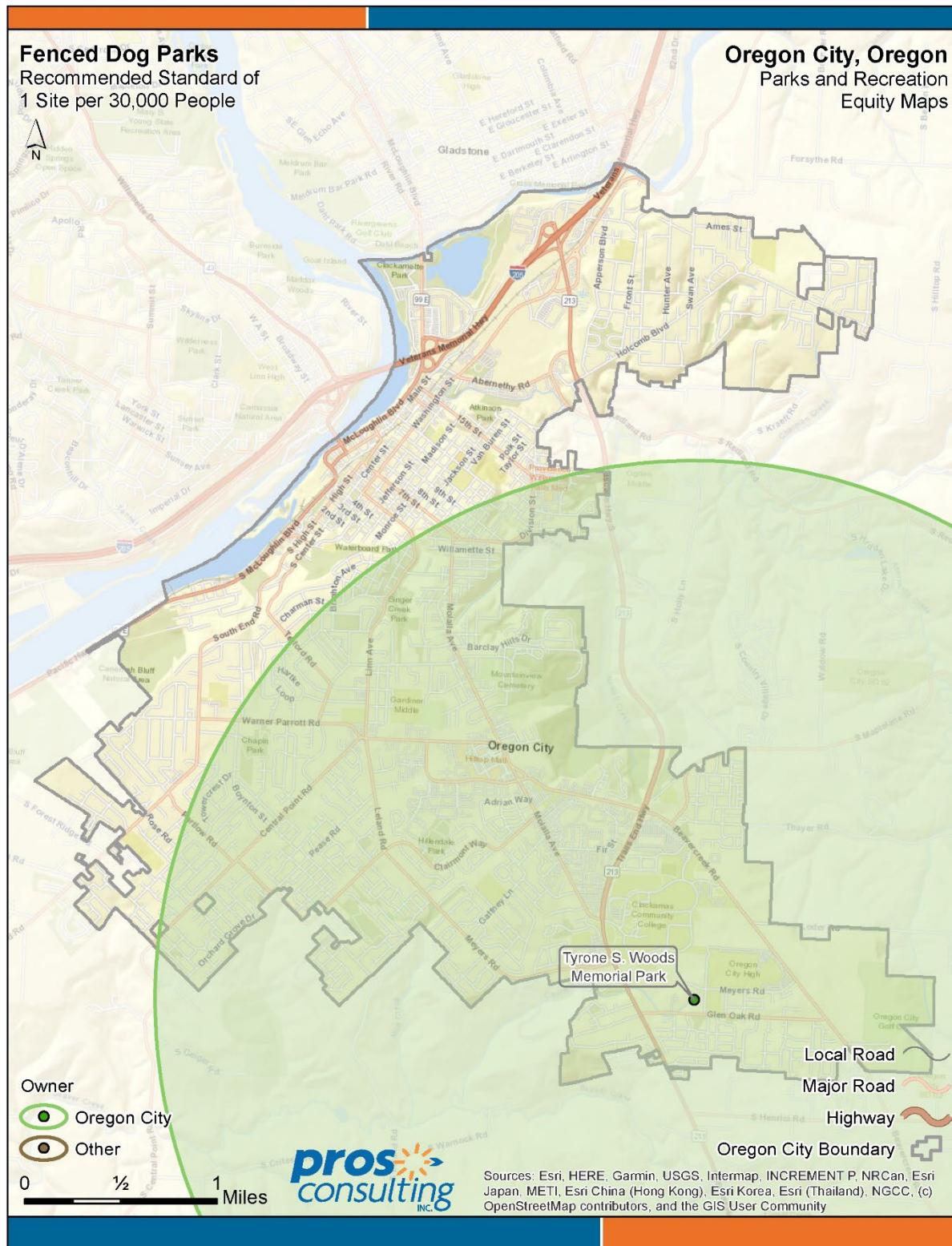


*Figure 57: Fenced Dog Parks Map*

## 4.2.5 INDOOR AQUATIC SPACE
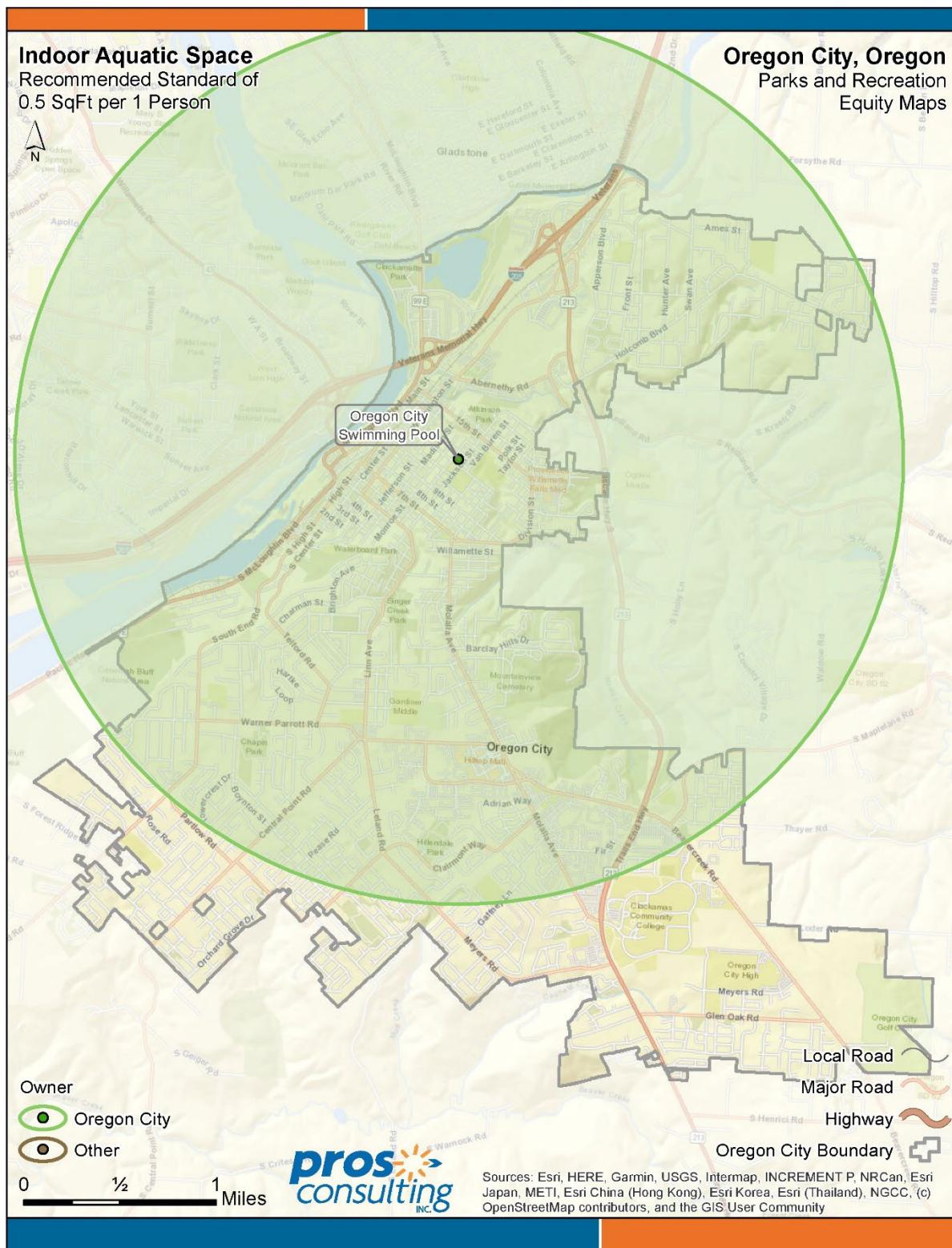


*Figure 58: Indoor Aquatic Space Map*

## 4.2.6 INDOOR RECREATION SPACE
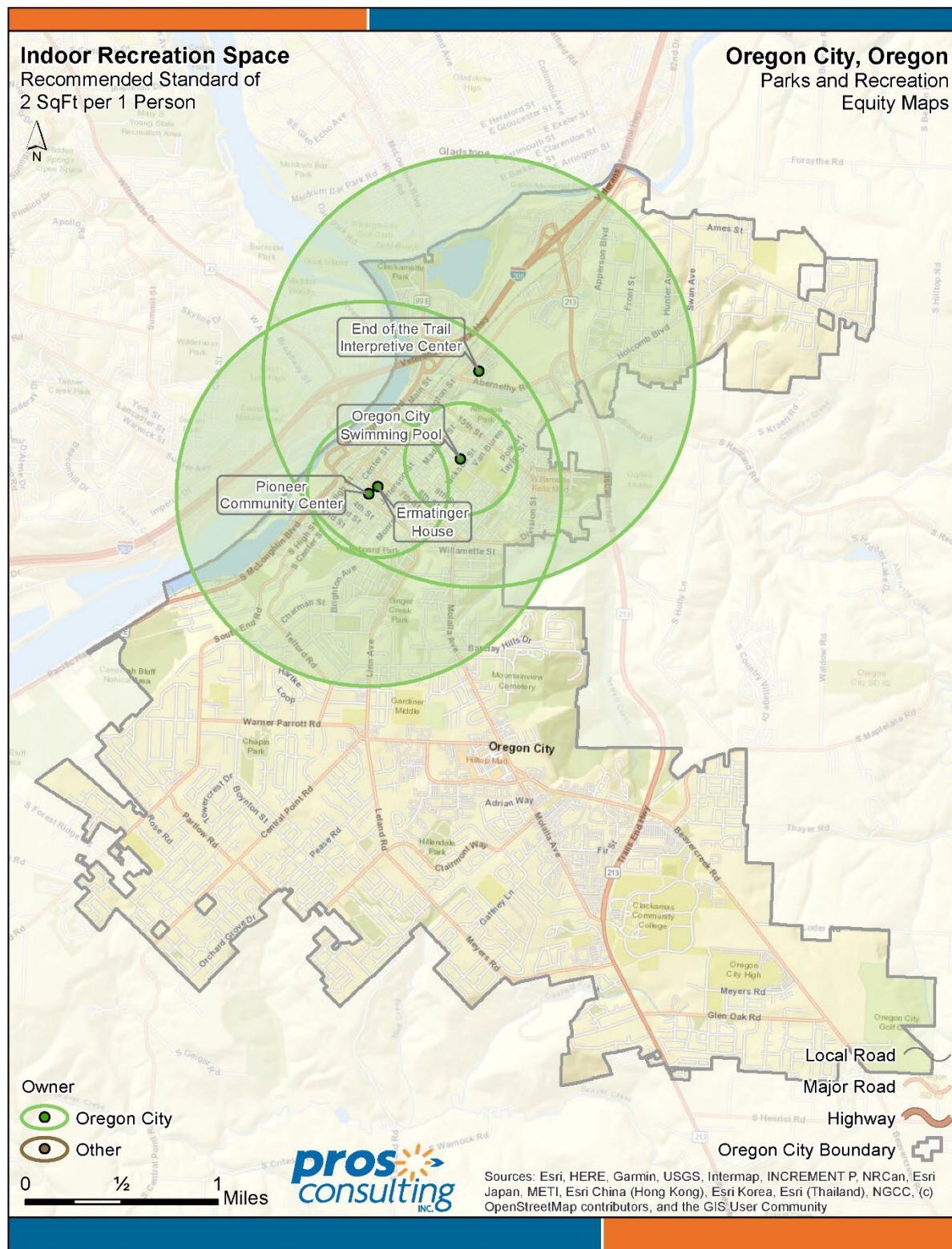


*Figure 59: Indoor Recreation Space Map*

## 4.2.7 MULTI-PURPOSE FIELDS (RECTANGULAR)
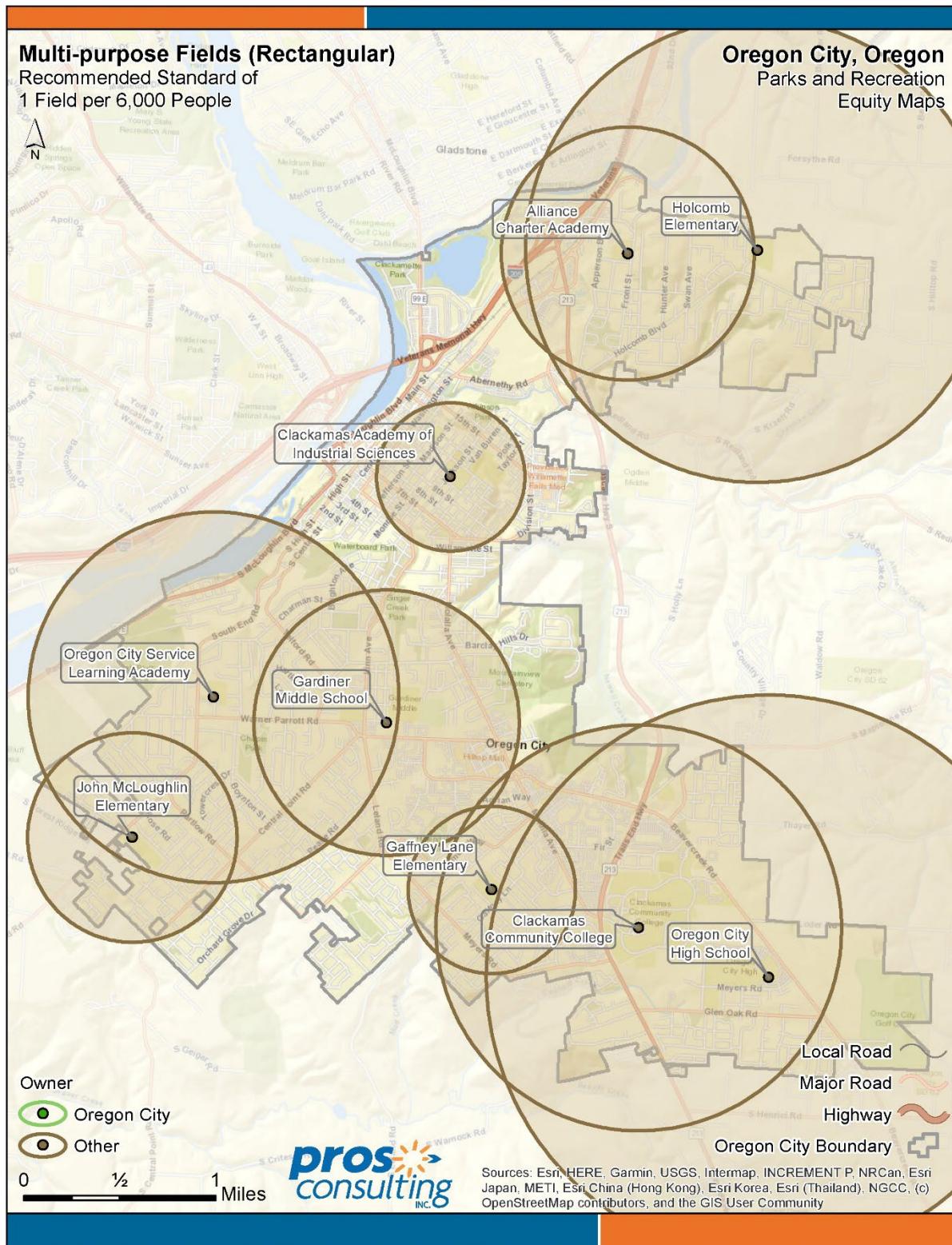


*Figure 60:Multi-Purpose Fields (Rectangular) Map*

## 4.2.8 NEIGHBORHOOD PARKS
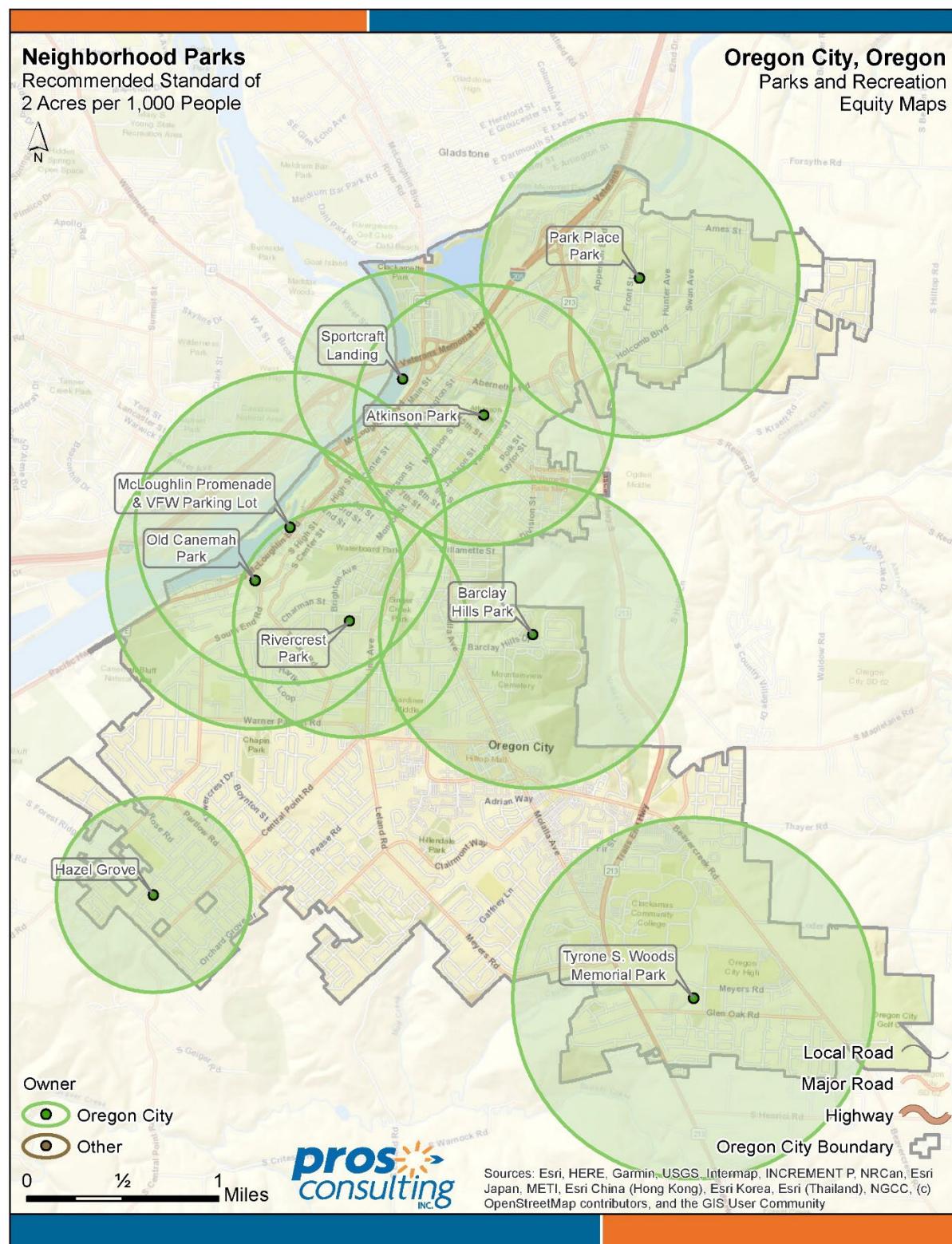


*Figure 61: Neighborhood Parks Map*

## 4.2.9 PICKLEBALL COURTS
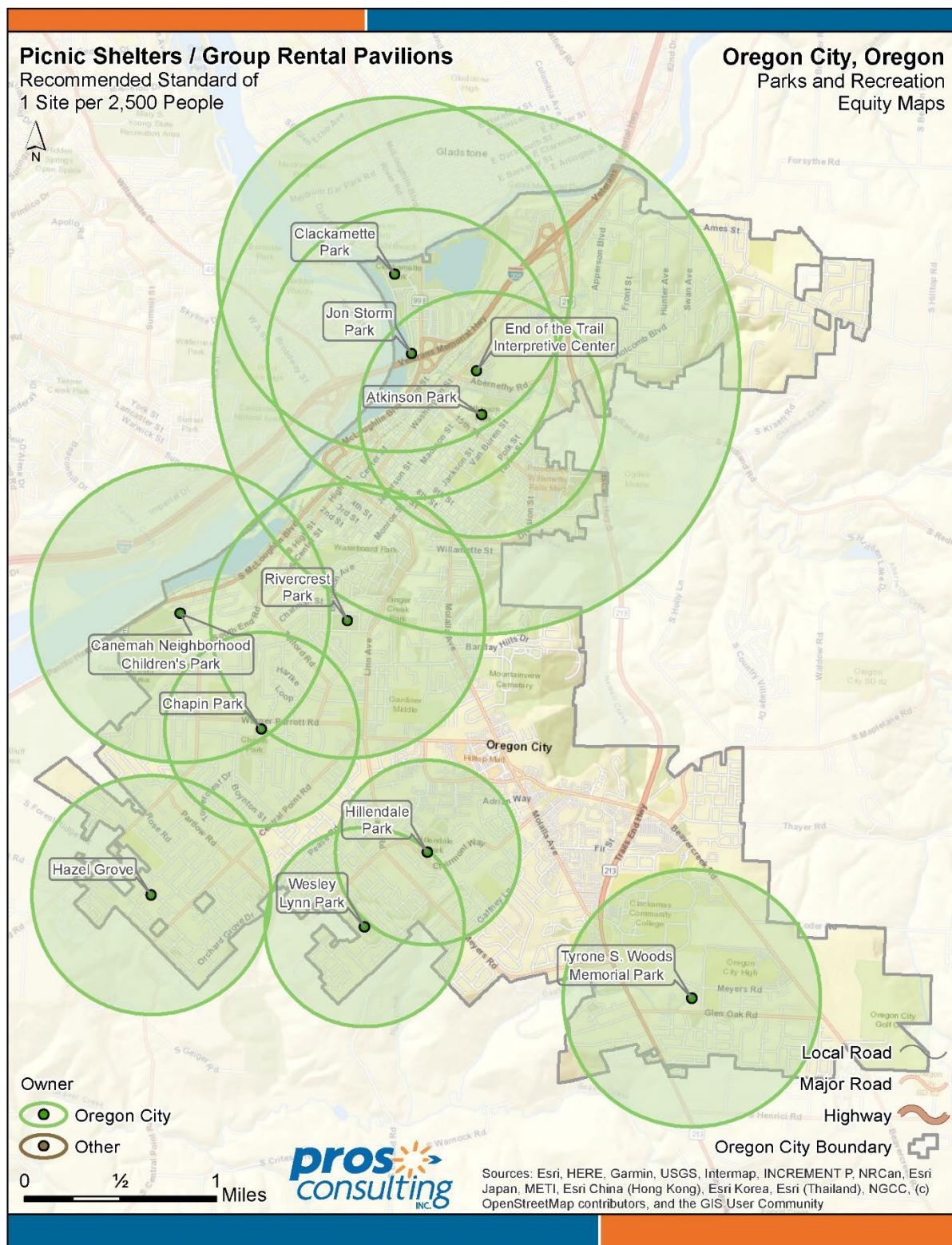


*Figure 63: Picnic Shelters / Group Rental Pavillions Map*

## 4.2.11 PLAYGROUNDS
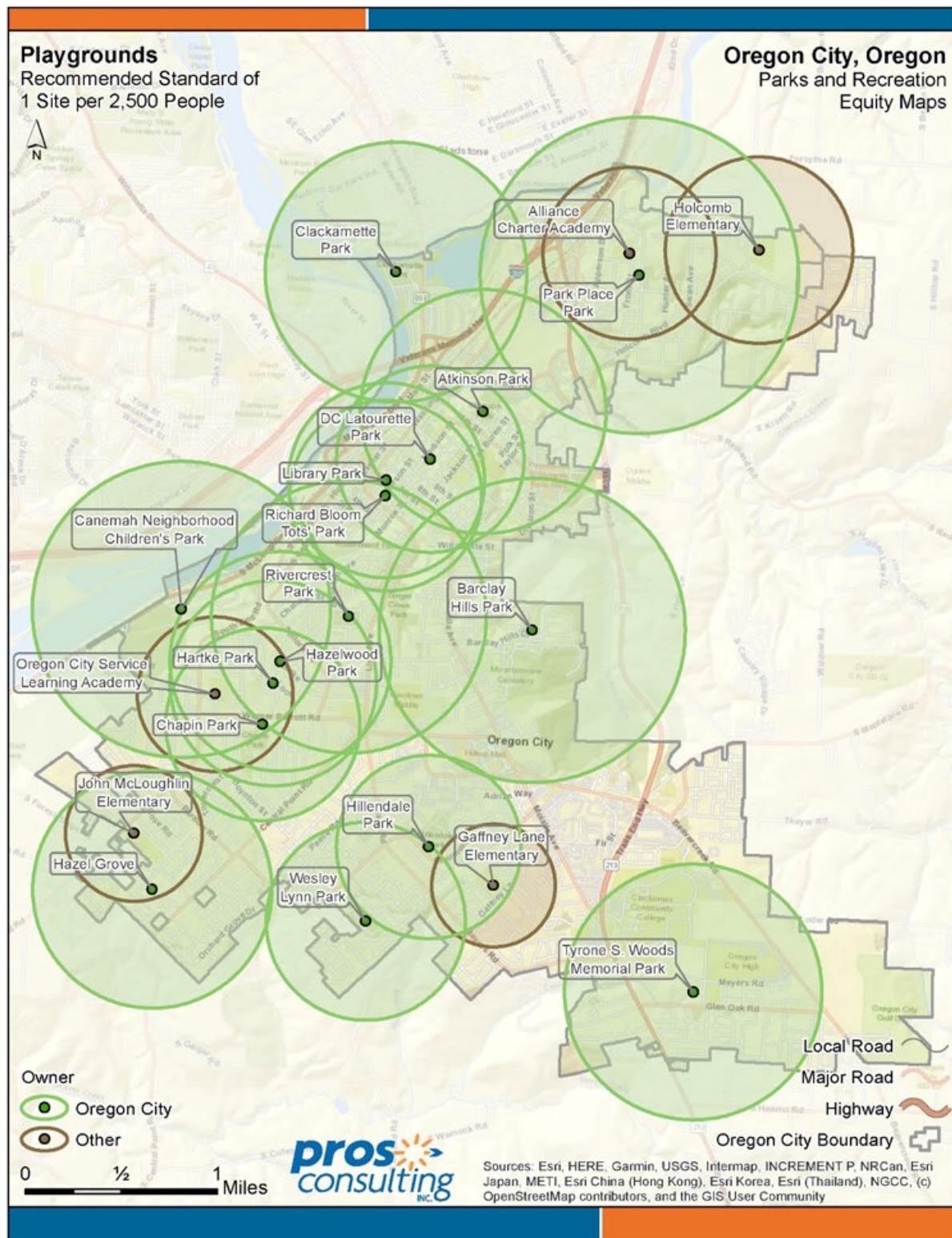


*Figure 64: Playgrounds Map*

## 4.2.12 POCKET PARKS
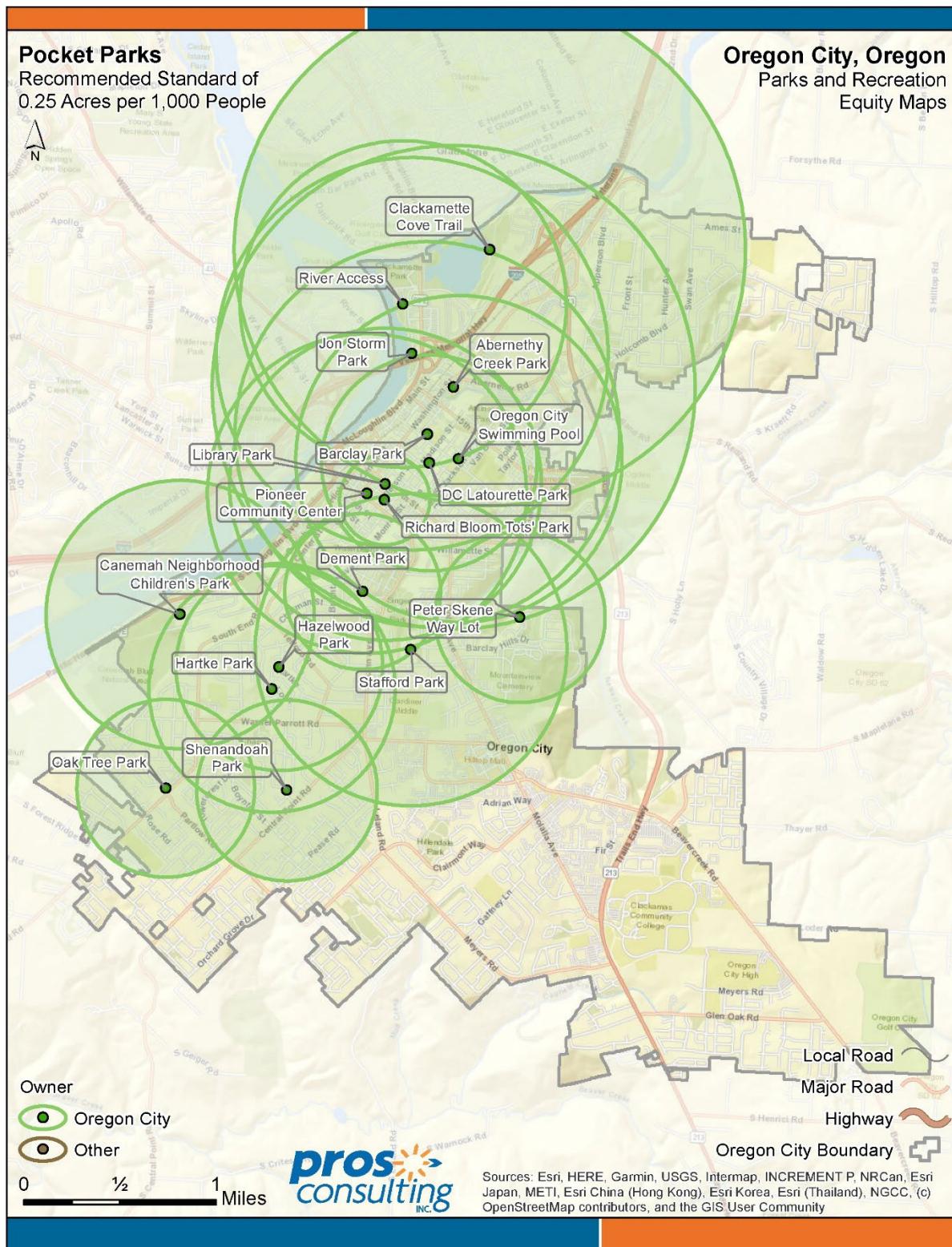


*Figure 65: Pocket Parks Map*

## 4.2.13 REGIONAL PARKS
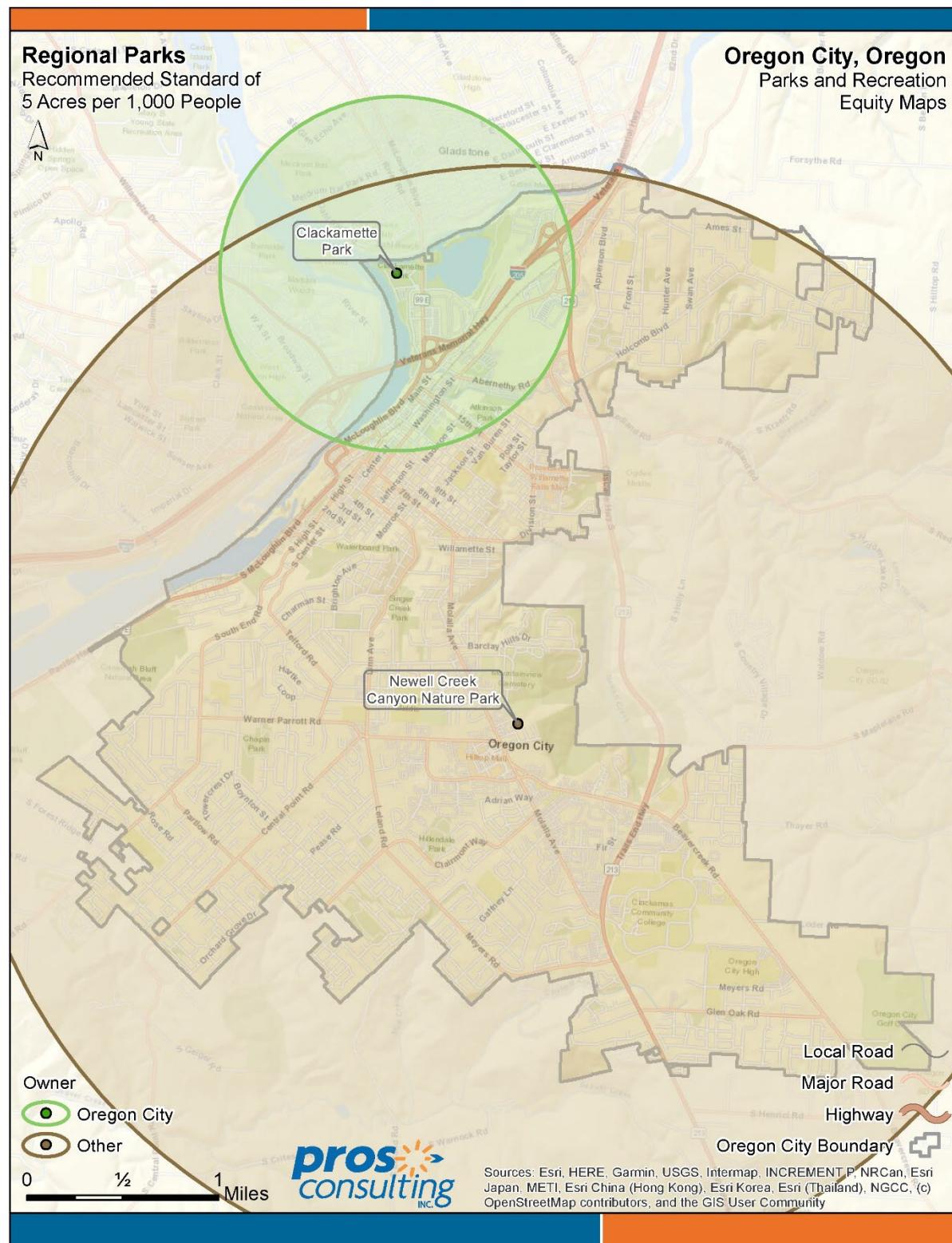


*Figure 66: Regional Parks Map*

## 4.2.14 SKATE PARKS
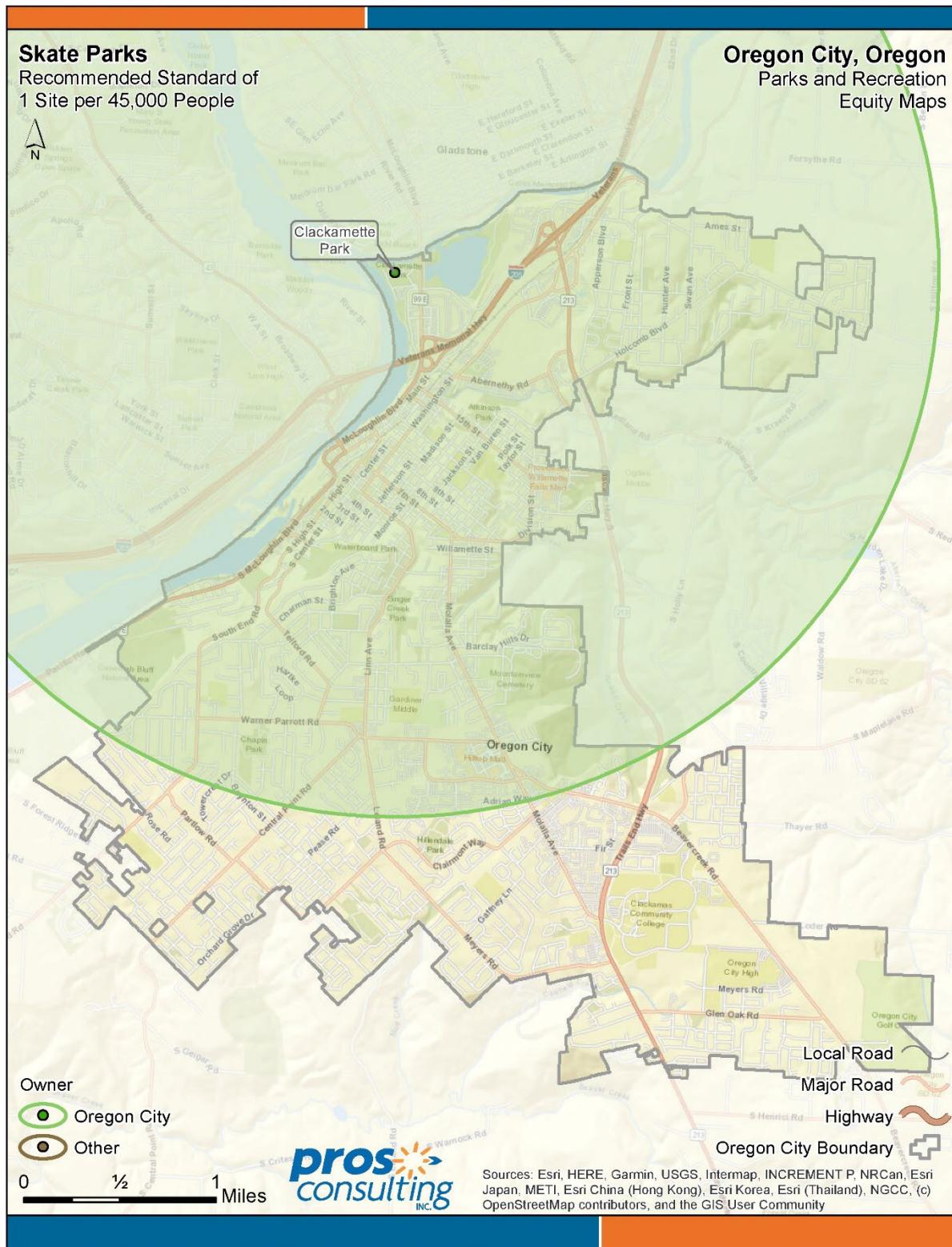


*Figure 67: Skate Parks Map*

## 4.2.15 SPECIALTY PARKS
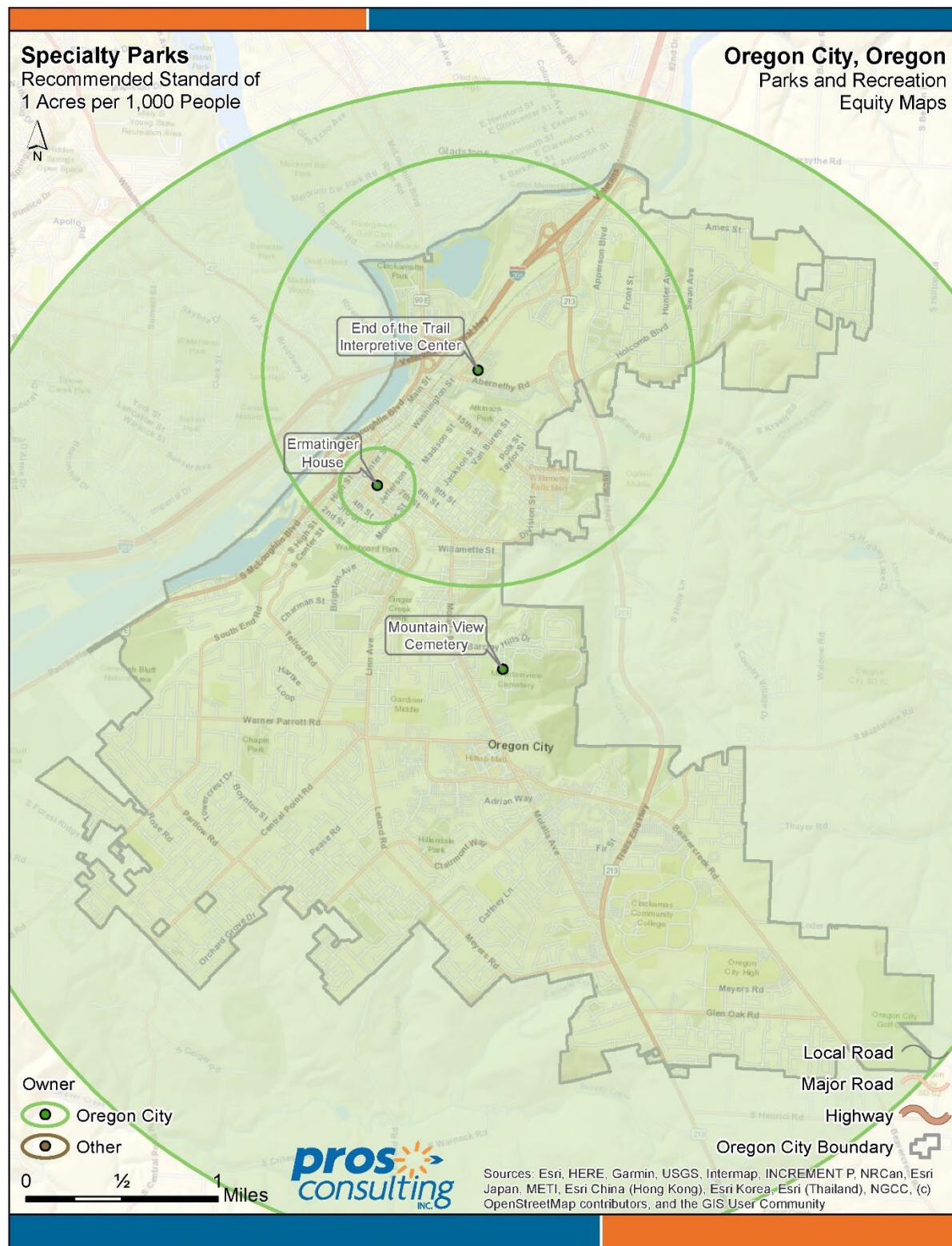


*Figure 68: Specialty Parks Map*

## 4.2.16 SPLASH PADS
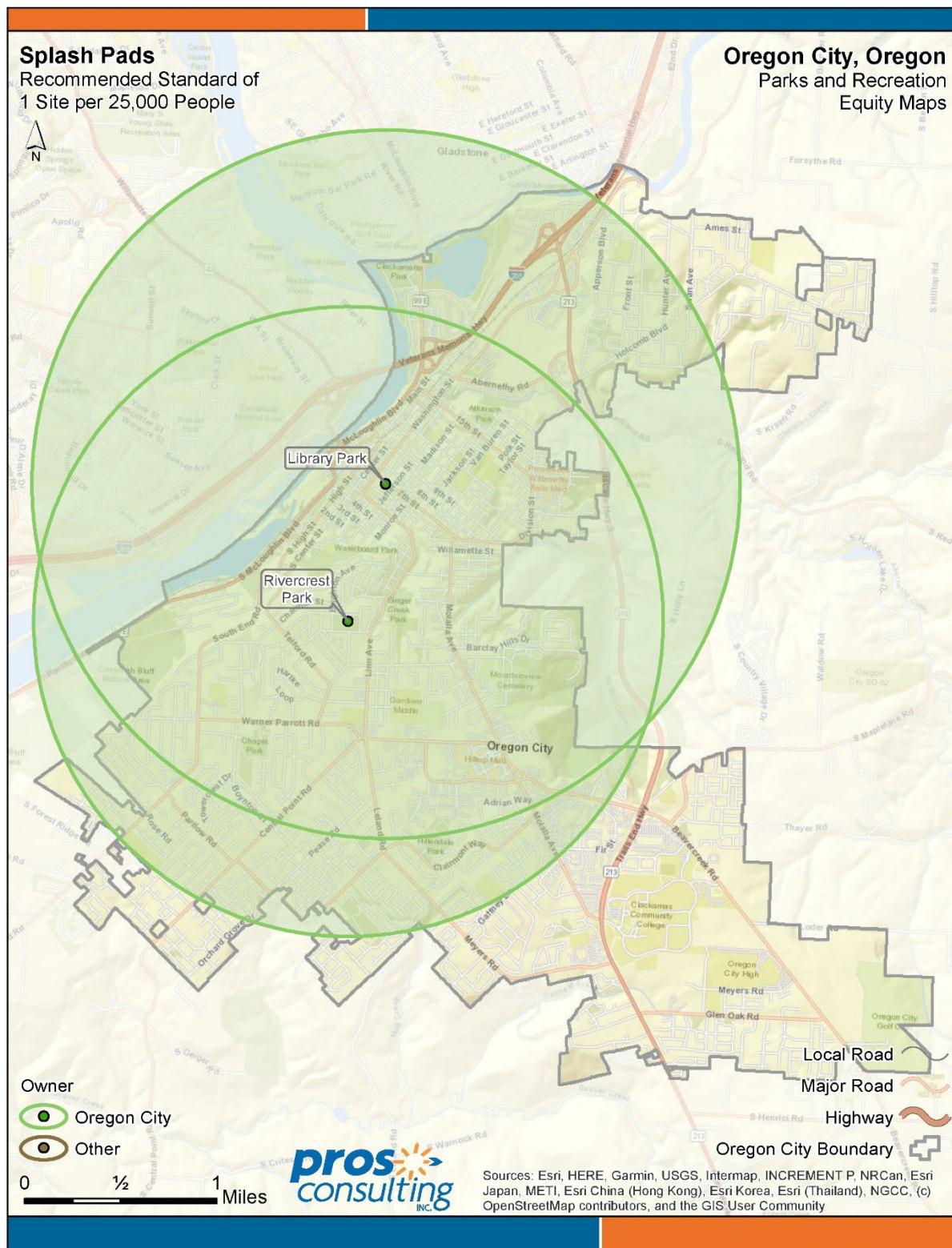


*Figure 69: Splash Pads  Map*

## 4.2.17 TENNIS COURTS
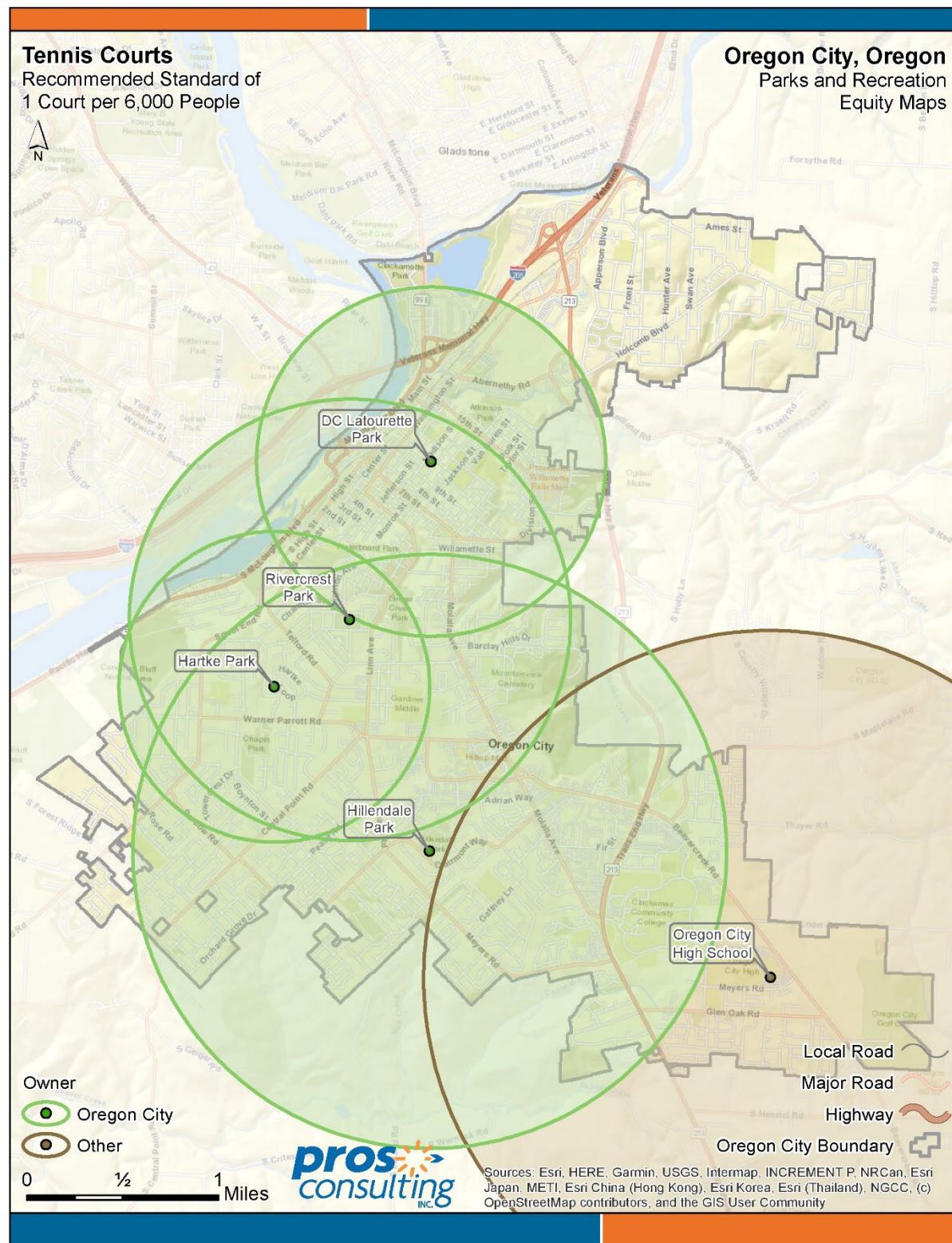


*Figure 70: Tennis Courts Map*

## 4.2.18 TRAILS (PAVED & UNPAVED)
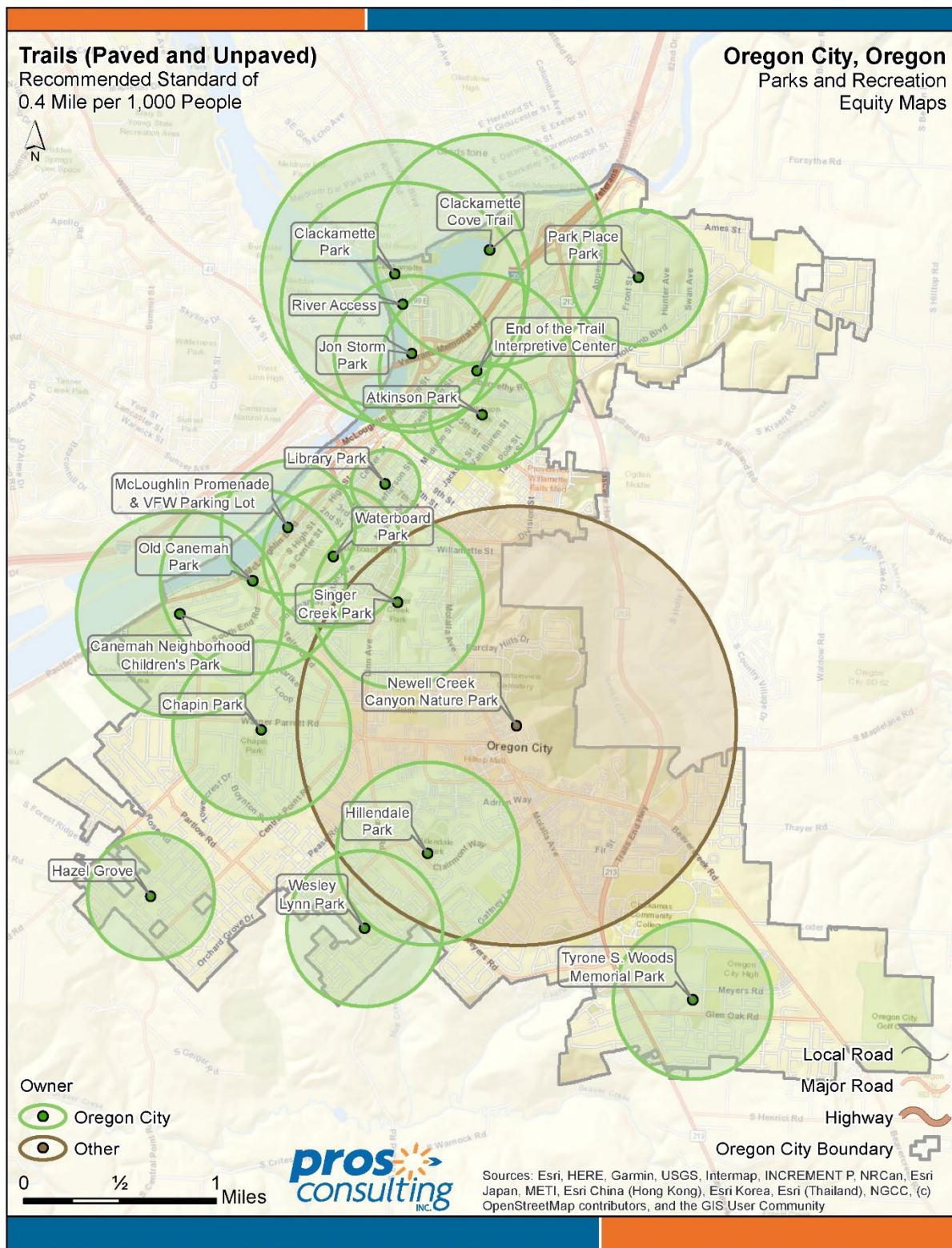


*Figure 71: Trails Map*

4.2.19 UNFENCED DOG PARKS
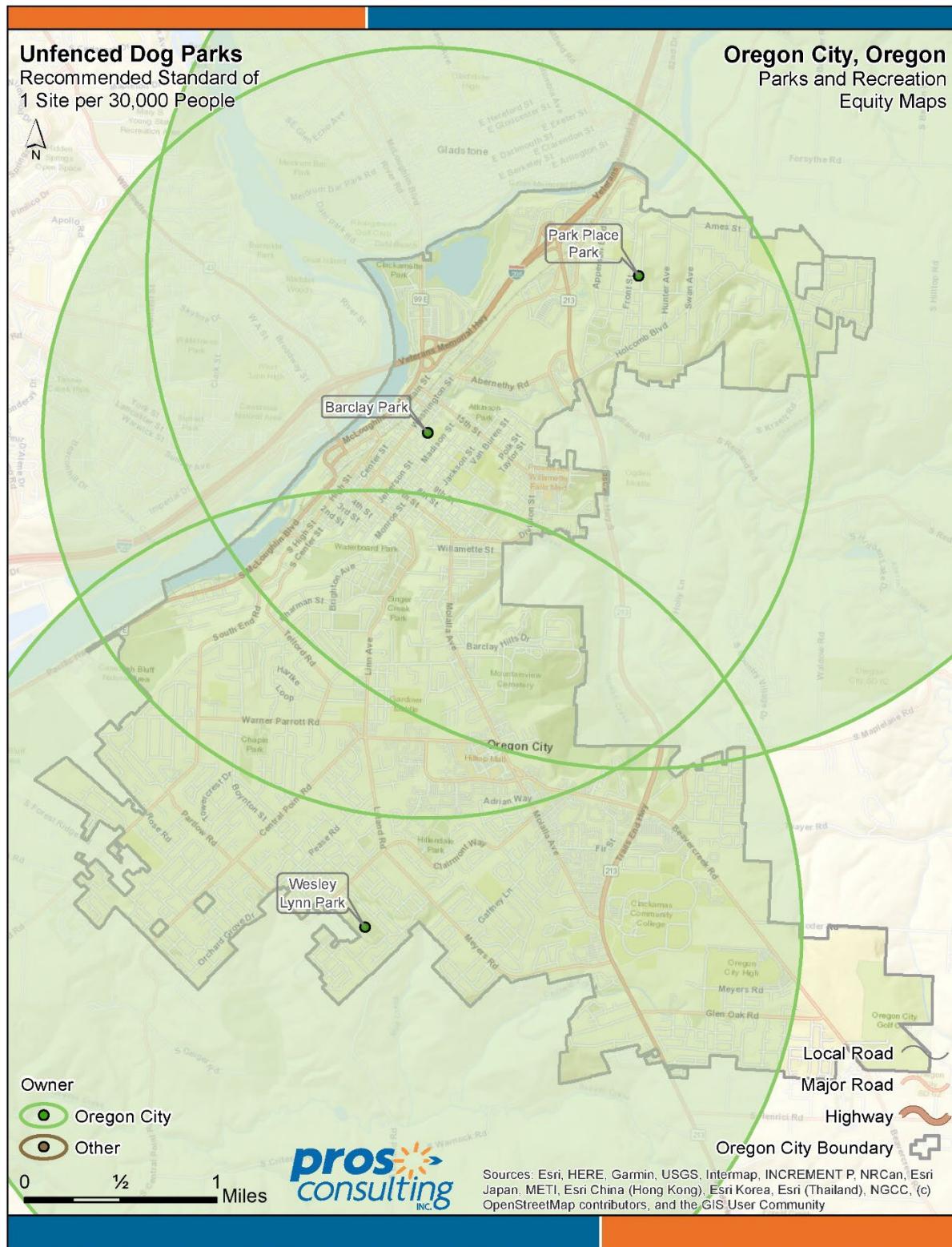


*Figure 72: Unfenced Dog Parks Map*

## 4.3 RECREATION PROGRAM AND OPERATIONS ASSESSMENT STUDY

### 4.3.1 INTRODUCTION

As part of the Plan, the consultant team assessed the recreation programs and operations of the Department. The assessment offers an in-depth perspective of offerings and helps identify strengths, challenges, and opportunities. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, staffing, volunteer and partnership opportunities, and future programs and services for residents and visitors.

The consulting team based these findings and comments on a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff.

### 4.3.2 FRAMEWORK

Oregon City Parks and Recreation "strives to create recreation, leisure and cultural opportunities by providing high quality parks, facilities, programming and support services to people of all ages". To achieve this, the City operates a community center, two spray parks, an indoor aquatics facility, an RV Park, a cemetery, a historical home, 26 parks, and a variety of special events, and recreation programs. Professional, dedicated staff members, along with the assistance of valuable volunteers, manage the year-round recreation programs and activities and maintain parks and open spaces for the enjoyment of people of all ages and abilities.

## 4.3.3 PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations from the program assessment sheet analysis:

- **Age segment analysis** shows that all eight Core Program Areas have a primary focus on adult programming. Age segmentation needs to be monitored annually to ensure program distribution aligns with the Department's mission of ensuring it provides services for all ages.

- **Program lifecycles:** Currently 46% of programs fall within the "Saturation" stage (recommended 0-10%) with 23% falling in the "Introduction, Take-Off, Growth" stage (recommended 50-60%). This indicates that the Department may benefit from repositioning programs and adding new opportunities based on community needs and input. A complete description of Lifecycle Stages can be found in **Section 4.3.9.**

- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods including printed and online program guides, website, flyers/brochures, direct mail, email blasts, marquees signs, in-facility signage, and various social media channels as a part of the marketing mix. The Department would benefit from identifying Return on Investment (ROI) for all marketing initiatives going forward.

- There is an opportunity to increase **social media** presence and use the medium to better tell the department's story and share the impact it has on the community.

- Currently, **customer feedback** methods are limited. It is highly recommended that the Department begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, pre- and post-program evaluation, lost customer surveys, and focus groups are strong feedback tools to be used moving forward.

- The Department's core program areas currently utilize multiple **pricing strategies**, with all core program areas using at least three different strategies.

- **Cost Recovery Goals** have been captured within the Financial Support & Sustainability Strategy 2021-2023. The Department is currently tracking cost recovery performance and should continue to do so.

## 4.3.4 PROGRAMMING

To help achieve the Department's mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important to the community. Program areas are considered as Core if they meet a majority of the following criteria:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

## 4.3.5 EXISTING CORE PROGRAM AREAS

In discussions with the Department staff, the consulting team identified 8 Core Program Areas currently being offered.

| Aquatics | Arts & Music | Community Services | Cultural & Enrichment |
|----------|--------------|--------------------|-----------------------|
| Educational | Events | Fitness | Socialization |

*Figure 73: Existing Core Program Areas*

These existing Core Program Areas provide a generally well-rounded and diverse array of programming opportunities for the community. Department staff should evaluate Core Program Areas and the individual programs within them on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

## 4.3.6 CORE PROGRAM AREA DESCRIPTIONS & GOALS

### Aquatics

- **DESCRIPTION**
  - Recreation, fitness, water safety activities, and education to promote health and safety for all ages.
- **GOAL**
  - Provide programs for all age segments to have an impact on health and safety for the community. Provide life-saving classes.

### Arts & Music

- **DESCRIPTION**
  - Creative learning through activities that include painting, music, and crafts.
- **GOAL**
  - Provide a wide range of activities for art and music opportunities to meet the requests of the community.

### Community Services

- **DESCRIPTION**
  - Services provided to individuals to support independent and healthy living.
- **GOAL**
  - To provide needed services to the community as effectively as possible so as many citizens can be served as possible and have independent and healthy living.

### Cultural & Enrichment

- **DESCRIPTION**
  - Programs that educate, enlighten, or broaden the experiences of individuals.
- **GOAL**
  - Provide events and programs that are for all ages and cultures. To bring in people of other backgrounds into events and services.

### Educational

- **DESCRIPTION**
  - Programs that increase knowledge on various subjects.
- **GOALS**
  - Using programs to expand the knowledge of community members on various subjects and topics.

## Events

- **DESCRIPTION**
  - A planned public and social occasion that is appealing to a majority of people or specialized interests.
- **GOALS**
  - Provide programs and events that bring a large section of the community together in a space.



## Fitness

- **DESCRIPTION**
  - Activities that promote physical health, endurance, strength, and overall health and wellness.
- **GOALS**
  - Provide multiple opportunities for engagement of all levels to participate in activities that support fitness and activity for all physical abilities.



## Socialization

- **DESCRIPTION**
  - Opportunities to enhance connections within your community.
- **GOALS**
  - Provide avenues for community members to have opportunities to engage with other members of the community while participating in activities.

### 4.3.7 EXPANSION OPPORTUNITIES IN CORE PROGRAM AREAS

Based on the results from the Statistically Valid Community Survey, there is a high priority for the expansion of Adult & Senior fitness & wellness programs and Special Events. This data is displayed in the Priority Investment Rating (PIR) chart below. **(See Figure 75)**

PIR was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The PIR equally weighs:

(1) the importance that households place on each facility/amenity/program **and**

(2) how many households have unmet needs for the facility/amenity/program.
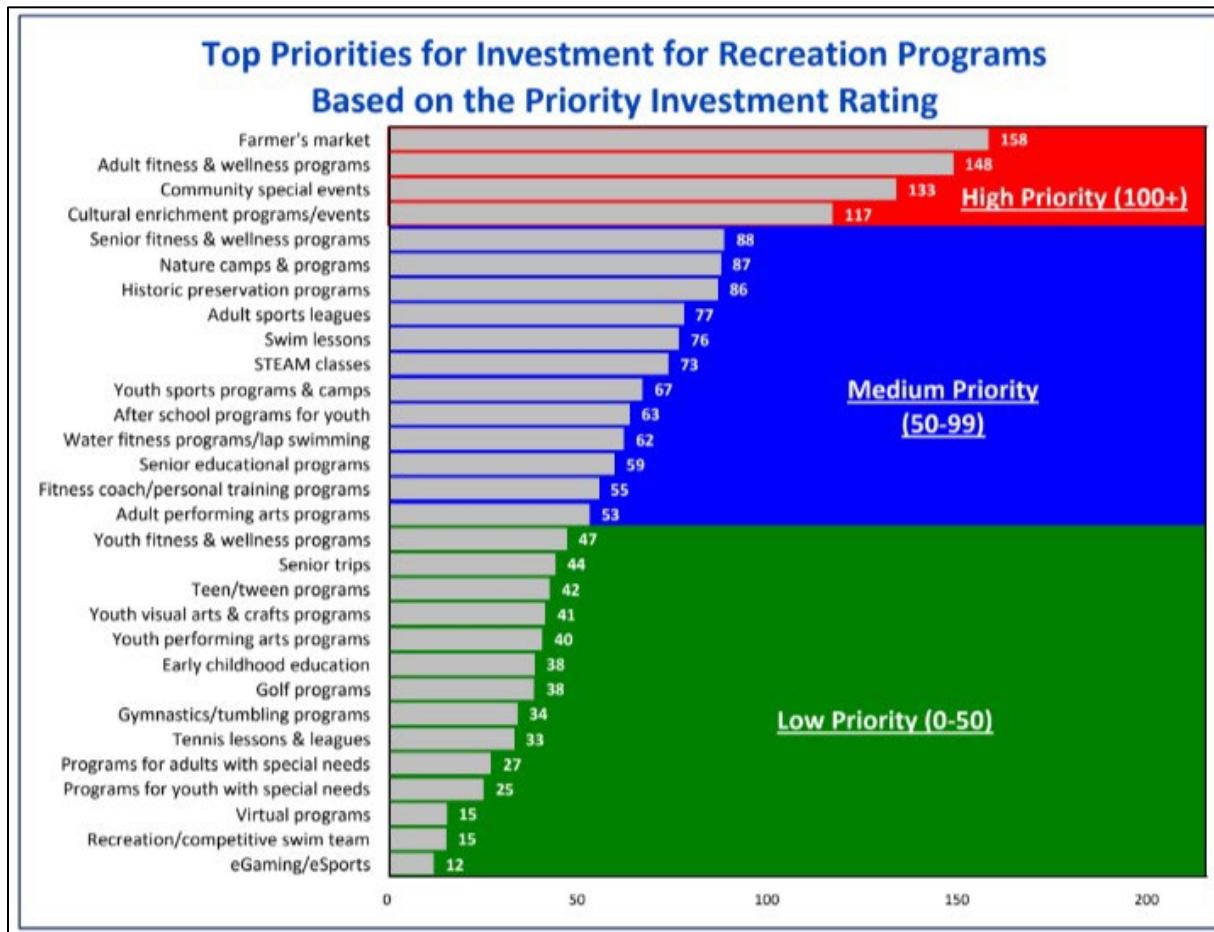


*Figure 74: Top Priorities for Program Investment Based on PIR*

## 4.3.8 AGE SEGMENT ANALYSIS

An Age Segment Analysis was completed by Core Program Area, to review the age segments served by different program areas and to identify any gaps in segments served. It is recommended that staff perform an Age Segment Analysis by individual programs to further understand and tailor future offerings to community needs.

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

### AGE SEGMENT ANALYSIS

| Core Program Area | Preschool (5 and Under) | Elementary (6-12) | Teens (13-17) | Adult (18+) | Senior (55+) | All Ages Programs |
|---|---|---|---|---|---|---|
| Aquatics | P | P | S | P | P | S |
| Arts & Music | S | S | S | P | P | S |
| Community Services | S | S | S | P | P | S |
| Cultural & Enrichment | S | S | S | P | P | P |
| Educational | S | S | S | P | P | S |
| Events | S | S | S | P | P | P |
| Fitness | S | S | S | P | P | S |
| Socialization | S | S | S | P | P | S |

*Figure 75: Program Priority by Age Segment*

The Department offerings primarily serve adult age segments in all Core Program Areas. Preschool and elementary ages are served as primary audiences in aquatics and all ages are considered primary audiences in cultural & enrichment and events core program areas.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. Approximately 20% of the City's population is youth ages 0-17, yet, very few core programs areas target this age segment as a primary audience. It is ideal to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

## 4.3.9 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are "fresh" and that relatively few programs if any, need to be discontinued. This analysis is based on both quantitative data and staff members' knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the Department's programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

| Lifecycle Stage | Description | Actual Program Distribution | | Recommended Distribution |
|---|---|---|---|---|
| Introduction | New program; modest participation | 4% | 23% | 50-60% total |
| Take-Off | Rapid participation growth | 1% | | |
| Growth | Moderate, but consistent population growth | 18% | | |
| Mature | Slow participation growth | 32% | 32% | 40% total |
| Saturation | Minimal to no participation growth; extreme competition | 46% | 46% | 0-10% total |
| Decline | Decline participation | 0% | | |

*Figure 76: Program Lifecycle Distribution*

The Lifecycle Analysis shows 23% of programs falling within the beginning stages (Introduction, Take-Off, & Growth) 32% in the Mature stage, and almost half of the programs, 46%, falling within the saturation stage.

According to staff, 32% of all program offerings currently fall into the Mature Stage. With 23% of programs being in the Growth Stage (some of which will transition into the Mature stage), we can expect the percentage of mature programs to continue growing. The Mature Stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within this category to achieve a stable foundation.

46% of programs have been identified as Saturated or Declining (0-10% Recommended Distribution). It is a natural progression for programs to eventually evolve into saturation and decline stages. This is a function of limited indoor recreation (Community Services, Cultural Enrichment) and particularly indoor aquatic space (as indicated by staff in their assessments) for the Department to expand into, thus resulting in minimal or no participation growth despite community interest. This Plan will help the Department explore options to expand space and/or partnerships for increased capacity to ensure community needs are met. For programs that are Saturated due to lack of interest, the Department could explore ways to reposition or replace them based on community needs and trends.

Staff should complete a Program Lifecycle Analysis annually and ensure that the percentage distribution closely aligns with desired performance. The Department could also include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

## 4.3.10 PROGRAM SERVICES CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organizational mission, the goals and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees and charges. A program's classification can help determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. **Public** benefit can be described as everyone receiving the same level of benefit with equal access, whereas **private** benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Department used a classification method based on three categories: **Essential Services, Important Services, and Value-Added Services**. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.

**Value Added Services**

Department May Provide; with additional resources, it adds value to community, it supports Core & Important Services, it is supported by community, it generates income, has an individual benefit, can be supported by user fees, it enhances community, and requires little to no subsidy.

**Important Services**

Department Should Provide; if it expands & enhances core services, is broadly supported & used, has conditional public support, there is an economic / social / environmental outcome to the community, has community importance, and needs moderate subsidy.

**Essential Services**

Department Must Provide; if it protects assets & infrastructure, is expected, and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs significant subsidy to complete.

*Figure 77: Program Services Classifications*

With assistance from staff, all recreation programs offered by the Department were classified into three categories. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned ranges for cost recovery goals within those overall categories. A full program list organized by Core Program Areas can be found in *APPENDIX A*.

| Program Classification | | | |
|---|---|---|---|
| **Factors** | **Essential** | **Important** | **Value-Added** |
| **Public interest; Legal Mandate; Mission Alignment** | High public expectation | High public expectation | High individual and interest group expectation |
| **Financial Sustainability** | Free, nominal or fee tailored to public needs, Requires public funding | Fees cover some direct costs, Requires a balance of public funding and a cost recovery target | Fees cover most direct and indirect costs, Some public funding as appropriate |
| **Benefits (health, safety, protection of assets, etc.)** | Substantial public benefit (negative consequence if not provided) | Public and individual benefit | Primarily individual benefit |
| **Competition in the Market** | Limited or no alternative providers | Alternative providers unable to meet demand or need | Alternative providers readily available |
| **Access** | Open access by all | Open access Limited access to specific users | Limited access to specific users |
| **Best Practice Cost Recovery Goal*** | 0 - 50% | 50% - 75% | 75% - 100%+ |
| **Program Distribution** | 23% | 34% | 43% |

*Figure 78: Program Services Classification Distribution*

## 4.3.11 COST-OF-SERVICE & COST RECOVERY

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

### UNDERSTANDING THE FULL COST-OF-SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon

accurate delivery costs.  The figure below illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.



*Figure 79: Total Costs for Activity*

The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity.  Costs (and revenue) can also be derived on a per-unit basis.  Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

## CURRENT COST RECOVERY

Who benefits from a program or service is one of the key factors in determining pricing. As services become more individualized, higher levels of cost recovery are appropriate and expected. The pricing model, illustrated below, graphically depicts this concept. As the level of benefit to the individual increases, so does the level of cost recovery for that service.
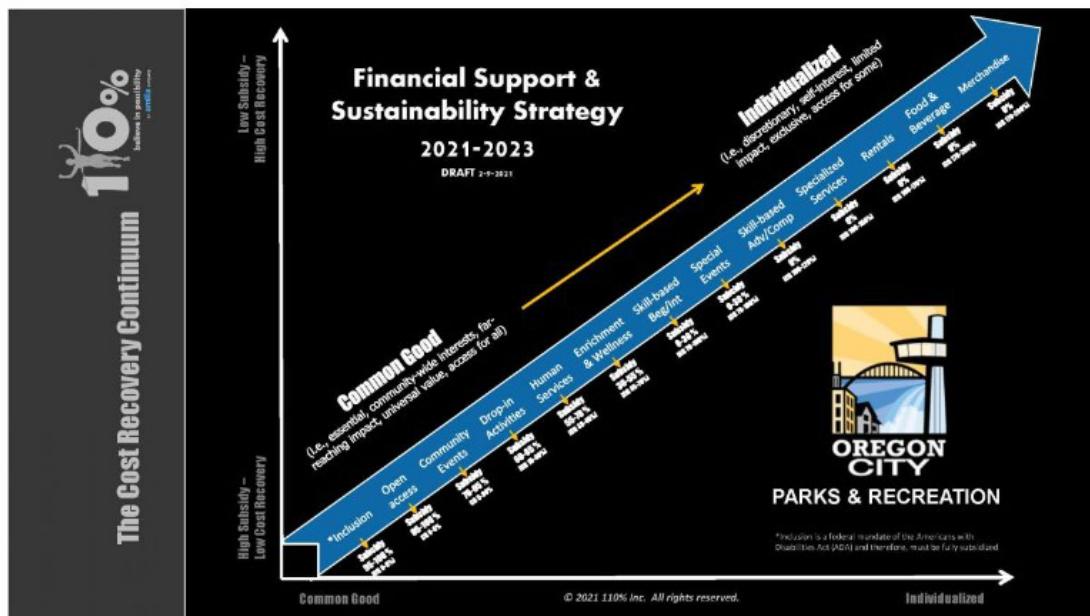


**Figure 8: Oregon City Cost Recovery Model**

In October 2020, the Oregon City Parks and Recreation Department undertook a comprehensive cost recovery analysis leading to the development of the Financial Support and Sustainability Policy. This policy, adopted on October 20, 2021, and enacted on July 1, 2022, was designed to balance the costs and benefits to the community. Services with more individual benefits have lower subsidies, while those with broader community benefits are subsidized more. Historically, sports groups enjoyed free exclusive use of courts and fields, but increasing demand over the past decade prompted the city to revisit this. The revised policy now requires a fee for exclusive field and court use, with residents paying $10 per hour and non-residents $15 per hour. These adjustments also channel more support to other community programs, such as Meals on Wheels, service/veteran counseling, and enrichment programs. The department, though lean in staff, focuses on serving the larger community. While rate increases took effect from July 1st, 2022, the city remains committed to equity, offering scholarships, payment plans, and more to ensure accessible and inclusive recreational opportunities.

## 4.3.12 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery.

Staff should monitor the effectiveness of the various pricing strategies they employ and adjust as necessary.  It is also important to continue monitoring for yearly competitors and other service providers (i.e., similar providers) as found in *Appendix E*.  The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

| PRICING STRATEGIES | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Core Program Area** | **Age Segment** | **Family / Household Status** | **Residency** | **Weekday / Weekend** | **Prime / Non-Prime Time** | **Group Discounts** | **By Location** | **By Competition (Market Rate)** | **By Cost Recovery Goals** | **By Customer's Ability to Pay** |
| | Different prices offered for different ages | Different prices offered for family / household groups | Different prices for resident vs non-resident | Different prices for different days of the week | Different prices for different times of the day | Different prices for groups | Different prices at different locations | Competitors' prices influence your price | Dept. cost recovery goals influence your price | Scholarships, subsidies, discounted rates offered for low-income |
| Aquatics | X | X | X | | | X | | X | X | X |
| Arts & Music | X | | X | | | | | | X | |
| Community Services | X | | X | | | | | | X | |
| Cultural & Enrichment | X | | X | | | | | X | X | |
| Educational | X | | X | | | | | | X | X |
| Events | X | | X | | | | | | X | |
| Fitness | X | | X | | | | | | X | |
| Socialization | X | | X | | | | | | X | |

*Figure 80: Pricing Strategy Usage*

## 4.3.13 PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department program staff should continue the cycle of evaluating programs on both individual merits and program mix.  This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year.  The following tools and strategies can help facilitate this evaluation process:

### MINI BUSINESS PLANS

The consulting team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis.  These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented.  If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.  See *Appendix F* for a template.

### PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all the Core Program Areas and individual program analyses discussed in this Program Assessment.  Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus on specific program areas to develop new opportunities in what group of citizens to target, including the best marketing methods to use.

A simple, easy-to-use tool similar to *Figure 82* below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

If the program/service is determined to have high priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing methods by completing a similar exercise as the one seen below.



*Figure 81: Program Development Template*

## PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis and other established criteria, program staff should evaluate programs on an annual basis to determine the program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in *Figure 82* below. During the Beginning Stages, program staff should establish program goals, design program scenarios, and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.
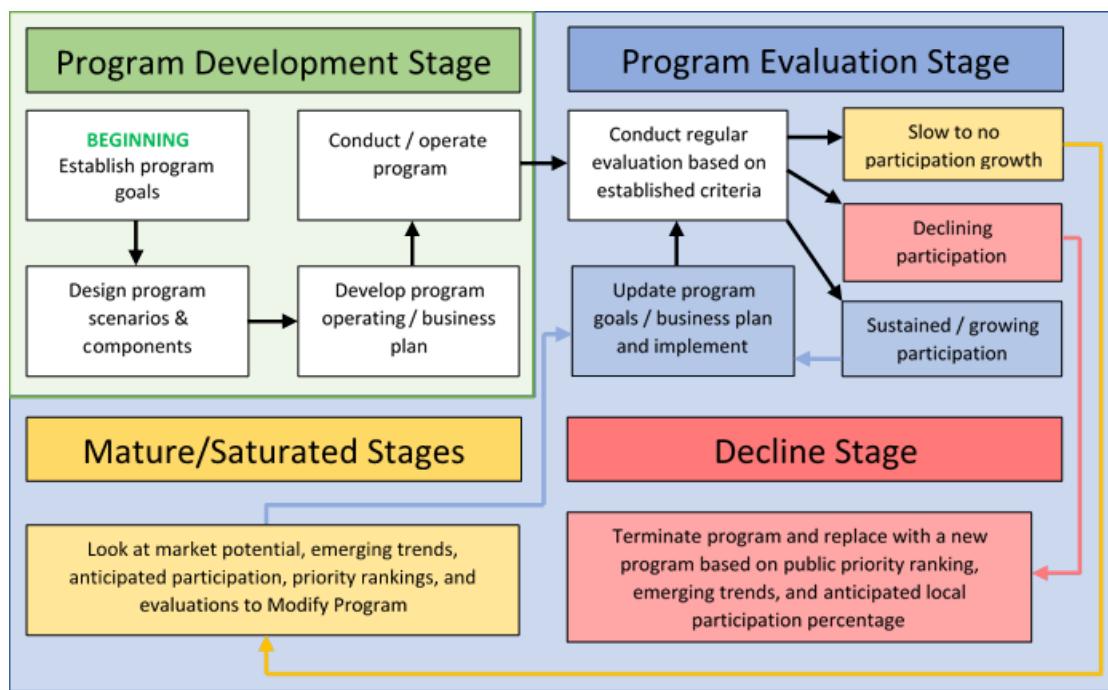


*Figure 82: Evaluation Cycle with Program Lifecycle Logic Matrix*

### 4.3.14 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Department uses a variety of marketing strategies combining traditional (flyers and brochures) with modern (social media) strategies to advance its message when promoting activities.

The list of marketing approaches used by the Department includes:

- Program Guides (print & online)
- Website
- Smart/mobile phone enabled site
- Flyers and/or brochures
- Direct mail
- Email blasts and/listserv
- Public Service Announcements
- Road sign Marquees
- Paid Advertisements
- In-Facility signage
- Social Media (Facebook, Instagram & YouTube) – YouTube used primarily during the onset of the pandemic.
- QR Codes

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate supporting plans and directly coordinate with the organization's priorities. The plan should also provide specific guidance as to how the Department's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

## 4.3.15 WEBSITE

The Department website can be reached at the domain name https://www.orcity.org/parksandrecreation. The bottom of the page has Google translate embedded into the site allowing translation to over 130 languages.

The website has recently been updated for a cleaner look and easier navigation, along with appealing visuals. It features several buttons that link to various Department subpages (Aquatics, Clackamette RV Park, Ermatinger House, Pioneer Community Center, Parks & Trails, and Rentals). Just below these buttons, you'll find a section titled "Parks & Recreation Top Links." This section provides direct links to Activity Registration, Donations, Master Fee Schedule, Meals On Wheels, Park Projects, Special Events, Sports And Fitness, and Swimming Lessons, making it easy for users to find important information swiftly.

While the website upgrade made many improvements, there is still an opportunity to incorporate more storytelling throughout the pages that encapsulate the mission, vision, and values of the Department.
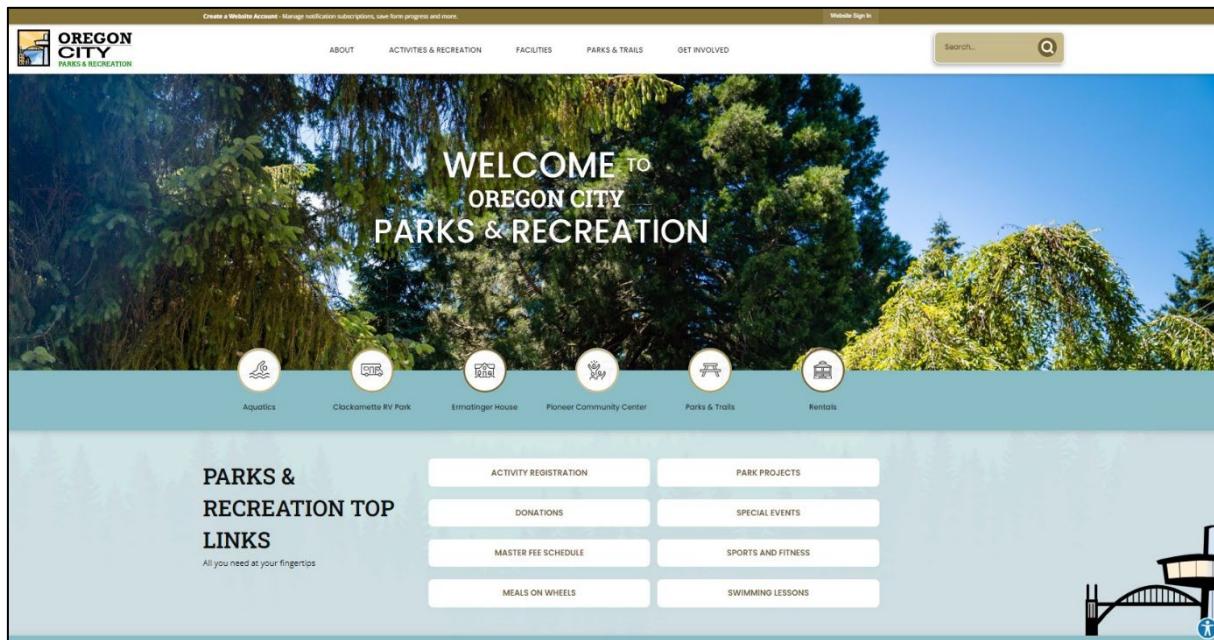


*Figure 83: Oregon City Parks and Recreation Department Homepage*

### 4.3.16 SOCIAL MEDIA

Oregon City utilizes Web 2.0 technology through Facebook, Instagram, and YouTube. Here is a quick analysis of the Department by each platform. All numbers are as of January 2023.

#### FACEBOOK

- 3,100 followers
- Posts multiple times a week.
- Used to promote programs and activities and share news of the happenings within the Department.
- Most posts are informative with few posts that encourage follower interactions or engagement
- Recommendations for Facebook content include more photos of participants engaged in events and activities, short videos, and curated content.

#### INSTAGRAM

- 2,040 followers
- Bi-weekly posts
- More engaging posts than Facebook including participant photos and reels
- Recommendations for Instagram include infographics, more participant photos engaged in activities and events

#### YOUTUBE (OREGON CITY)

- 433 Subscribers
- Most videos are Commission, Board, and Committee meetings
- Recommendations for YouTube include videos sharing stories of the Department and the good you do in the community

#### LINKEDIN (OREGON CITY)

- 625 Followers
- 54 employees
- Last post was a job announcement dated 2 months ago
- Recommendations for LinkedIn include professional content, examples of your organizational culture, company news and job opportunities

The key to successful implementation of a social network is to move participants from awareness to action and creating greater user engagement.  This could be done by:

- Allowing controlled 'user generated content' by encouraging users to send in their pictures from special events or programs.
- Leveraging the website to obtain customer feedback for programs, parks and facilities and customer service.
- Conducting an annual website strategy workshop with the staff to identify ways and means that the website can support the City's Social Media Trends.
- Utilizing TikTok to engage with younger demographics and share your story.
- Better engaging on LinkedIn to promote your organizational culture and employment opportunities.
- Utilizing a Content Calendar to set posting schedule.

## SOCIAL MEDIA USERS

Over the last decade, social media has become one of the Country's fastest growing trends.  From only ten (10) percent of the U.S. population using social media in 2008, today, we see an estimated eighty-two (82%) percent of the country using some form of social media.  With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the City to take advantage of these marketing opportunities.  Social media can be a useful and affordable tool to reach current and potentially new system users.  Such platforms as Facebook, YouTube, Instagram, Pinterest, TikTok, Twitter, or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.



*Source: https://www.statista.com*
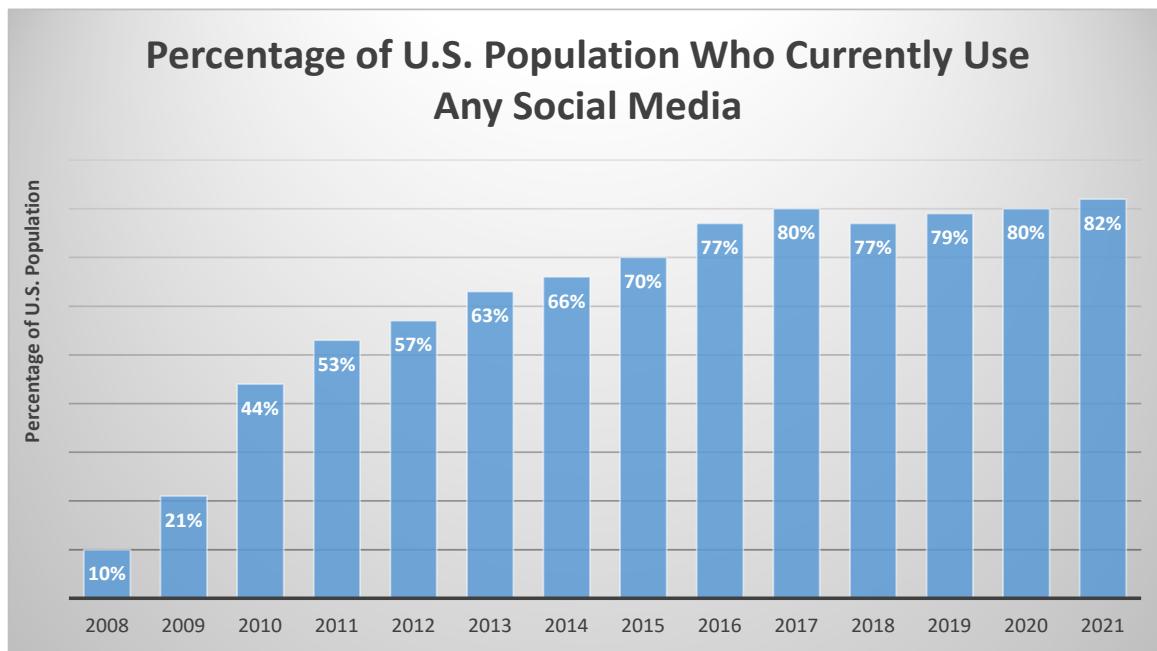
*Figure 84: U.S. Population Using Social Media*

## SOCIAL MEDIA PLATFORMS

Below is a chart that depicts the most frequently used social media sites throughout the world.  As of October 2021, Facebook stood out as the most heavily trafficked social media platform, with an estimated 2.9 billion visitors per month.  YouTube is second with 2.3 billion visitors per month. TikTok had the highest growth rate at 85.3% in 2021.
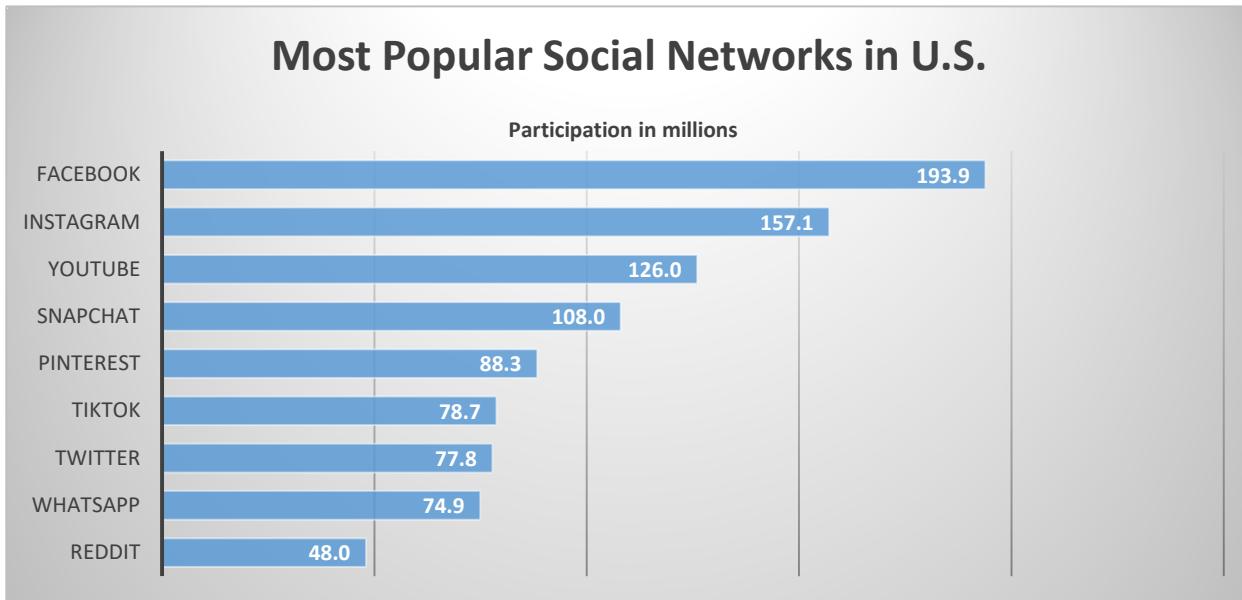


*Source: www. https://www.statista.com*

*Figure 85: Most Popular Social Media Networks in the U.S.*

## MEDIUMS USED TO ACCESS THE INTERNET

The neighboring image is taken directly from Statista.com and depicts the number of internet users in the United States, internet penetration in the U.S., and the number of mobile internet users in the U.S.  Less than 10% of surveyed adults state they did not use the internet in 2021.
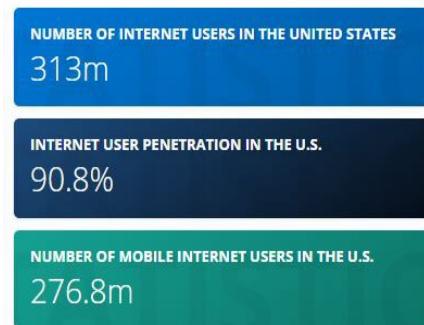


*Source: www.statista.com/topics/2237/internet-usage-in-the-united-states/*

*Figure 86: Internet Users in the U.S.*

## 4.3.17 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Create a Department marketing plan including the components and strategies identified in this report.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly, performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics.

- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.

## 4.3.18 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come.

### CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. Currently, Oregon City has volunteer opportunities posted on the Department's website, underneath "Get Involved".

From a user's point of view, the process for finding volunteer opportunities appears fragmented. Each location has its own separate listing and follows a different procedure, making the overall experience inconsistent.

It is recommended that the volunteer pages be combined into one webpage and include the online application, a downloadable application, volunteer opportunity descriptions, and department contact information.

## 4.3.19 PARTNERSHIPS



The Department currently works with several different types of partners throughout the community. These partnerships support the facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff can leverage resources.

The following recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage potential internal and external conflicts.  Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis.  This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring towns/cities, colleges, state or federal agencies, not-for-profit organizations, as well as with private or for-profit organizations.  There are recommended standard policies and practices that will apply to any partnership and those that are unique to relationships with private, for-profit entities.

## 4.3.20 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

### ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the recommended practices listed in the previous section as well as in **Appendix C**, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Additionally, begin tracking volunteer metrics more consistently, including individual volunteers used annually and volunteer hours donated annually. Lastly, begin identifying measurable outcomes for each partnership and track these metrics.

## 4.3.21 CURRENT STAFFING

The Oregon City Parks and Recreation Organizational Charts *(Figures 92-96)* shows the Department operates at nearly 43 FTE, which puts the department at about 11.3 FTEs for every 10,000 residents in their jurisdiction. This puts them just below the national median of 11.8 FTEs per 10,000 residents.

A full summary of national benchmarks regarding staff can be found in the 2022 NRPA Agency Performance review at:

https://www.nrpa.org/siteassets/2022-nrpa-agency-performance-review.pdf
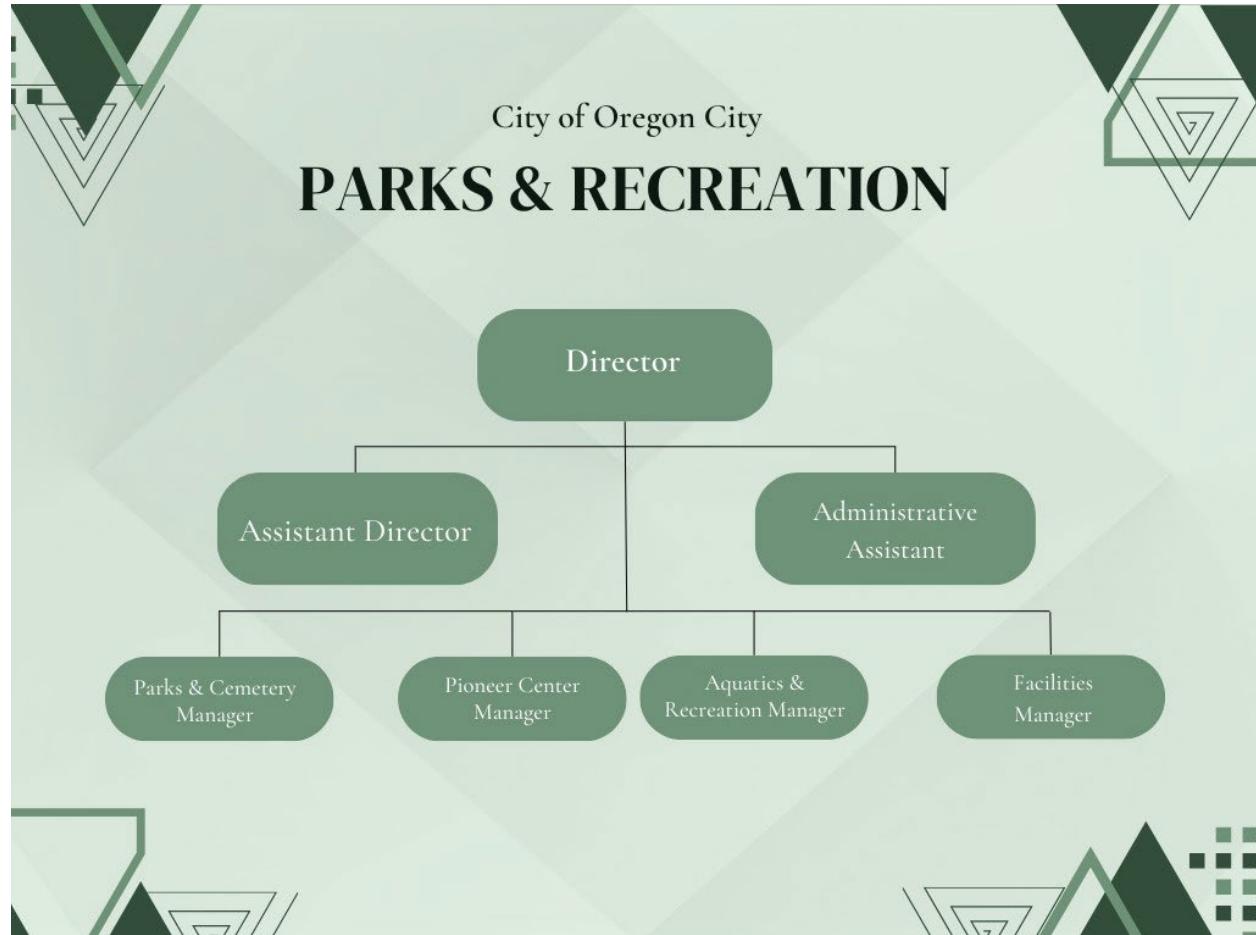
### MANGEMENT TEAM



*Figure 87: Management Team Org Chart*

## AQUATICS & RECREATION ORG CHART
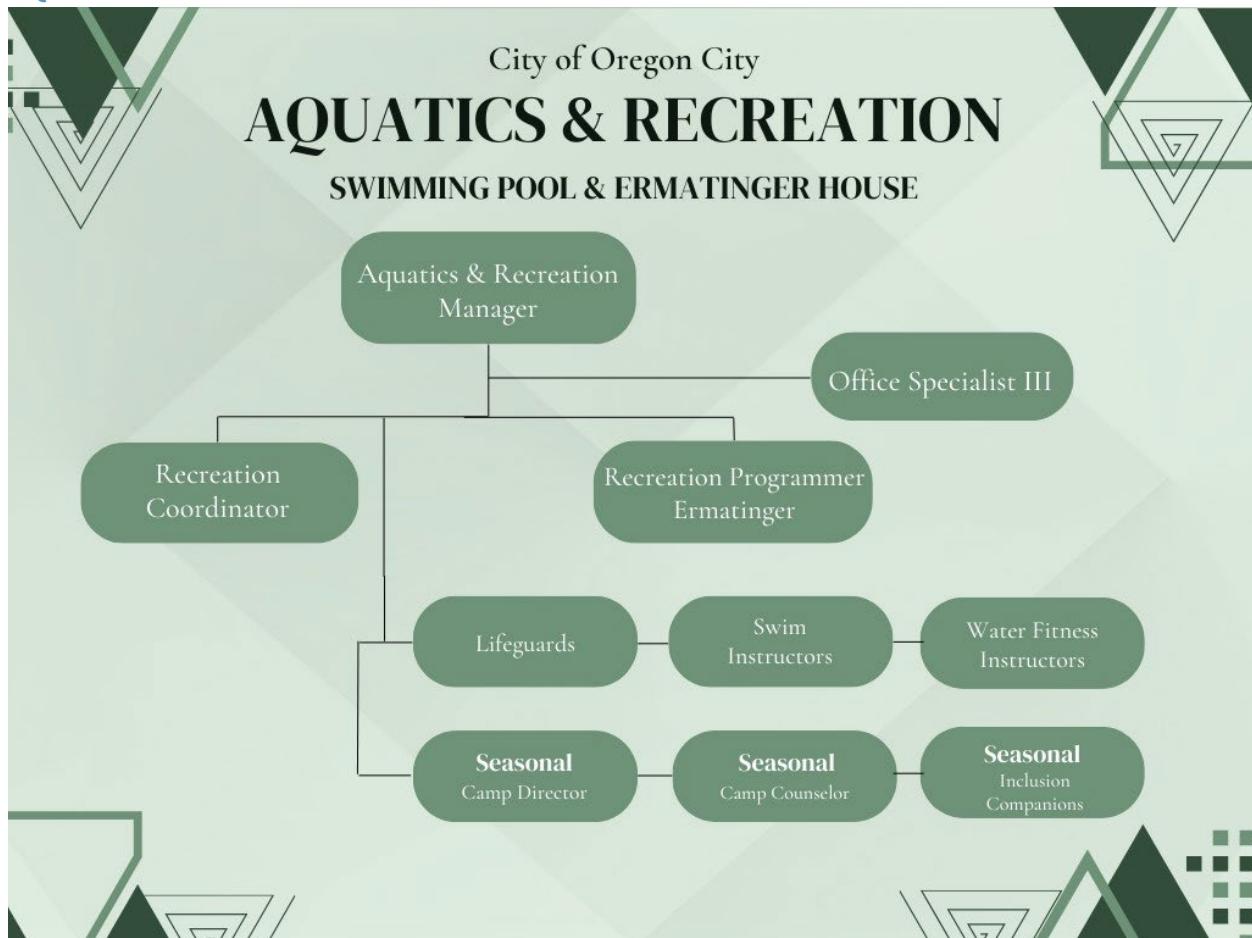


*Figure 88: Aquatics & Recreation Org Chart*

## FACILITIES ORG CHART



City of Oregon City

# FACILITIES

Facilities Manager

Facilities Maintenance Specialist

Facilities Maintenance Specialist
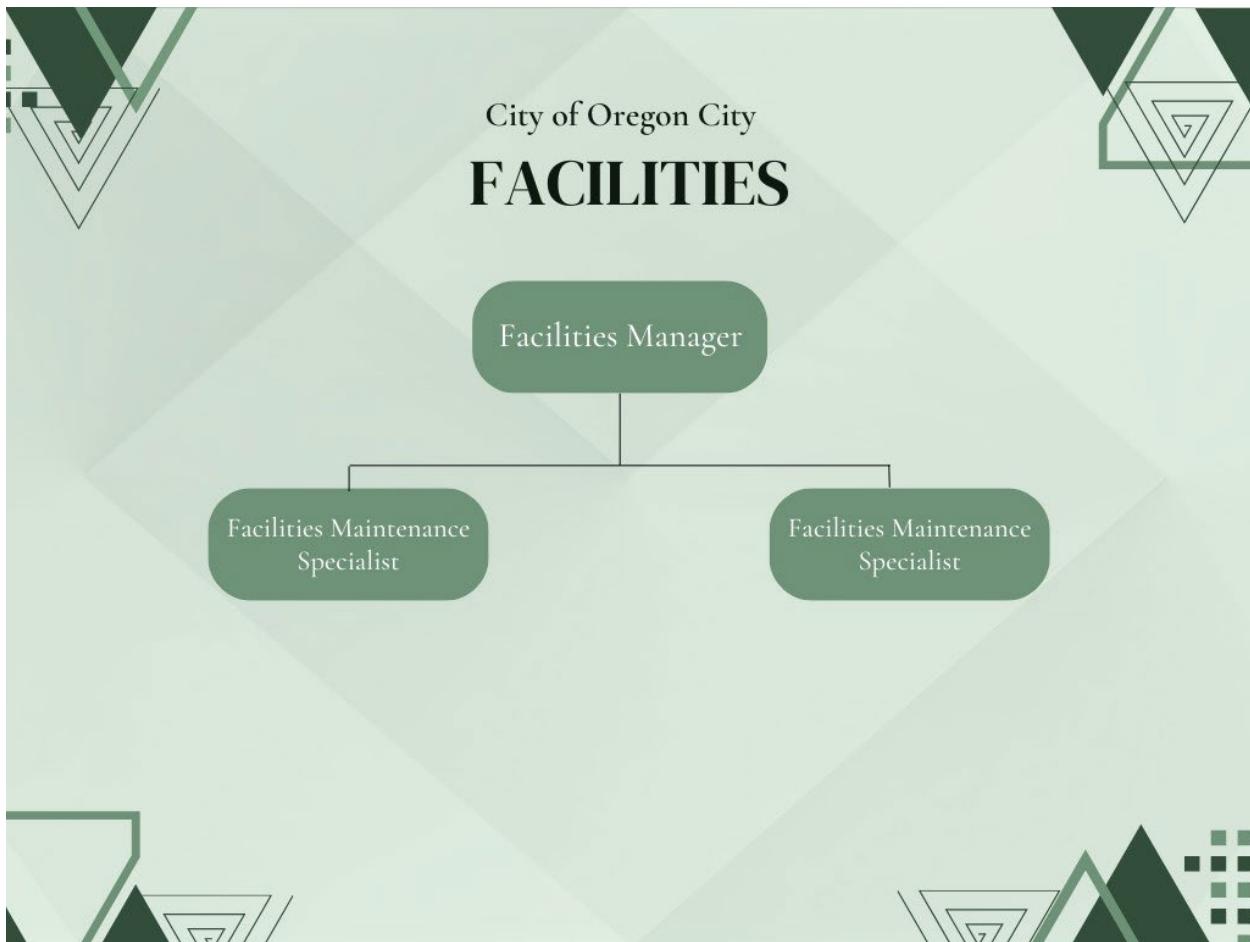
*Figure 89: Facilities Org Chart*

## PARKS & CEMETERY ORG CHART
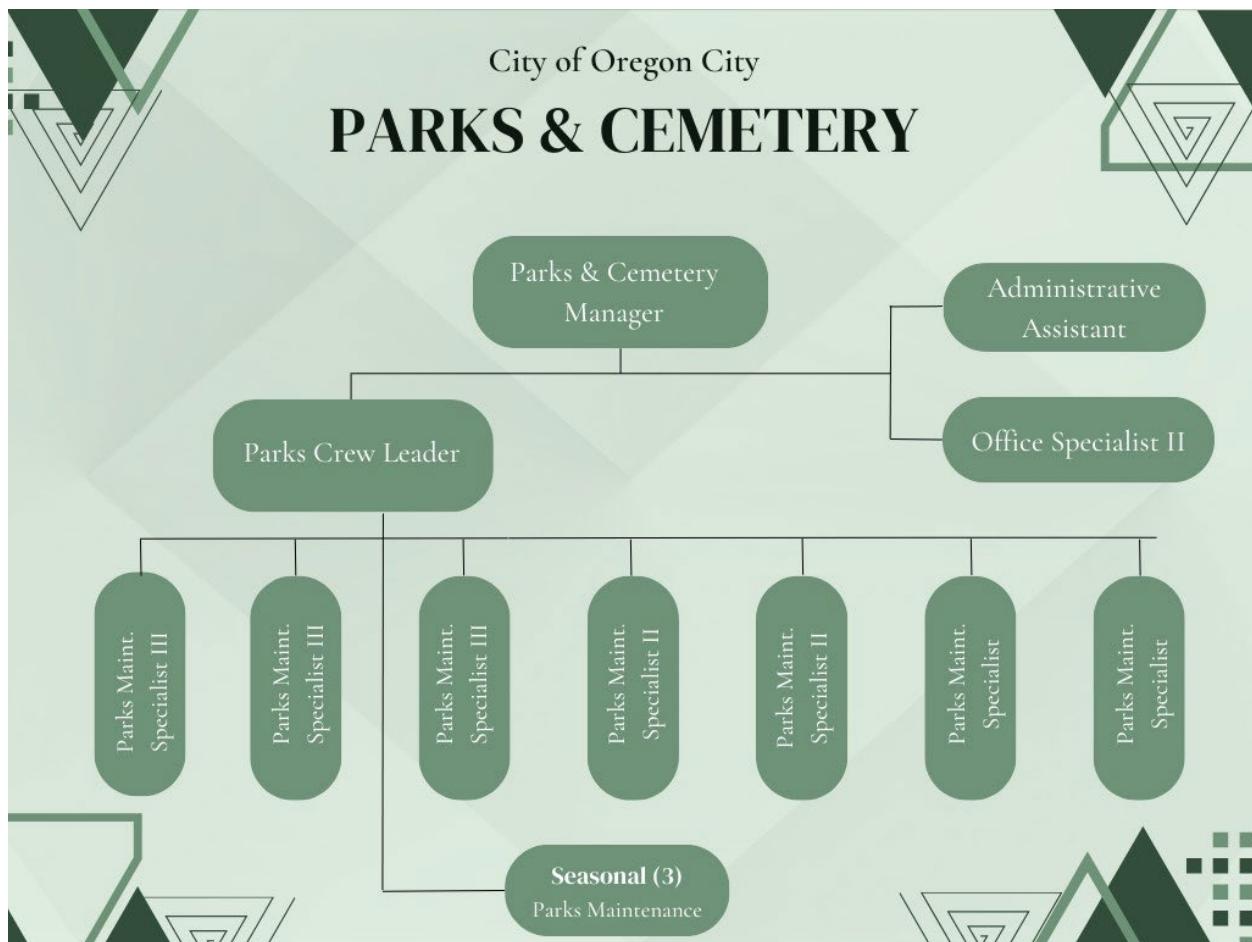


*Figure 90: Parks & Cemetary Org Chart*

## PIONEER CENTER ORG CHART



City of Oregon City
# PIONEER COMMUNITY CENTER

Social Services &
Community Manager

Office Specialist III

Office Specialist I

Social Services
Coordinator

Rentals & Events
Coordinator

Social Services
Programmer

Van Driver

Van Driver

Food Service
Worker

Nutrition
Assistant
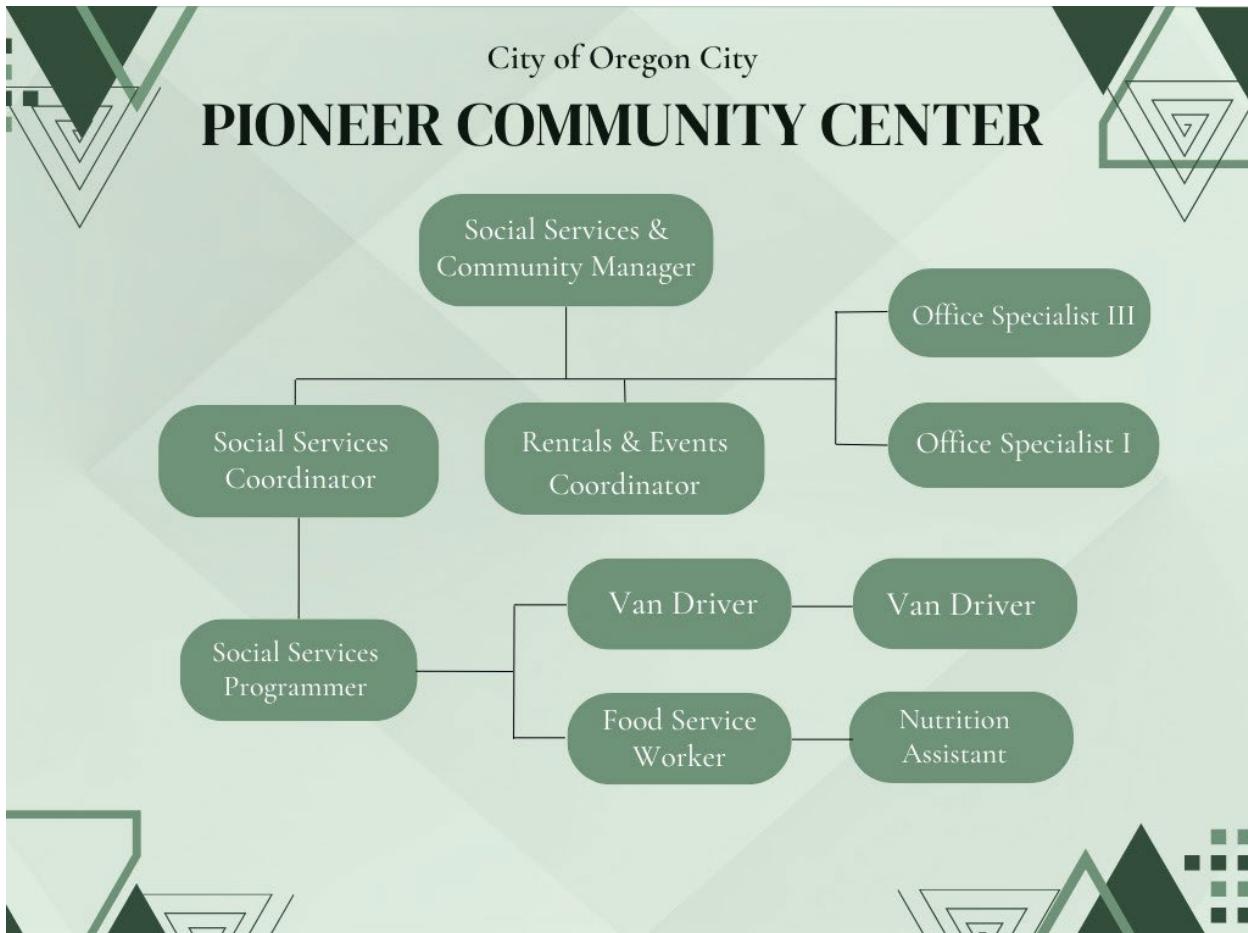
*Figure 91: Pioneer Center Org Chart*

As the agency looks to evolve and grow, it will be critical to identify ways not just to right-size the Department but to right-staff it.  With the growing community emphasis on special events, adult and senior fitness & wellness programs (including Pickleball), it will be essential to have dedicated staff to expand and manage these programs.

The following chart is from the 2022 National Recreation and Park Association Agency Performance Review and outlines the average percentage distribution of staff responsibilities.  This will be a helpful benchmark for the Department as it grows and aligns its staff with the growing community needs.
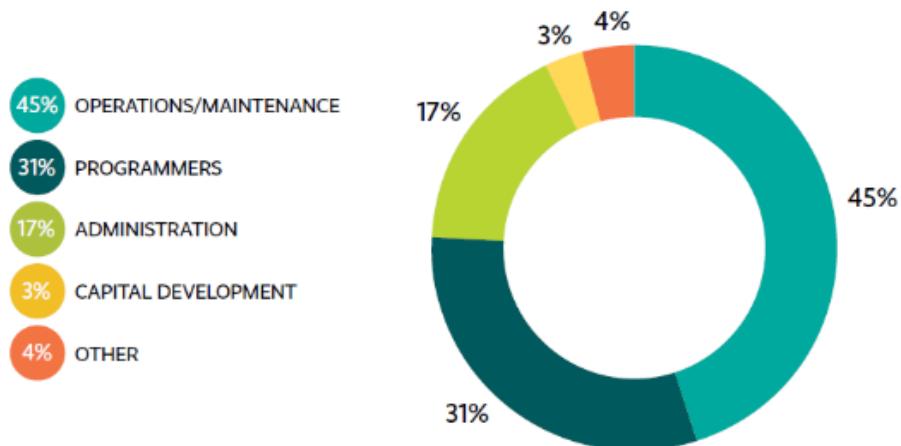


*Figure 92: NRPA Responsibilities of Park and Recreation Staff*

### 4.3.22 CONCLUSION

The consultant team has highlighted a few important recommendations from the report. These recommendations may change with any shifts in demographics, Department structure, and community and Department priorities.

- **Core Program Areas:** The Department will need to continue evaluating Core Program Areas as priorities shift and the community demographics evolve. Align Core Program Areas with the community needs from the statistically valid survey results. The Department staff should evaluate Core Program Areas and the individual programs within them, ideally, on an annual basis, to ensure offerings remain aligned with community needs.
- **Age Segments**: The Department should consider expanding programs and activities targeting youth ages 0-17 and expanding programs for adults and seniors focusing on physical health goals.
- **Program Lifecycle Analysis**: The Department should complete a lifecycle analysis on an annual basis and ensure that the percentage distribution closely aligns with the desired performance. Additionally, the Department could include annual performance measures for core program areas to track participation, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.
- **Program Development and Marketing Plan:** Each new program and existing program should have a solid program development and marketing plan. The Department needs to ensure target markets and age segmentations are being reached through the appropriate media. Social Media should be utilized at a higher level to share the Department's story and help the community understand the importance of the work you do.
- **Volunteer and Partnership:** Management is important to continue to assist with meeting the needs of the community. The Department should know the cost of providing this service and compare it to the outcomes being achieved. This will help demonstrate leveraging resources and ensure that the outcomes match the effort.

# CHAPTER FIVE – ACTION PLAN & PARKS MASTER PLAN DEVELOPMENT

## 5.1 SYSTEMS EXPENDITURE FORECAST

The charts included here are from Facility Condition Assessments that Bureau Veritas performed in March 2021. Their purpose is to evaluate the present overall physical state of the property on the inspection day and to assess potential future needs for replacement reserves.

Replacement Reserves, sometimes referred to as Lifecycle or Renewals, account for regular renewal expenses or expenditures that don't fall under operation or maintenance costs. These reserves should be planned for annually, as their frequency and cost can be fairly predictable. They might also include components or systems with an uncertain lifespan but have a possibility of failing within a specific estimated timeframe.

Replacement Reserves generally do not include components or systems that are expected to last beyond the reserve term, and those that don't significantly impact the structural and mechanical soundness of the property. Costs from unforeseeable events like acts of God, accidents, or other incidents typically covered by insurance, instead of reserves, are also omitted.

Replacement costs were developed through discussions with the property owners or managers, service companies, manufacturers' representatives, and from our past experience in devising such schedules for comparable facilities. We also consider costs for tasks carried out by the owner's or property manager's maintenance staff.

Bureau Veritas's reserve methodology includes the identification and quantification of systems or components that will need capital reserve funds during the assessment period, defined as the effective age plus the reserve term. Additional data about each system or component's respective replacement costs (in today's dollars), average expected useful lives, and remaining useful lives were estimated for creating a funding schedule. The Replacement Reserves Schedule assumes that all necessary remedial work has been done, or funds have been allocated for Immediate Needs.

For this report's System Expenditure Forecasts, the Replacement Reserves have been divided into these categories: Short Term (years 1-2), Near Term (years 3-5), Medium Term (years 6-10), and Long Term (years 11-20). Bureau Vista's full Facility Condition Assessments can be found in **Appendix G**.

## 5.1.1 ERMATINGER HOUSE

| System | Immediate | Short Term (1-2 yr) | Near Term (3-5 yr) | Med. Term (6-10 yr) | Long Term (11-20 yr) | TOTAL |
|---|---|---|---|---|---|---|
| Accessibility | $ - | $ - | $ - | $ - | $ - | $ - |
| Electrical | $ - | $ - | $ 663 | $ - | $ 54,360 | $ 55,023 |
| Equipment & Furnishings | $ - | $ - | $ - | $ - | $ 4,860 | $ 4,860 |
| Façade | $ - | $ - | $ 20,797 | $ 156,189 | $ 135,954 | $ 312,940 |
| Fire Alarm & Electronic Systems | $ - | $ - | $ - | $ 26,206 | $ - | $ 26,206 |
| Fire Protection | $ - | $ - | $ - | $ - | $ - | $ - |
| HVAC | $ - | $ - | $ - | $ 12,404 | $ 12,557 | $ 24,961 |
| Interiors | $ - | $ - | $ 21,248 | $ 23,157 | $ 129,882 | $ 174,287 |
| Plumbing | $ - | $ - | $ - | $ 2,271 | $ - | $ 2,271 |
| Roofing | $ - | $ - | $ - | $ 3,930 | $ 48,573 | $ 52,503 |
| Site Development | $ - | $ - | $ - | $ 4,540 | $ - | $ 4,540 |
| Site Pavement | $ - | $ - | $ - | $ - | $ - | $ - |
| Structure | $ - | $ - | $ - | $ - | $ 5,635 | $ 5,635 |
| TOTALS | $ - | $ - | $ 42,708 | $ 228,697 | $ 391,821 | $ 663,226 |

*Figure 93: Ermatinger House Systems Expenditure Forecast*

## 5.1.2 SPORTCRAFT LANDING

| System | Immediate | Short Term (1-2 yr) | Near Term (3-5 yr) | Med. Term (6-10 yr) | Long Term (11-20 yr) | TOTAL |
|---|---|---|---|---|---|---|
| Site Development | $ - | $ - | $ - | $ - | $ 12,152 | $ 12,152 |
| Site Pavement | $ - | $ 251,146 | $ 56,331 | $ 28,869 | $ 131,433 | $ 467,779 |
| Special Construction & Demo | $ - | $ - | $ - | $ 5,590 | $ 97,217 | $ 102,807 |
| TOTALS | $ - | $ 251,146 | $ 56,331 | $ 34,459 | $ 240,802 | $ 582,738 |

*Figure 94: Sportcraft Landing Systems Expenditure Forecast*

## 5.1.3 STAFFORD PARK

| System | Immediate | Short Term (1-2 yr) | Near Term (3-5 yr) | Med. Term (6-10 yr) | Long Term (11-20 yr) | TOTAL |
|---|---|---|---|---|---|---|
| Accessibility | $ 15,600 | $ - | $ - | $ - | $ - | $ 15,600 |
| Site Development | $ - | $ 1,172 | $ - | $ 2,970 | $ 7,999 | $ 12,141 |
| Site Pavement | $ 7,150 | $ 1,241 | $ - | $ 11,047 | $ 17,778 | $ 37,216 |
| TOTALS | $ 22,750 | $ 2,413 | $ - | $ 14,017 | $ 25,777 | $ 64,957 |

*Figure 95: Stafford Park Systems Expenditure Forecast*

## 5.1.4 STRAIGHT CEMETERY

| System | Immediate | Short Term (1-2 yr) | Near Term (3-5 yr) | Med. Term (6-10 yr) | Long Term (11-20 yr) | TOTAL |
|---|---|---|---|---|---|---|
| Site Development | $ 11,160 | $ - | $ 2,130 | $ 4,999 | $ 20,155 | $ 38,444 |
| Site Pavement | $ - | $ - | $ - | $ - | $ 16,905 | $ 16,905 |
| TOTALS | $ 11,160 | $ - | $ 2,130 | $ 4,999 | $ 37,060 | $ 55,349 |

*Figure 96: Straight Cemetery Systems Expenditure Forecast*

## 5.1.5 WATERBOARD PARK

| System | Immediate | Short Term (1-2 yr) | Near Term (3-5 yr) | Med. Term (6-10 yr) | Long Term (11-20 yr) | TOTAL |
|---|---|---|---|---|---|---|
| Site Development | $ - | $1,034,929 | $ 2,712 | $ 1,485 | $ 133,832 | $1,172,958 |
| Site Pavement | $ - | $ 60,683 | $ - | $ - | $ 42,532 | $ 103,215 |
| TOTALS | $ - | $1,095,612 | $ 2,712 | $ 1,485 | $ 176,364 | $1,276,173 |

*Figure 97: Waterboard Park Systems Expenditure Forecast*

## 5.1.6 WESLEY LYNN PARK

| System | Immediate | Short Term (1-2 yr) | Near Term (3-5 yr) | Med. Term (6-10 yr) | Long Term (11-20 yr) | TOTAL |
|---|---|---|---|---|---|---|
| Façade | $ - | $ 2,344 | $ 6,329 | $ 5,595 | $ 8,506 | $ 22,774 |
| Roofing | $ - | $ - | $ - | $ - | $ 3,098 | $ 3,098 |
| Interiors | $ - | $ - | $ 3,842 | $ - | $ 5,164 | $ 9,006 |
| Plumbing | $ - | $ 9,932 | $ - | $ - | $ 34,569 | $ 44,501 |
| Equipment & Furnishings | $ - | $ - | $ - | $ - | $ - | $ - |
| Special Construction & Demo | $ - | $ - | $ - | $ - | $ 120,097 | $ 120,097 |
| Site Pavement | $ - | $ 21,721 | $ - | $ 40,904 | $ 574,355 | $ 636,980 |
| Site Development | $ - | $ 19,789 | $ 37,154 | $ 101,332 | $ 244,757 | $ 403,032 |
| Site Utilities | $ - | $ - | $ - | $ 41,930 | $ 1,620 | $ 43,550 |
| TOTALS | $ - | $ 53,786 | $ 47,325 | $ 189,761 | $ 992,166 | $1,283,038 |

*Figure 98: Wesley Lynn Park Systems Expenditure Forecast*

## 5.1.7 TOTAL SYSTEMS EXPENDITURE FORECAST

| Facility | Immediate | Short Term (1-2 yr) | Near Term (3-5 yr) | Med. Term (6-10 yr) | Long Term (11-20 yr) | TOTAL |
|---|---|---|---|---|---|---|
| Ermatinger House | $ - | $ - | $ 42,708 | $ 228,697 | $ 391,821 | $ 663,226 |
| Sportcraft Landing | $ - | $ 251,146 | $ 56,331 | $ 34,459 | $ 240,802 | $ 582,738 |
| Stafford Park | $ 22,750 | $ 2,413 | $ - | $ 14,017 | $ 25,777 | $ 64,957 |
| Straight Cemetery | $ 11,160 | $ - | $ 2,130 | $ 4,999 | $ 37,060 | $ 55,349 |
| Waterboard Park | $ - | $1,095,612 | $ 2,712 | $ 1,485 | $ 176,364 | $1,276,173 |
| Wesley Lynn Park | $ - | $ 53,786 | $ 47,325 | $ 189,761 | $ 992,166 | $1,283,038 |
| **TOTALS** | **$ 33,910** | **$1,402,957** | **$ 151,206** | **$ 473,418** | **$1,863,990** | **$3,925,481** |

*Figure 99: Total Systems Expenditure Forecast*

## 5.2 FUNDING & REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help the Department prepare for the plan's implementation by identifying viable funding opportunities and sharing strategies that have been used by other agencies in Oregon and throughout the United States.

It is essential to identify new and sustainable funding sources to ensure the continued growth and maintenance of the Department's parks and recreation system. The key to future growth is diversification of funding sources which will help support the development and sustainability of the initiatives recommended in this plan.

The sources in this section have been selected based on the Department's desire to pursue them further and their viability. These are meant to serve as recommendations and guidelines and do not commit the City or the staff to pursue them.

### 5.2.1 EXTERNAL FUNDING SOURCES

#### GENERAL FUND SUPPORT

Oregon City currently receives $0.6481 under the permanent tax rate limit. An increase in the permanent tax rate to $0.25 per thousand assessed values would produce approximately $700,000 in additional revenue for parks and recreation. A General Fund increase up to the allowable tax rate for the City can be made by the City Commission during the budget planning cycle.

General Fund Support is a stable funding source for parks and recreation operations but can be challenged with shifting City priorities from year to year.

#### GENERAL OBLIGATION (G.O.) BONDS

General Obligation (G.O.) Bonds are voter approved bonds that can be used for land acquisition or capital projects. Four agencies within Oregon have successfully used this method to fund projects since 2012. Those agencies include:

- Eugene, 2018 - $39.35M
- Portland, 2014 - $68M
- Bend, 2012 – 29M
- Willamalane, 2012 – 20M

The primary challenge for this funding strategy is that it is limited to capital projects and land acquisitions and cannot be used for operational needs or ongoing maintenance.

#### LOCAL OPTION LEVY

Local Option Levies can be used to fund up to 5 years of operations or up to 10 years for capital projects. Though a flexible funding strategy, this option requires voter approval and is not a reliable long-term solution as it does require voter approval for ongoing support.

This financial strategy is most often used for operations and has been successfully implemented by the following agencies:

- Eugene, 2018 -$0.19/thousand
- Hillsboro, 2017 - $1.72/thousand (Parks and Public Safety)
- Metro, 2016 - $9.6 cents/thousand
- Corvallis, 2013 - $0.8181/thousand

## PARK DISTRICT – SPECIAL PARK DISTRICT

The Department may also consider becoming a Special Park District like Tualatin Parks & Recreation, Bend Parks and Recreation, and Willamalane Parks and Recreation districts. A special district is a municipal corporation that is a standalone agency from the City of Oregon City.

Separation from the City would allow for a focus on parks and recreation, however operating a special district could pose challenges including loss of efficiency of the larger organization and other City departments.

## PARK UTILITY FEE

The Park Utility Fee is a fee paid on regular utility bills to fund parks and recreation capital projects and operations. This funding strategy is a stable, dedicated source and requires City Commission approval for implementation. The biggest challenge with this source is the existing cost of utility fees.

Cities that have implemented Park Utility Fees include:

- West Linn - $14.32/month/unit
- Medford - $2.95/month/unit
- Gresham - $7.50/month/unit

## TRANSIENT TAX

With the operation of tourism-based facilities within the Department including Ermatinger House, McLoughlin Promenade, Clackamette Park, Jon Storm Park, and End of the Oregon Trail, Oregon City may benefit from a percentage allocation of Transient Tax which is dedicated funding for tourism related parks and recreation facilities and programs.

Authorized by the City Commission, these funds can be dedicated to support tourism related projects and facilities within the department. The future development of hotel/motel sites can also be used to support this source, with the primary challenge being ongoing competition for funds.

Dalles OR has a $225,000 annual dedication of transient funds to support their parks and recreation operations.

## 5.3 BENCHMARK ANALYSIS

### 5.3.1 METHODOLOGY

The Consulting team with assistance from Oregon City staff identified operating metrics to benchmark the Parks and Recreation Department ("Department") against comparable parks and recreation agencies. The goal of this analysis is to evaluate how the Department is positioned among peer agencies. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics as compared to Oregon City.

Information used in this analysis was obtained directly from each participating benchmark agency, when available, and supplemental data was collected from agency / municipality websites, Comprehensive Annual Financial Reports (CAFR), and information available through the National Recreation and Park Association's (NRPA) Park Metrics Database. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was completed between October 2022 and January 2023, and it is possible that information in this report may have changed since the original collection date.

The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available. The table below lists each benchmark agency in the study. These agencies were selected due to demographic and/or organizational characteristics similar to Oregon City, including one Gold Medal Award Finalist and two CAPRA Accredited agencies. *Note: CAPRA stands for Commission for Accreditation of Park and Recreation Agencies. Agencies that receive this accreditation either meet, or exceed, standards maintained by park and recreation leaders in programming, facilities, and experiences they provide their communities.*

For all agencies examined, Oregon City represents the benchmark's fourth highest in terms of total population (37,967) and last in jurisdiction size (9.29 sq. mi.), while being highest in population density (4,087 residents per sq. mi.).

| Agency | Jurisdiction Type | Population | Jurisdiction Size (Sq. Mi.) | Population per Sq. Mi. | CAPRA Accredited | Gold Medal Winner |
|---|---|---|---|---|---|---|
| City of Oregon City Parks and Recreation Department | City | 37,967 | 9.29 | 4,087 | No | No |
| City of Albany Parks and Recreation | City | 57,199 | 17.54 | 3,261 | No | No |
| City of Lake Oswego Parks and Recreation | City | 40,731 | 11.48 | 3,548 | Pending, 2023 | Finalist (2008) |
| City of Medford Parks, Recreation and Facilities | City | 87,553 | 28.00 | 3,127 | Yes, since 2012 | Aspiring, 2025 |
| City of Pendleton Parks and Recreation Department | City | 16,685 | 11.50 | 1,451 | No | No |

*Figure 100: Benchmark Overview*

## 5.3.2 PARK ACRES

The following table provides a general overview of each system's park acreage. Oregon City ranks lowest in total acres per 1,000 residents at 6.69 acres and falls below the NPRA median for agencies serving 20,000-49,999 residents which is 10.6 acres / 1,000 residents. Oregon City, though, is challenged with limited opportunities for growth due to the lack of additional available open spaces for expansion.

| Agency | Population | Total Number of Parks | Residents per Park | Total Acres Owned or Managed | Total Acres per 1,000 Residents |
|---|---|---|---|---|---|
| City of Lake Oswego Parks and Recreation | 40,731 | 39 | 1,044.38 | 657.00 | 62.00 |
| City of Medford Parks, Recreation and Facilities | 87,553 | 31 | 2,824.29 | 2,595.00 | 29.64 |
| City of Pendleton Parks and Recreation Department | 16,685 | 22 | 758.41 | 450.00 | 26.97 |
| City of Albany Parks and Recreation | 57,199 | 30 | 1,906.63 | 979.00 | 17.12 |
| City of Oregon City Parks and Recreation Department | 37,967 | 26 | 1,460.27 | 253.95 | 6.69 |
| NRPA Median 2022 = 10.6 Acres per 1,000 Residents | | | | | |

*Figure 101: Park Acres*

## 5.3.3 TRAIL MILES

The information below reveals the service levels for dedicated trails within each system. By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined and is expressed as trail miles for every 1,000 residents. Oregon City is on the lower end with 0.20 trail miles per 1000 residents, which falls below the national recommended practice of 0.25-0.5 trail miles per 1,000 residents.

| Agency | Population | Total Trail Miles | Trail Miles per 1,000 Residents |
|---|---|---|---|
| City of Pendleton Parks and Recreation Department | 16,685 | 27.00 | 1.62 |
| City of Lake Oswego Parks and Recreation | 40,731 | 18.00 | 0.44 |
| City of Medford Parks, Recreation and Facilities | 87,553 | 37.00 | 0.42 |
| City of Oregon City Parks and Recreation Department | 37,967 | 7.56 | 0.20 |
| City of Albany Parks and Recreation | 57,199 | 9.60 | 0.17 |
| Recommended Practice = 0.25-0.5 Trail Miles 1,000 Residents | | | |

*Figure 102: Trail Miles*

## 5.3.4 STAFFING AND VOLUNTEERS

This section compares staffing levels for each system by comparing full-time equivalents (FTEs) to total populations. Total FTEs per 10,000 residents is a key performance metric that assesses how well each system is equipped, in terms of staff, to serve its jurisdiction. Oregon City ranks in the middle at 11.3 FTEs per 10,000 residents and is lower than the NRPA Median for agencies serving 20,000-49,999 residents of 11.8 FTEs per 10,000 residents.

In terms of volunteers, Oregon City has the lowest number of volunteers (65) but has the third highest total volunteer hours (4000), which speaks to the high level of commitment of the existing volunteers.

| Agency | Population | Total Volunteers (annually) | Total time worked by volunteers (annually) | Total Full-Time Employees | Total Part-Time Employees | Total FTEs | FTEs per 10,000 Residents |
|---|---|---|---|---|---|---|---|
| City of Lake Oswego Parks and Recreation | 40,731 | 350 | 31,369 | 56 | 21 | 81.00 | 19.9 |
| City of Pendleton Parks and Recreation Department | 16,685 | 87 | 1,809 | 12 | 20 | 32.00 | 19.2 |
| City of Oregon City Parks and Recreation Department | 37,967 | 65 | 4,000 | 23 | 45 | 42.72 | 11.3 |
| City of Medford Parks, Recreation and Facilities | 87,553 | 600 | 375 | 29 | 60 | 44.60 | 5.1 |
| City of Albany Parks and Recreation | 57,199 | 864 | 8,694 | 26 | 77 | - | - |
| NRPA Median 2022 = 11.8 FTEs per 10,000 Residents | | | | | | | |
| *Total FTEs not available for Albany | | | | | | | |

*Figure 103: Staffing and Volunteers*

## 5.3.5 OPERATING EXPENSE PER CAPITA

Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending per resident. Oregon City ranks in the middle in operating expense per resident ($115.58) and is above the NRPA Median for Agencies Serving 20,000-49,999 residents of $110.32 per resident. Some of this higher expense is also attributed to the higher cost of living and doing business in and around the area compared to national averages.

| Agency | Population | Total Operating Expense | Jurisdiction size (sq. mi.) | Total acres owned or managed by the system | Operating Expense per Acre | Operating Expense per FTE | Operating Expense per Resident |
|---|---|---|---|---|---|---|---|
| City of Lake Oswego Parks and Recreation | 40,731 | $13,105,373 | 11.48 | 657.00 | $1,141,583 | $19,947.30 | $ 321.75 |
| City of Pendleton Parks and Recreation Department | 16,685 | $ 2,970,833 | 11.50 | 450.00 | $ 258,333 | $ 6,601.85 | $ 178.05 |
| City of Oregon City Parks and Recreation Department | 37,967 | $ 4,388,360 | 9.29 | 253.95 | $ 472,375 | $17,280.41 | $ 115.58 |
| City of Albany Parks and Recreation | 57,199 | $ 5,928,300 | 17.54 | 979.00 | $ 337,987 | $ 6,055.46 | $ 103.64 |
| City of Medford Parks, Recreation and Facilities | 87,553 | $ 6,100,000 | 28.00 | 2,595.00 | $ 217,857 | $ 2,350.67 | $ 69.67 |
| NRPA Median 2022 = $110.32 per capita Operating Expense | | | | | | | |

*Figure 104: Operating Expense Per Capita*

### 5.3.6 REVENUE PER CAPITA

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. Oregon City generates $52.22 per resident which ranks it in the middle, yet above the NRPA Median for Agencies serving 20,000-49,999 residents ($26.99).

| Agency | Population | Total Non-Tax Revenue 2021 | Revenue per Resident |
|---|---|---|---|
| City of Lake Oswego Parks and Recreation | 40,731 | $ 2,491,377 | $ 61.17 |
| City of Pendleton Parks and Recreation Department | 16,685 | $ 900,400 | $ 53.96 |
| City of Oregon City Parks and Recreation Department | 37,967 | $ 1,982,467 | $ 52.22 |
| City of Albany Parks and Recreation | 57,199 | $ 893,547 | $ 15.62 |
| City of Medford Parks, Recreation and Facilities | 87,553 | $ 1,055,650 | $ 12.06 |
| NRPA Median 2022 = $26.99 Revenue per Capita | | | |

*Figure 105: Revenue Per Capita*

### 5.3.7 CIP SUMMARY

Capital Improvement Plan (CIP) budgets and availability of funding vary from year to year and the table below reveals the average of the last four years of actual capital investment for each agency. Of the benchmarked agencies, Oregon City ranked in the middle for average annual CIP ($168,732) and was well below the NRPA Median ($1.0M) for agencies serving 20,000-49,999 residents.

| Agency | Population | Avg. Annual CIP | Avg. Annual CIP per Resident |
|---|---|---|---|
| City of Lake Oswego Parks and Recreation | 40,731 | $ 5,635,000 | $ 138.35 |
| City of Medford Parks, Recreation and Facilities | 87,553 | $ 7,229,800 | $ 82.58 |
| City of Oregon City Parks and Recreation Department | 37,967 | $ 168,732 | $ 4.44 |
| City of Pendleton Parks and Recreation Department | 16,685 | $ 61,960 | $ 3.71 |
| City of Albany Parks and Recreation | 57,199 | $ 111,956 | $ 1.96 |
| NRPA Median 2022= $1.0M 5 yr AVG CIP Spending (2022) | | | |

*Figure 106: CIP Summary*

## 5.3.8 PROGRAM PARTICIPATION SPENDING

This portion assesses the program budget for each agency. Oregon City is ranked last of the benchmarked agencies at $2.12 per resident, which is significantly less than benchmarked agencies. However, it does a remarkable job generating revenue from the programs as can be seen from the 103.83% cost recovery which is second only to Pendleton Park and Recreation's 144.5% cost recovery.

| Agency | Population | Budget for Programming | Revenue from Programming | Programming Cost Recovery | Program Budget per Resident |
|---|---|---|---|---|---|
| City of Albany Parks and Recreation | 57,199 | $ 5,928,300 | $ 1,016,600 | 17.15% | $ 103.64 |
| City of Lake Oswego Parks and Recreation | 40,731 | $ 1,403,836 | $ 1,071,325 | 76.31% | $ 34.47 |
| City of Medford Parks, Recreation and Facilities | 87,553 | $ 1,935,000 | $ 900,000 | 46.51% | $ 22.10 |
| City of Pendleton Parks and Recreation Department | 16,685 | $ 239,275 | $ 345,758 | 144.50% | $ 14.34 |
| City of Oregon City Parks and Recreation Department | 37,967 | $ 80,400 | $ 83,480 | 103.83% | $ 2.12 |
| | | | | | |

*Figure 107: Program Participation Spending*

## 5.3.9 INDOOR RECREATION FACILITIES

This table shows the amount of indoor recreation facilities each of the benchmarked agencies operate, their total square footage, and their square footage per resident. Oregon City ranked first of the benchmarked agencies in square feet per resident (1.47).

| Agency | Population | Total # of indoor recreation facilities | Total Sq. Feet of all indoor recreation facilities | Total Sq. Feet per facility | Indoor Sq. Feet per resident |
|---|---|---|---|---|---|
| City of Pendleton Parks and Recreation Department | 16,685 | 1 | 20,000 | 20,000 | 1.20 |
| City of Oregon City Parks and Recreation Department | 37,967 | 4 | 55,672 | 13,918 | 0.37 |
| City of Albany Parks and Recreation | 57,199 | 3 | 44,000 | 14,667 | 0.26 |
| City of Medford Parks, Recreation and Facilities | 87,553 | 1 | 17,000 | 17,000 | 0.19 |
| City of Lake Oswego Parks and Recreation | 40,731 | 3 | 17,500 | 5,833 | 0.14 |
| | | | | | |

*Figure 108: Indoor Recreation Facility*

### 5.3.10 MARKETING AS PERCENTAGE OF OPERATIONS

The table below describes the marketing expense incurred by each agency and compares it to the agency's actual expenditures for 2021 to show what percentage of the operating expenses are dedicated to marketing. Oregon City falls towards the bottom of the benchmark with $26,500 allocated of their overall operational budget for marketing while the leaders of the group spend upwards of $268,000 annually. A recommended practice for total marketing spending is 3+% of the total operating budget.

This directly impacts program participation since as seen in the Statistically Valid Survey results "I don't know what is offered" was the top barrier to participation chosen by 38% of all respondents.

| Agency | Total Marketing Expense (2021) | Operational Budget (2022) | Total Marketing Budget (2022) | Marketing as % of Operations |
|---|---|---|---|---|
| City of Albany Parks and Recreation | $ 268,800 | $ 2,970,833 | $ 268,800 | 9.05% |
| City of Medford Parks, Recreation and Facilities | $ 100,000 | $ 6,100,000 | $ 100,000 | 1.64% |
| City of Lake Oswego Parks and Recreation | $ 100,000 | $ 13,105,373 | $ 100,000 | 0.76% |
| City of Oregon City Parks and Recreation Department | $ 26,500 | $ 4,388,360 | $ 26,500 | 0.60% |
| City of Pendleton Parks and Recreation Department | $ 10,500 | $ 5,928,300 | $ 10,500 | 0.18% |
| Best Practice = 3+% of Total Operating Budget | | | | |

*Figure 109: Marketing as a Percentage of Operations Budget*

## 5.3.11 SUMMARY OF BENCHMARK FINDINGS

The agencies selected for the benchmark were City of Albany Parks and Recreation, City of Lake Oswego Parks and Recreation (CAPRA Accredited, Gold Medal Award Finalist), City of Medford Parks and Recreation (CAPRA Accredited), and City of Pendleton Parks and Recreation. This allowed Oregon City to compare itself to some of the top performing agencies in Oregon.

**Strengths**

Of the agencies compared in this benchmark, Oregon City ranks first in total square footage per resident for indoor recreation space. Oregon City is also above the national median for revenue per resident, cost recovery, and total spending per resident in operating expenses.

- **Indoor Square Footage** – Oregon City has 1.47 total square feet per resident and is the only benchmarked agency with an indoor aquatic space.
- **Revenue** – Oregon City generates $52.22 in revenue per resident, which is above the NRPA Median of $22.99 for agencies with populations between 20,000 and 49, 999.
- **Operating Expenses** - Oregon City spends $115.58 per resident on operating expenses, which is also above the NRPA Median of $110.32.

**Opportunities**

This benchmark study uncovered some limitations and opportunities for Oregon City.

- Oregon city ranks last in **marketing and program budget**.
- **Marketing**- The Statistically Valid Survey results showed that 38% of Oregon City residents responded "I don't know what's offered" as a barrier to program participation.  Oregon City currently allocates less than 1% of its overall operational budget to marketing. The recommended percentage is at least 3% of the total operating budget.
- **Program Budget** – Oregon City has a program budget of just $2.12 per resident on programs and is the lowest ranked of the benchmarked agencies. The fourth ranked agency spent $14.34 per resident.

Overall, the benchmark analysis reveals that Oregon City has great potential for enhancing its offerings to meet the needs and desires of the community. There are opportunities to increase funding for marketing and overall dollars spent on programs for the community.  The Master Plan's recommendations will use this data and help establish strategic goals to pursue along with key performance indicators (KPIs) that will be tracked and measured over time as the Department continues to pursue excellence in all aspects of its operations.

## 5.4 PRIORITIZED FACILITY & PROGRAM NEEDS

**Priorities for Facility Investments:** The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and park investments. The PIR equally weighs (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity.

Based on the PIR, the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Multi-use paved trails (200)
- Multi-use unpaved trails (167)
- Water access (115)
- Outdoor amphitheater (115)
- Indoor walking/jogging track (112)
- Large community parks (112)
- Open space & conservation areas (111)
- Fenced dog park (110)
- Small neighborhood parks (103)
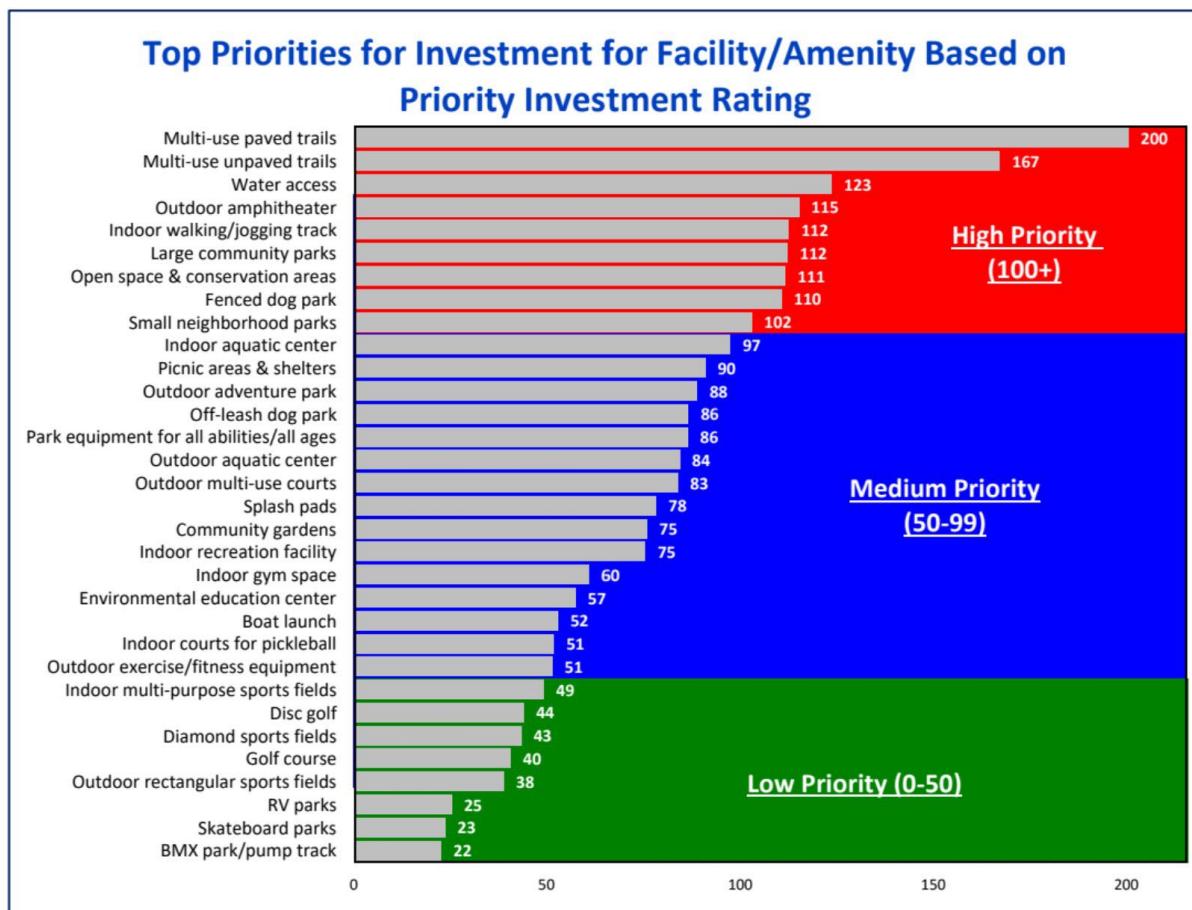


*Figure 110: Priority Investment Rating - Facilities*

Based on the PIR, the following Oregon City programs were rated as high priorities for investment:

- Farmer's Market (158)
- Adult fitness & wellness programs (148)
- Community special events (133)
- Cultural enrichment programs/events (117)



## Top Priorities for Investment for Recreation Programs
## Based on the Priority Investment Rating

| Program | Rating |
|---|---|
| Farmer's market | 158 |
| Adult fitness & wellness programs | 148 |
| Community special events | 133 |
| Cultural enrichment programs/events | 117 |
| Senior fitness & wellness programs | 88 |
| Nature camps & programs | 87 |
| Historic preservation programs | 86 |
| Adult sports leagues | 77 |
| Swim lessons | 76 |
| STEAM classes | 73 |
| Youth sports programs & camps | 67 |
| After school programs for youth | 63 |
| Water fitness programs/lap swimming | 62 |
| Senior educational programs | 59 |
| Fitness coach/personal training programs | 55 |
| Adult performing arts programs | 53 |
| Youth fitness & wellness programs | 47 |
| Senior trips | 44 |
| Teen/tween programs | 42 |
| Youth visual arts & crafts programs | 41 |
| Youth performing arts programs | 40 |
| Early childhood education | 38 |
| Golf programs | 38 |
| Gymnastics/tumbling programs | 34 |
| Tennis lessons & leagues | 33 |
| Programs for adults with special needs | 27 |
| Programs for youth with special needs | 25 |
| Virtual programs | 15 |
| Recreation/competitive swim team | 15 |
| eGaming/eSports | 12 |

High Priority (100+)
Medium Priority (50-99)
Low Priority (0-50)

*Figure 111: Priority Investment Rating - Recreation Programs*

## CHAPTER SIX : VISION, MISSION, VALUES & BIG MOVES

Based on an iterative visioning process with staff and using community input, demographics & trends, and an analysis of the City's maintenance, operations, & level of service, the following Mission Statement, Vision, and Core Values were developed by staff.

### 6.1.1 MISSION

The Mission of the Oregon City Parks and Recreation Department is "To serve the community".

### 6.1.2 VISION

The Department's vision for the future is to be known as "An inclusive, sustainable, and impactful agency".

### 6.1.3 CORE VALUES

The Department's Core values:
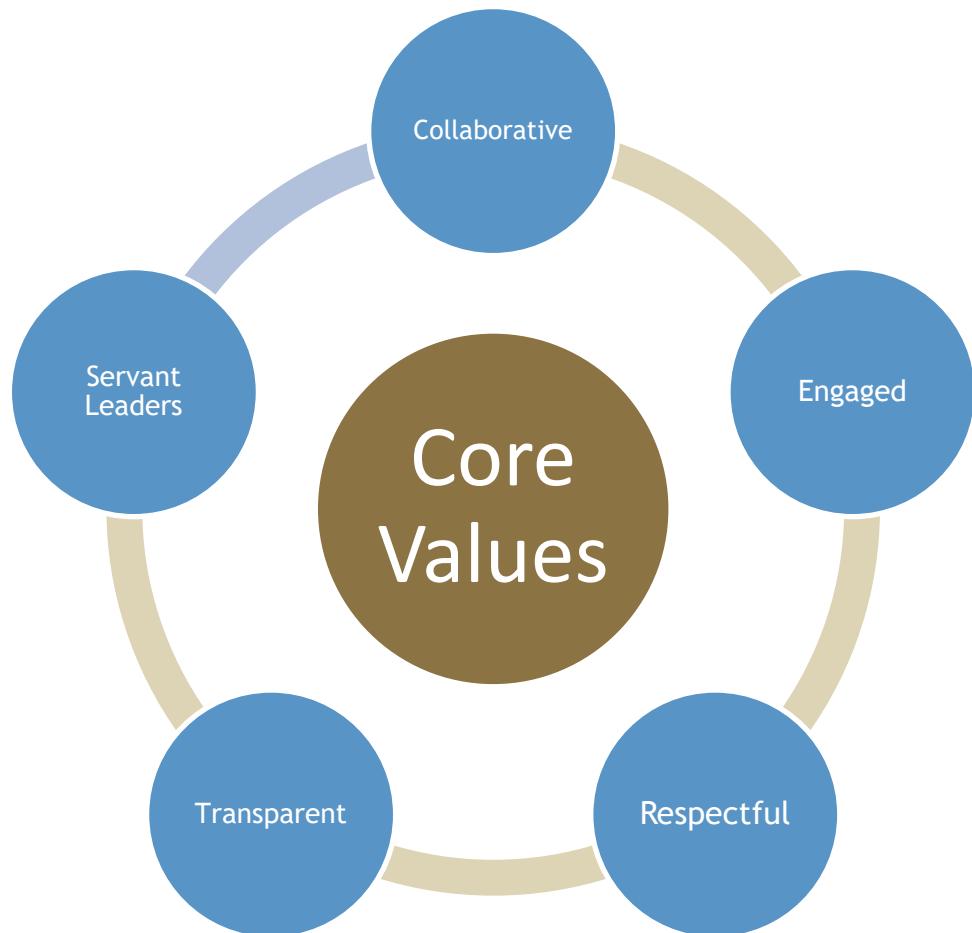


*Figure 112: Department Core Values*

## 6.1.4 BIG MOVES

The staff team identified Department-wide outcomes they would aspire to achieve from this plan. These Big Moves are the most significant outcomes desired and when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the five Big Moves that were identified through this process:

1.  Explore earned income opportunities to enhance funding for the Department.
    a)  Park utility fees
    b)  Initiate a bond or levy campaign
    c)  Review fees and charges to reflect cost recovery goals
    d)  Grants
    e)  Advertising, sponsorship and partnership opportunities
2.  Construct an all-inclusive staffing plan encompassing staffing forecast, recruitment strategies, induction processes, training programs, retention initiatives, and succession planning.
3.  Formulate an exhaustive maintenance strategy which includes preventative measures, regular upkeep, and a timetable for equipment replacement.
    a)  Created Facility Division to manage all facilities and address all maintenance opportunities
4.  Design a strategic plan for marketing and branding.
5.  Master/Business Plan the End of Oregon Trail Interpretive Center and Mountain View Cemetery.

## CHAPTER SEVEN : CONCLUSION

In closing, the Oregon City Parks Master Plan serves not merely as an elaborate guide for park development, but as a beacon that illuminates the way forward with its core values: Collaboration, Engagement, Respect, Transparency, and Servant Leadership. These guiding principles shape an organizational culture that deeply respects the diverse voices of Oregon City's residents.

The master plan has been crafted through a highly collaborative process, incorporating meaningful feedback from community members, local organizations, and experts in the field. This wide-ranging dialogue fosters a shared sense of ownership and collective accountability, thereby embodying the essence of being Collaborative and Engaged.

With a focus on Respect, the plan champions equitable access to park facilities and recreational activities for all. It acknowledges the role of parks in advancing social unity, mental and physical health, as well as a sense of belonging among the community. Aimed at accommodating individuals across all ages, abilities, and backgrounds, the plan is devoted to inclusivity, thereby reinforcing social cohesion and connectedness.

Transparency is more than a buzzword in this master plan; it is a cornerstone. From the planning stage to decision-making to implementation, all aspects are communicated openly, including via the project website https://www.orcityparksandplay.org/index.html. This open communication not only builds trust but also stimulates continuous public engagement, empowering residents to be active participants in the park system's ongoing evolution.

Embodying the value of Servant Leadership, the master plan sets an exemplary standard for park management. It is a vision that is not only aspirational but also practical, as it accounts for adequate funding and resources needed for successful implementation. By staying true to these values, the plan positions Oregon City to fulfill its mission: to serve as an inclusive, sustainable, and impactful agency, committed to enriching the lives of its community.

Through adherence to these core values, the Oregon City Parks Master Plan offers more than just a strategic path; it serves as a testament to the values and aspirations that make our community strong and resilient.

# APPENDICES

## APPENDIX A: CAPITAL IMPROVEMENT PLAN

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# CIP Project List
## Parks and Recreation Department

| Project | Type of Project | Park Type | Rationale for Inclusion | Timing | Land Acquisition Cost | Development Cost | Total Cost | % capacity | Capacity Metric (miles, acres, facilities) | Capacity Units |
|---|---|---|---|---|---|---|---|---|---|---|
| Clairmont Way | New Park Development | Community | Underserved Level of Service | 3-5 years | $0 | $5,303,949 | $5,303,949 | | Acres | 15.97 |
| TSW - Phase 2 | New Park Development | Neighborhood | High Priority Ranking | 1-2 years | $0 | $2,749,950 | $2,749,950 | 100% | Acres | 2.60 |
| Wesley Lynn - Phase 2 | New Park Development | Community | Underserved Level of Service | 3-5 years | $0 | $1,283,038 | $1,732,101 | 100% | Acres | 4.27 |
| Park Place Park - Phase 2 | New Park Development | Neighborhood | Underserved Level of Service | 1-2 years | $0 | $1,700,000 | $1,700,000 | 100% | Acres | 2.05 |
| Waterboard Park New Development | New Park Development | Neighborhood | Community Values | 5-7 years | $0 | $ 1,660,598 | $1,660,598 | | Acres | 5.00 |
| New Pool & Recreation Center | Indoor Recreation / Aquatics Expansion or New | | Underserved Level of Service | | | $ 40,000,000 | $40,000,000 | | SQ FT | 62,900.00 |
| **Total New Park Development** | | | | | **$ -** | **$52,697,535** | **$53,146,599** | | | |
| Additional Trails (3 miles per LOS needs) | New Trails, Trailheads and Connectors | | High Priority Ranking | | $2,359,500 | $1,963,670 | $4,323,170 | 100% | Miles | 3.00 |
| Park Place | | Neighborhood | | | $5,200,000 | $2,656,960 | $7,856,960 | 100% | Acres | 8.00 |
| Thimble Creek | | Neighborhood | | | $6,500,000 | $3,321,200 | $9,821,200 | 100% | Acres | 10.00 |
| Meyers Road Area | | Neighborhood | | | $3,900,000 | $1,992,720 | $5,892,720 | 100% | Acres | 6.00 |
| Partlow Road Area | | Neighborhood | | | $3,250,000 | $1,660,600 | $4,910,600 | 100% | Acres | 5.00 |
| **Total New Trails, Trailheads and Connectors** | | | | | **$21,209,500** | **$11,595,150** | **$32,804,650** | | **Eligible for SDCs** | |
| Pollinator Gardens | Park Improvements | Pocket | Strategic Priorities | | | $40,000 | $40,000 | 0% | $0 | |
| Abernathy Creek - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $28,509 | $28,509 | 0% | $0 | |
| Atkinson Park - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $390,547 | $390,547 | 75% | $292,910 | |
| Barclay Hills Park - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $59,435 | $59,435 | 0% | $0 | |
| Barclay Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $1,223 | $1,223 | 0% | $0 | |
| Canemah Childrens Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $91,023 | $91,023 | 18% | $16,384 | |
| Chapin Park - Deferred Maintenance | Park Improvements | Community | Strategic Priorities | | | $477,554 | $477,554 | 36% | $171,919 | |
| Clackamette Cove/River Access Trail - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $259,334 | $259,334 | 59% | $153,007 | |
| DC Latourette Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $50,482 | $50,482 | 0% | $0 | |
| Hartke Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $159,568 | $159,568 | 69% | $110,102 | |
| Hazelwood Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $57,003 | $57,003 | 0% | $0 | |
| Hillendale - Deferred Maintenance | Park Improvements | Community | Strategic Priorities | | | $659,681 | $659,681 | 75% | $494,761 | |
| Jon Storm Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $183,106 | $183,106 | 0% | $0 | |
| Library Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $228,616 | $228,616 | 75% | $171,462 | |
| McLoughlin Promanade - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $872,017 | $872,017 | 13% | $113,362 | |
| Old Canemah Park - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $235,692 | $235,692 | 90% | $212,123 | |
| Park Place Park - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $179,236 | $179,236 | 43% | $77,071 | |
| Richard Bloom Tots Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $38,833 | $38,833 | 0% | $0 | |
| Rivercrest Park - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $203,931 | $203,931 | 75% | $152,948 | |
| Singer Creek Park - Deferred Maintenance | Park Improvements | Community | Strategic Priorities | | | $249,154 | $249,154 | 53% | $132,052 | |
| Sportcraft Landing - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $341,940 | $341,940 | 86% | $294,068 | |
| Stafford Park - Deferred Maintenance | Park Improvements | Pocket | Strategic Priorities | | | $39,182 | $39,182 | 76% | $29,778 | |
| Tyrone S. Woods Memorial Park - Deferred Maintenance | Park Improvements | Neighborhood | Strategic Priorities | | | $48,918 | $48,918 | 0% | $0 | |
| Waterboard Park - Deferred Maintenance | Park Improvements | Community | Strategic Priorities | | | $1,099,810 | $1,099,810 | | $0 | |
| Wesley Lynn Park - Deferred Maintenance | Park Improvements | Community | Strategic Priorities | | | $290,886 | $290,886 | 0% | $0 | |
| **Total Park Improvements** | | | | | **$ -** | **$ 6,285,680** | **$ 6,285,680** | | **$2,421,949** | |
| ADA Accessibility (multiple parks) | Recreation Amenities | | Community Values | | | TBD | TBD | 100% | | |
| Ermatinger House | Recreation Amenities | | Community Values | | | 663,226 | $663,226 | 0% | | |
| **Total Recreation Amenities** | | | | | **$ -** | **$ 663,226** | **$ 663,226** | | | |
| EOT Master Plan | Indoor Recreation / Aquatics Expansion or New | | Underserved Level of Service | | | | $250,000 | | | |
| ADA Transition Plan | Park Improvements | | Community Values | | | | $250,000 | | | |
| Atkinson Park / Buena Vista Club Master Plan | Park Improvements | | Strategic Priorities | | | | $100,000 | | | |
| Clairemont Way Master Plan | New Park Development | | Community Values | | | | $100,000 | | | |
| Mt. View Cemetery Master Plan | Indoor Recreation / Aquatics Expansion or New | | Strategic Priorities | | | | $100,000 | | | |
| Waterboard Park Master Plan | New Park Development | | Community Values | | | | $100,000 | | | |
| Aquatics Master Plan | Indoor Recreation / Aquatics Expansion or New | | Underserved Level of Service | | | | $150,000 | | | |
| Parks and Recreation Master Plan Update | Park Improvements | | Strategic Priorities | | | | $275,000 | | | |
| **Total Recreation Center Expansion or New Development** | | | | | | | **$1,325,000** | | | |
| Clackamette Park Master Plan Implementation | River Access / Recreation | Regional | High Priority Ranking | | | | $14,800,000 | | | |
| Park development | | | | | | $ 11,770,000 | $11,770,000 | | | 2.00 |
| Boat ramp replacement | | | | | | $ 1,500,000 | $1,500,000 | | | |
| Skate Park | | | | | | $ 200,000 | $200,000 | | | |
| Sports Court | | | | | | $ 80,000 | $80,000 | | | |
| RV Park Relocation and Development | | | | | | $ 1,250,000 | $1,250,000 | 0% | | |
| **Total River Access / Recreation** | | | | | **$ -** | **$ 14,800,000** | **$14,800,000** | | | |
| Repave Pioneer Cemetery Rd. | Trail Upgrades | | High Priority Ranking | | | $ 100,000 | $100,000 | 0% | | |
| Walking Path Repairs | Trail Upgrades | | High Priority Ranking | | | $ 2,107,628 | $2,107,628 | | | |
| **Total Trail Upgrades** | | | | | **$ -** | **$ 2,207,628** | **$ 2,207,628** | | | |
| **TOTAL W/O ASPIRATIONAL GOALS** | | | | | **$ 21,209,500** | **$88,249,220** | **$111,232,783** | | | |
| Mountain View Cemetery | Park Improvements | Specialty | Strategic Priorities | | | | $ 1,000,000 | 100% | | |
| Atkinson Park / Buena Vista Club | Park Improvements | Neighborhood | Future Trends | | | | $ 1,200,000 | 100% | | |
| End of the Oregon Trail Redevelopment | Recreation Amenities | Specialty | Future Trends | | | | $ 50,000,000 | | | |
| **Total Aspirational Upgrades** | | | | | | | **$ 52,200,000** | | | |
| **TOTAL W/ ASPIRATIONAL GOALS** | | | | | **$21,209,500** | **$88,249,220** | **$163,432,783** | | | |

***Cost per acre for land acquisition (based on 2024 listings in Oregon City)***
*Residential Zoning: $650,000/AC*
*Commercial Zoning: $871,200/AC*
*Industrial Zoning: $544,500/AC*

***Cost per mile of Trail Development***
*Parker Knoll Subdivision estimated $3.00 per s.f. for a 4" concrete path*
*12 foot path (1000ft long) estimated at $65 per lineal foot fo County Building on Beavercreek*

## APPENDIX B - NATIONAL CORE VS CASUAL PARTICIPATORY TRENDS

### GENERAL SPORTS

| National Core vs Casual Participatory Trends - General Sports | | | | | | | |
|---|---|---|---|---|---|---|---|
| Activity | Participation Levels | | | | | | % Change | |
| | 2016 | | 2020 | | 2021 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| **Basketball** | **22,343** | **100%** | **27,753** | **100%** | **27,135** | **100%** | **21.4%** | **-2.2%** |
| *Casual (1-12 times)* | 7,486 | 34% | 11,962 | 43% | 11,019 | 41% | 47.2% | -7.9% |
| *Core (13+ times)* | 14,857 | 66% | 15,791 | 57% | 16,019 | 59% | 7.8% | 1.4% |
| **Golf (9 or 18-Hole Course)** | **23,815** | **100%** | **24,804** | **100%** | **25,111** | **100%** | **5.4%** | **1.2%** |
| **Tennis** | **18,079** | **100%** | **21,642** | **100%** | **22,617** | **100%** | **25.1%** | **4.5%** |
| **Baseball** | **14,760** | **100%** | **15,731** | **100%** | **15,587** | **100%** | **5.6%** | **-0.9%** |
| *Casual (1-12 times)* | 5,673 | 38% | 8,089 | 51% | 7,392 | 47% | 30.3% | -8.6% |
| *Core (13+ times)* | 9,087 | 62% | 7,643 | 49% | 8,195 | 53% | -9.8% | 7.2% |
| **Soccer (Outdoor)** | **11,932** | **100%** | **12,444** | **100%** | **12,556** | **100%** | **5.2%** | **0.9%** |
| *Casual (1-25 times)* | 6,342 | 53% | 8,360 | 67% | 7,586 | 60% | 19.6% | -9.3% |
| *Core (26+ times)* | 5,590 | 47% | 4,084 | 33% | 4,970 | 40% | -11.1% | 21.7% |
| **Softball (Slow Pitch)** | **7,690** | **100%** | **6,349** | **100%** | **6,008** | **100%** | **-21.9%** | **-5.4%** |
| *Casual (1-12 times)* | 3,377 | 44% | 2,753 | 43% | 2,729 | 45% | -19.2% | -0.9% |
| *Core (13+ times)* | 4,314 | 56% | 3,596 | 57% | 3,279 | 55% | -24.0% | -8.8% |
| **Football (Flag)** | **6,173** | **123%** | **7,001** | **121%** | **6,889** | **123%** | **11.6%** | **-1.6%** |
| *Casual (1-12 times)* | 3,249 | 53% | 4,287 | 61% | 4,137 | 60% | 27.3% | -3.5% |
| *Core (13+ times)* | 2,924 | 47% | 2,714 | 39% | 2,752 | 40% | -5.9% | 1.4% |
| *Core Age 6 to 17 (13+ times)* | 1,401 | 23% | 1,446 | 21% | 1,574 | 23% | 12.3% | 8.9% |
| **Volleyball (Court)** | **6,216** | **100%** | **5,410** | **100%** | **5,849** | **100%** | **-5.9%** | **8.1%** |
| *Casual (1-12 times)* | 2,852 | 46% | 2,204 | 41% | 2,465 | 42% | -13.6% | 11.8% |
| *Core (13+ times)* | 3,364 | 54% | 3,206 | 59% | 3,384 | 58% | 0.6% | 5.6% |
| **Badminton** | **7,354** | **100%** | **5,862** | **100%** | **6,061** | **100%** | **-17.6%** | **3.4%** |
| *Casual (1-12 times)* | 5,285 | 72% | 4,129 | 70% | 4,251 | 70% | -19.6% | 3.0% |
| *Core (13+ times)* | 2,069 | 28% | 1,733 | 30% | 1,810 | 30% | -12.5% | 4.4% |
| **Football (Touch)** | **5,686** | **100%** | **4,846** | **100%** | **4,884** | **100%** | **-14.1%** | **0.8%** |
| *Casual (1-12 times)* | 3,304 | 58% | 2,990 | 62% | 3,171 | 65% | -4.0% | 6.1% |
| *Core (13+ times)* | 2,383 | 42% | 1,856 | 38% | 1,713 | 35% | -28.1% | -7.7% |
| **Soccer (Indoor)** | **5,117** | **100%** | **5,440** | **100%** | **5,408** | **100%** | **5.7%** | **-0.6%** |
| *Casual (1-12 times)* | 2,347 | 46% | 3,377 | 62% | 3,054 | 56% | 30.1% | -9.6% |
| *Core (13+ times)* | 2,770 | 54% | 2,063 | 38% | 2,354 | 44% | -15.0% | 14.1% |
| **Football (Tackle)** | **5,481** | **146%** | **5,054** | **144%** | **5,228** | **140%** | **-4.6%** | **3.4%** |
| *Casual (1-25 times)* | 2,242 | 41% | 2,390 | 47% | 2,642 | 51% | 17.8% | 10.5% |
| *Core (26+ times)* | 3,240 | 59% | 2,665 | 53% | 2,586 | 49% | -20.2% | -3.0% |
| *Core Age 6 to 17 (26+ times)* | 2,543 | 46% | 2,226 | 44% | 2,110 | 40% | -17.0% | -5.2% |
| **Gymnastics** | **5,381** | **100%** | **3,848** | **100%** | **4,268** | **100%** | **-20.7%** | **10.9%** |
| *Casual (1-49 times)* | 3,580 | 67% | 2,438 | 63% | 2,787 | 65% | -22.2% | 14.3% |
| *Core (50+ times)* | 1,800 | 33% | 1,410 | 37% | 1,482 | 35% | -17.7% | 5.1% |
| **Volleyball (Sand/Beach)** | **5,489** | **100%** | **4,320** | **100%** | **4,184** | **100%** | **-23.8%** | **-3.1%** |
| *Casual (1-12 times)* | 3,989 | 73% | 3,105 | 72% | 2,918 | 70% | -26.8% | -6.0% |
| *Core (13+ times)* | 1,500 | 27% | 1,215 | 28% | 1,265 | 30% | -15.7% | 4.1% |
| **Track and Field** | **4,116** | **100%** | **3,636** | **100%** | **3,587** | **100%** | **-12.9%** | **-1.3%** |
| *Casual (1-25 times)* | 1,961 | 48% | 1,589 | 44% | 1,712 | 48% | -12.7% | 7.7% |
| *Core (26+ times)* | 2,155 | 52% | 2,046 | 56% | 1,875 | 52% | -13.0% | -8.4% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

## GENERARL SPORTS (CONTINUED)

| Activity | Participation Levels | | | | | | % Change | |
|---|---|---|---|---|---|---|---|---|
| | 2016 | | 2020 | | 2021 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| **Cheerleading** | 4,029 | 100% | 3,308 | 100% | 3,465 | 100% | -14.0% | 4.7% |
| Casual (1-25 times) | 2,365 | 59% | 1,931 | 58% | 2,030 | 59% | -14.2% | 5.1% |
| Core (26+ times) | 1,664 | 41% | 1,377 | 42% | 1,435 | 41% | -13.8% | 4.2% |
| **Pickleball** | 2,815 | 100% | 4,199 | 100% | 4,819 | 100% | 71.2% | 14.8% |
| Casual (1-12 times) | 1,710 | 61% | 2,835 | 68% | 3,454 | 72% | 102.0% | 21.8% |
| Core (13+ times) | 1,106 | 39% | 1,364 | 32% | 1,365 | 28% | 23.4% | 0.1% |
| **Racquetball** | 3,579 | 100% | 3,426 | 100% | 3,260 | 100% | -8.9% | -4.8% |
| Casual (1-12 times) | 2,488 | 70% | 2,476 | 72% | 2,270 | 70% | -8.8% | -8.3% |
| Core (13+ times) | 1,092 | 31% | 950 | 28% | 990 | 30% | -9.3% | 4.2% |
| **Ice Hockey** | 2,697 | 100% | 2,270 | 100% | 2,306 | 100% | -14.5% | 1.6% |
| Casual (1-12 times) | 1,353 | 50% | 1,165 | 51% | 1,206 | 52% | -10.9% | 3.5% |
| Core (13+ times) | 1,344 | 50% | 1,105 | 49% | 1,101 | 48% | -18.1% | -0.4% |
| **Ultimate Frisbee** | 3,673 | 100% | 2,325 | 100% | 2,190 | 100% | -40.4% | -5.8% |
| Casual (1-12 times) | 2,746 | 75% | 1,476 | 63% | 1,441 | 66% | -47.5% | -2.4% |
| Core (13+ times) | 927 | 25% | 849 | 37% | 749 | 34% | -19.2% | -11.8% |
| **Softball (Fast Pitch)** | 2,467 | 100% | 1,811 | 100% | 2,088 | 100% | -15.4% | 15.3% |
| Casual (1-25 times) | 1,198 | 49% | 650 | 36% | 934 | 45% | -22.0% | 43.7% |
| Core (26+ times) | 1,269 | 51% | 1,162 | 64% | 1,154 | 55% | -9.1% | -0.7% |
| **Lacrosse** | 2,090 | 100% | 1,884 | 100% | 1,892 | 100% | -9.5% | 0.4% |
| Casual (1-12 times) | 1,153 | 55% | 902 | 48% | 1,009 | 53% | -12.5% | 11.9% |
| Core (13+ times) | 938 | 45% | 982 | 52% | 883 | 47% | -5.9% | -10.1% |
| **Wrestling** | 1,922 | 100% | 1,931 | 100% | 1,937 | 100% | 0.8% | 0.3% |
| Casual (1-25 times) | 1,139 | 59% | 1,239 | 64% | 1,290 | 67% | 13.3% | 4.1% |
| Core (26+ times) | 782 | 41% | 692 | 36% | 647 | 33% | -17.3% | -6.5% |
| **Roller Hockey** | 1,929 | 100% | 1,500 | 100% | 1,425 | 100% | -26.1% | -5.0% |
| Casual (1-12 times) | 1,438 | 75% | 1,129 | 75% | 1,088 | 76% | -24.3% | -3.6% |
| Core (13+ times) | 491 | 25% | 371 | 25% | 337 | 24% | -31.4% | -9.2% |
| **Boxing for Competition** | 1,210 | 100% | 1,361 | 100% | 1,460 | 100% | 20.7% | 7.3% |
| Casual (1-12 times) | 1,035 | 86% | 1,214 | 89% | 1,262 | 86% | 21.9% | 4.0% |
| Core (13+ times) | 176 | 15% | 147 | 11% | 199 | 14% | 13.1% | 35.4% |
| **Rugby** | 1,550 | 100% | 1,242 | 100% | 1,238 | 100% | -20.1% | -0.3% |
| Casual (1-7 times) | 1,090 | 70% | 807 | 65% | 778 | 63% | -28.6% | -3.6% |
| Core (8+ times) | 460 | 30% | 435 | 35% | 460 | 37% | 0.0% | 5.7% |
| **Squash** | 1,549 | 100% | 1,163 | 100% | 1,185 | 100% | -23.5% | 1.9% |
| Casual (1-7 times) | 1,111 | 72% | 669 | 58% | 720 | 61% | -35.2% | 7.6% |
| Core (8+ times) | 437 | 28% | 495 | 43% | 466 | 39% | 6.6% | -5.9% |
| **Golf (Entertainment Venue)** | 8,173 | 100% | 12,057 | 100% | 12,362 | 100% | 51.3% | 2.5% |

NOTE: Participation figures are in 000's for the US population ages 6 and over

| Participation Growth/Decline | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |
|---|---|---|---|---|---|
| Core vs Casual Distribution | Mostly Core Participants (greater than 75%) | More Core Participants (56-74%) | Evenly Divided (45-55% Core and Casual) | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

## GENERAL FITNESS

| National Core vs Casual Participatory Trends - General Fitness | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | **Participation Levels** | | | | | | **% Change** | |
| **Activity** | **2016** | | **2020** | | **2021** | | **5-Year Trend** | **1-Year Trend** |
| | **#** | **%** | **#** | **%** | **#** | **%** | | |
| **Fitness Walking** | 107,895 | 100% | 114,044 | 100% | 115,814 | 100% | 7.3% | 1.6% |
| Casual (1-49 times) | 34,535 | 32% | 34,742 | 30% | 39,036 | 34% | 13.0% | 12.4% |
| Core (50+ times) | 73,359 | 68% | 79,302 | 70% | 76,778 | 66% | 4.7% | -3.2% |
| **Treadmill** | 51,872 | 100% | 49,832 | 100% | 53,627 | 100% | 3.4% | 7.6% |
| Casual (1-49 times) | 23,490 | 45% | 19,549 | 39% | 25,353 | 47% | 7.9% | 29.7% |
| Core (50+ times) | 28,381 | 55% | 30,283 | 61% | 28,276 | 53% | -0.4% | -6.6% |
| **Free Weights (Dumbbells/Hand Weights)** | 51,513 | 100% | 53,256 | 100% | 52,636 | 100% | 2.2% | -1.2% |
| Casual (1-49 times) | 18,245 | 35% | 20,070 | 38% | 21,560 | 41% | 18.2% | 7.4% |
| Core (50+ times) | 33,268 | 65% | 33,186 | 62% | 31,076 | 59% | -6.6% | -6.4% |
| **Running/Jogging** | 47,384 | 100% | 50,652 | 100% | 48,977 | 100% | 3.4% | -3.3% |
| Casual (1-49 times) | 21,764 | 46% | 24,438 | 48% | 23,441 | 48% | 7.7% | -4.1% |
| Core (50+ times) | 25,621 | 54% | 26,214 | 52% | 25,537 | 52% | -0.3% | -2.6% |
| **Stationary Cycling (Recumbent/Upright)** | 36,118 | 100% | 31,287 | 100% | 32,453 | 100% | -10.1% | 3.7% |
| Casual (1-49 times) | 18,240 | 51% | 13,249 | 42% | 15,124 | 47% | -17.1% | 14.2% |
| Core (50+ times) | 17,878 | 49% | 18,038 | 58% | 17,330 | 53% | -3.1% | -3.9% |
| **Weight/Resistant Machines** | 35,768 | 100% | 30,651 | 100% | 30,577 | 100% | -14.5% | -0.2% |
| Casual (1-49 times) | 14,346 | 40% | 10,940 | 36% | 11,954 | 39% | -16.7% | 9.3% |
| Core (50+ times) | 21,422 | 60% | 19,711 | 64% | 18,624 | 61% | -13.1% | -5.5% |
| **Elliptical Motion/Cross Trainer** | 32,218 | 100% | 27,920 | 100% | 27,618 | 100% | -14.3% | -1.1% |
| Casual (1-49 times) | 15,687 | 49% | 14,403 | 52% | 14,156 | 51% | -9.8% | -1.7% |
| Core (50+ times) | 16,532 | 51% | 13,517 | 48% | 13,461 | 49% | -18.6% | -0.4% |
| **Yoga** | 26,268 | 100% | 32,808 | 102% | 34,347 | 100% | 30.8% | 4.7% |
| Casual (1-49 times) | 15,486 | 59% | 19,953 | 61% | 20,110 | 59% | 29.9% | 0.8% |
| Core (50+ times) | 10,782 | 41% | 13,471 | 41% | 14,237 | 41% | 32.0% | 5.7% |
| **Free Weights (Barbells)** | 26,473 | 100% | 28,790 | 100% | 28,243 | 100% | 6.7% | -1.9% |
| Casual (1-49 times) | 10,344 | 39% | 13,428 | 47% | 12,649 | 45% | 22.3% | -5.8% |
| Core (50+ times) | 16,129 | 61% | 15,363 | 53% | 15,595 | 55% | -3.3% | 1.5% |
| **Dance, Step, Choreographed Exercise** | 21,839 | 100% | 25,160 | 100% | 24,752 | 100% | 13.3% | -1.6% |
| Casual (1-49 times) | 14,158 | 65% | 16,652 | 66% | 16,622 | 67% | 17.4% | -0.2% |
| Core (50+ times) | 7,681 | 35% | 8,507 | 34% | 8,130 | 33% | 5.8% | -4.4% |
| **Bodyweight Exercise** | 25,110 | 100% | 22,845 | 100% | 22,629 | 100% | -9.9% | -0.9% |
| Casual (1-49 times) | 9,763 | 39% | 9,581 | 42% | 9,915 | 44% | 1.6% | 3.5% |
| Core (50+ times) | 15,347 | 61% | 13,264 | 58% | 12,714 | 56% | -17.2% | -4.1% |
| **Aerobics (High Impact/ Intensity Training)** | 10,575 | 100% | 10,954 | 100% | 10,400 | 100% | -1.7% | -5.1% |
| Casual (1-49 times) | 7,135 | 67% | 8,331 | 76% | 8,347 | 80% | 17.0% | 0.2% |
| Core (50+ times) | 3,440 | 33% | 2,623 | 24% | 2,053 | 20% | -40.3% | -21.7% |
| **Stair Climbing Machine** | 15,079 | 100% | 11,261 | 100% | 11,786 | 100% | -21.8% | 4.7% |
| Casual (1-49 times) | 9,332 | 62% | 6,339 | 56% | 7,332 | 62% | -21.4% | 15.7% |
| Core (50+ times) | 5,747 | 38% | 4,922 | 44% | 4,453 | 38% | -22.5% | -9.5% |
| **Cross-Training Style Workout** | 12,914 | 100% | 9,179 | 100% | 9,764 | 100% | -24.4% | 6.4% |
| Casual (1-49 times) | 6,430 | 50% | 3,476 | 38% | 4,179 | 43% | -35.0% | 20.2% |
| Core (50+ times) | 6,483 | 50% | 5,704 | 62% | 5,585 | 57% | -13.9% | -2.1% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | | Mostly Casual Participants (greater than 75%) |

*Figure 20: General Fitness Appendix*

## GENERAL FITNESS (CONTINUED)

| National Core vs Casual Participatory Trends - General Fitness | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | | | | **% Change** | |
| | **2016** | | **2020** | | **2021** | | **5-Year Trend** | **1-Year Trend** |
| | **#** | **%** | **#** | **%** | **#** | **%** | | |
| **Trail Running** | 8,582 | 100% | 11,854 | 100% | 12,520 | 100% | 45.9% | 5.6% |
| **Stationary Cycling (Group)** | 8,937 | 100% | 6,054 | 100% | 5,939 | 100% | -33.5% | -1.9% |
| Casual (1-49 times) | 5,751 | 64% | 3,134 | 52% | 3,134 | 53% | -45.5% | 0.0% |
| Core (50+ times) | 3,186 | 36% | 2,920 | 48% | 2,805 | 47% | -12.0% | -3.9% |
| **Pilates Training** | 8,893 | 100% | 9,905 | 100% | 9,745 | 100% | 9.6% | -1.6% |
| Casual (1-49 times) | 5,525 | 62% | 6,668 | 67% | 6,611 | 68% | 19.7% | -0.9% |
| Core (50+ times) | 3,367 | 38% | 3,237 | 33% | 3,133 | 32% | -6.9% | -3.2% |
| **Cardio Kickboxing** | 6,899 | 100% | 5,295 | 100% | 5,099 | 100% | -26.1% | -3.7% |
| Casual (1-49 times) | 4,760 | 69% | 3,438 | 65% | 3,328 | 65% | -30.1% | -3.2% |
| Core (50+ times) | 2,139 | 31% | 1,857 | 35% | 1,771 | 35% | -17.2% | -4.6% |
| **Boot Camp Style Training** | 6,583 | 100% | 4,969 | 100% | 5,169 | 100% | -21.5% | 4.0% |
| Casual (1-49 times) | 4,484 | 68% | 3,204 | 64% | 3,461 | 67% | -22.8% | 8.0% |
| Core (50+ times) | 2,099 | 32% | 1,765 | 36% | 1,709 | 33% | -18.6% | -3.2% |
| **Martial Arts** | 5,745 | 100% | 6,064 | 100% | 6,186 | 100% | 7.7% | 2.0% |
| Casual (1-12 times) | 1,964 | 34% | 2,679 | 44% | 2,728 | 44% | 38.9% | 1.8% |
| Core (13+ times) | 3,780 | 66% | 3,385 | 56% | 3,458 | 56% | -8.5% | 2.2% |
| **Boxing for Fitness** | 5,175 | 100% | 5,230 | 100% | 5,237 | 100% | 1.2% | 0.1% |
| Casual (1-12 times) | 2,678 | 52% | 2,962 | 57% | 2,985 | 57% | 11.5% | 0.8% |
| Core (13+ times) | 2,496 | 48% | 2,268 | 43% | 2,252 | 43% | -9.8% | -0.7% |
| **Tai Chi** | 3,706 | 100% | 3,300 | 100% | 3,393 | 100% | -8.4% | 2.8% |
| Casual (1-49 times) | 2,245 | 61% | 1,858 | 56% | 2,001 | 59% | -10.9% | 7.7% |
| Core (50+ times) | 1,461 | 39% | 1,442 | 44% | 1,393 | 41% | -4.7% | -3.4% |
| **Barre** | 3,329 | 100% | 3,579 | 100% | 3,659 | 100% | 9.9% | 2.2% |
| Casual (1-49 times) | 2,636 | 79% | 2,721 | 76% | 2,822 | 77% | 7.1% | 3.7% |
| Core (50+ times) | 693 | 21% | 858 | 24% | 837 | 23% | 20.8% | -2.4% |
| **Triathlon (Traditional/Road)** | 2,374 | 100% | 1,846 | 100% | 1,748 | 100% | -26.4% | -5.3% |
| **Triathlon (Non-Traditional/Off Road)** | 1,705 | 100% | 1,363 | 100% | 1,304 | 100% | -23.5% | -4.3% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to 25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

## OUTDOOR/ADVENTURE RECREATION

| National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | | | | **% Change** | |
| | **2016** | | **2020** | | **2021** | | **5-Year Trend** | **1-Year Trend** |
| | **#** | **%** | **#** | **%** | **#** | **%** | | |
| **Hiking (Day)** | 42,128 | 100% | 57,808 | 100% | 58,697 | 100% | 39.3% | 1.5% |
| **Bicycling (Road)** | 38,365 | 100% | 44,471 | 100% | 42,775 | 100% | 11.5% | -3.8% |
| *Casual (1-25 times)* | 19,244 | 50% | 23,720 | 53% | 22,280 | 52% | 15.8% | -6.1% |
| *Core (26+ times)* | 19,121 | 50% | 20,751 | 47% | 20,495 | 48% | 7.2% | -1.2% |
| **Fishing (Freshwater)** | 38,121 | 100% | 42,556 | 100% | 40,853 | 100% | 7.2% | -4.0% |
| *Casual (1-7 times)* | 20,308 | 53% | 24,309 | 57% | 22,451 | 55% | 10.6% | -7.6% |
| *Core (8+ times)* | 17,813 | 47% | 18,247 | 43% | 18,403 | 45% | 3.3% | 0.9% |
| **Camping (< 1/4 Mile of Vehicle/Home)** | 26,467 | 100% | 36,082 | 100% | 35,985 | 100% | 36.0% | -0.3% |
| **Camping (Recreational Vehicle)** | 15,855 | 100% | 17,825 | 100% | 16,371 | 100% | 3.3% | -8.2% |
| *Casual (1-7 times)* | 8,719 | 55% | 11,281 | 63% | 9,688 | 59% | 11.1% | -14.1% |
| *Core (8+ times)* | 7,136 | 45% | 6,544 | 37% | 6,683 | 41% | -6.3% | 2.1% |
| **Fishing (Saltwater)** | 12,266 | 100% | 14,527 | 100% | 13,790 | 100% | 12.4% | -5.1% |
| *Casual (1-7 times)* | 7,198 | 59% | 9,109 | 63% | 8,543 | 62% | 18.7% | -6.2% |
| *Core (8+ times)* | 5,068 | 41% | 5,418 | 37% | 5,246 | 38% | 3.5% | -3.2% |
| **Birdwatching (>1/4 mile of Vehicle/Home)** | 11,589 | 100% | 15,228 | 100% | 14,815 | 100% | 27.8% | -2.7% |
| **Backpacking Overnight** | 10,151 | 100% | 10,746 | 100% | 10,306 | 100% | 1.5% | -4.1% |
| **Bicycling (Mountain)** | 8,615 | 100% | 8,998 | 100% | 8,693 | 100% | 0.9% | -3.4% |
| *Casual (1-12 times)* | 4,273 | 50% | 4,803 | 53% | 4,517 | 52% | 5.7% | -6.0% |
| *Core (13+ times)* | 4,342 | 50% | 4,194 | 47% | 4,176 | 48% | -3.8% | -0.4% |
| **Archery** | 7,903 | 100% | 7,249 | 100% | 7,342 | 100% | -7.1% | 1.3% |
| *Casual (1-25 times)* | 6,650 | 84% | 6,102 | 84% | 6,054 | 82% | -9.0% | -0.8% |
| *Core (26+ times)* | 1,253 | 16% | 1,147 | 16% | 1,288 | 18% | 2.8% | 12.3% |
| **Fishing (Fly)** | 6,456 | 100% | 7,753 | 100% | 7,458 | 100% | 15.5% | -3.8% |
| *Casual (1-7 times)* | 4,183 | 65% | 5,020 | 65% | 4,762 | 64% | 13.8% | -5.1% |
| *Core (8+ times)* | 2,273 | 35% | 2,733 | 35% | 2,696 | 36% | 18.6% | -1.4% |
| **Skateboarding** | 6,442 | 100% | 8,872 | 100% | 8,747 | 100% | 35.8% | -1.4% |
| *Casual (1-25 times)* | 3,955 | 61% | 6,315 | 71% | 6,181 | 71% | 56.3% | -2.1% |
| *Core (26+ times)* | 2,487 | 39% | 2,557 | 29% | 2,566 | 29% | 3.2% | 0.4% |
| **Climbing (Indoor)** | - | n/a | 5,535 | 100% | 5,684 | 100% | n/a | 2.7% |
| **Roller Skating (In-Line)** | 5,381 | 100% | 4,892 | 100% | 4,940 | 100% | -8.2% | 1.0% |
| *Casual (1-12 times)* | 3,861 | 72% | 3,466 | 71% | 3,525 | 71% | -8.7% | 1.7% |
| *Core (13+ times)* | 1,520 | 28% | 1,425 | 29% | 1,415 | 29% | -6.9% | -0.7% |
| **Bicycling (BMX)** | 3,104 | 100% | 3,880 | 100% | 3,861 | 100% | 24.4% | -0.5% |
| *Casual (1-12 times)* | 1,760 | 57% | 2,532 | 65% | 2,466 | 64% | 40.1% | -2.6% |
| *Core (13+ times)* | 1,344 | 43% | 1,348 | 35% | 1,396 | 36% | 3.9% | 3.6% |
| **Climbing (Traditional/Ice/Mountaineering)** | 2,790 | 100% | 2,456 | 100% | 2,374 | 100% | -14.9% | -3.3% |
| **Climbing (Sport/Boulder)** | - | n/a | 2,290 | 100% | 2,301 | 100% | n/a | 0.5% |
| **Adventure Racing** | 2,999 | 100% | 1,966 | 100% | 1,826 | 100% | -39.1% | -7.1% |
| *Casual (1 times)* | 1,081 | 36% | 328 | 17% | 312 | 17% | -71.1% | -4.9% |
| *Core (2+ times)* | 1,918 | 64% | 1,638 | 83% | 1,514 | 83% | -21.1% | -7.6% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

## AQUATICS

| National Core vs Casual Participatory Trends - Aquatics | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | | | | **% Change** | |
| | **2016** | | **2020** | | **2021** | | **5-Year Trend** | **1-Year Trend** |
| | **#** | **%** | **#** | **%** | **#** | **%** | | |
| **Swimming (Fitness)** | 26,601 | 100% | 25,666 | 100% | 25,620 | 100% | -3.7% | -0.2% |
| *Casual (1-49 times)* | 17,781 | 67% | 17,987 | 70% | 17,598 | 69% | -1.0% | -2.2% |
| *Core (50+ times)* | 8,820 | 33% | 7,680 | 30% | 8,022 | 31% | -9.0% | 4.5% |
| **Aquatic Exercise** | 10,575 | 100% | 10,954 | 100% | 10,400 | 100% | -1.7% | -5.1% |
| *Casual (1-49 times)* | 7,135 | 67% | 8,331 | 76% | 8,347 | 80% | 17.0% | 0.2% |
| *Core (50+ times)* | 3,440 | 33% | 2,623 | 24% | 2,053 | 20% | -40.3% | -21.7% |
| **Swimming (Competition)** | 3,369 | 100% | 2,615 | 100% | 2,824 | 100% | -16.2% | 8.0% |
| *Casual (1-49 times)* | 1,881 | 56% | 1,524 | 58% | 1,708 | 60% | -9.2% | 12.1% |
| *Core (50+ times)* | 1,488 | 44% | 1,091 | 42% | 1,116 | 40% | -25.0% | 2.3% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

## WATER SPORTS/ACTIVITIES

| National Core vs Casual Participatory Trends - Water Sports / Activities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | | | | **% Change** | |
| | **2016** | | **2020** | | **2021** | | **5-Year Trend** | **1-Year Trend** |
| | **#** | **%** | **#** | **%** | **#** | **%** | | |
| **Kayaking (Recreational)** | 10,017 | 100% | 13,002 | 100% | 13,351 | 100% | 33.3% | 2.7% |
| **Canoeing** | 10,046 | 100% | 9,595 | 100% | 9,199 | 100% | -8.4% | -4.1% |
| **Snorkeling** | 8,717 | 100% | 7,729 | 100% | 7,316 | 100% | -16.1% | -5.3% |
| *Casual (1-7 times)* | 6,945 | 80% | 6,374 | 82% | 5,989 | 82% | -13.8% | -6.0% |
| *Core(8+ times)* | 1,773 | 20% | 1,355 | 18% | 1,326 | 18% | -25.2% | -2.1% |
| **Jet Skiing** | 5,783 | 100% | 4,900 | 100% | 5,062 | 100% | -12.5% | 3.3% |
| *Casual (1-7 times)* | 4,143 | 72% | 3,783 | 77% | 3,780 | 75% | -8.8% | -0.1% |
| *Core(8+ times)* | 1,640 | 28% | 1,116 | 23% | 1,281 | 25% | -21.9% | 14.8% |
| **Sailing** | 4,095 | 100% | 3,486 | 100% | 3,463 | 100% | -15.4% | -0.7% |
| *Casual (1-7 times)* | 2,833 | 69% | 2,395 | 69% | 2,418 | 70% | -14.6% | 1.0% |
| *Core(8+ times)* | 1,262 | 31% | 1,091 | 31% | 1,045 | 30% | -17.2% | -4.2% |
| **Stand-Up Paddling** | 3,220 | 100% | 3,675 | 100% | 3,739 | 100% | 16.1% | 1.7% |
| **Rafting** | 3,428 | 100% | 3,474 | 100% | 3,383 | 100% | -1.3% | -2.6% |
| **Water Skiing** | 3,700 | 100% | 3,050 | 100% | 3,058 | 100% | -17.4% | 0.3% |
| *Casual (1-7 times)* | 2,667 | 72% | 2,189 | 72% | 2,209 | 72% | -17.2% | 0.9% |
| *Core(8+ times)* | 1,033 | 28% | 861 | 28% | 849 | 28% | -17.8% | -1.4% |
| **Surfing** | 2,793 | 100% | 3,800 | 100% | 3,463 | 100% | 24.0% | -8.9% |
| *Casual (1-7 times)* | 1,768 | 63% | 2,507 | 66% | 2,158 | 62% | 22.1% | -13.9% |
| *Core(8+ times)* | 1,024 | 37% | 1,293 | 34% | 1,305 | 38% | 27.4% | 0.9% |
| **Wakeboarding** | 2,912 | 100% | 2,754 | 100% | 2,674 | 100% | -8.2% | -2.9% |
| *Casual (1-7 times)* | 2,017 | 69% | 2,007 | 73% | 1,902 | 71% | -5.7% | -5.2% |
| *Core(8+ times)* | 895 | 31% | 747 | 27% | 772 | 29% | -13.7% | 3.3% |
| **Scuba Diving** | 3,111 | 100% | 2,588 | 100% | 2,476 | 100% | -20.4% | -4.3% |
| *Casual (1-7 times)* | 2,292 | 74% | 1,880 | 73% | 1,795 | 72% | -21.7% | -4.5% |
| *Core(8+ times)* | 819 | 26% | 708 | 27% | 680 | 27% | -17.0% | -4.0% |
| **Kayaking (Sea/Touring)** | 3,124 | 100% | 2,508 | 100% | 2,587 | 100% | -17.2% | 3.1% |
| **Kayaking (White Water)** | 2,552 | 100% | 2,605 | 100% | 2,587 | 100% | 1.4% | -0.7% |
| **Boardsailing/Windsurfing** | 1,737 | 100% | 1,268 | 100% | 1,297 | 100% | -25.3% | 2.3% |
| *Casual (1-7 times)* | 1,449 | 83% | 1,015 | 80% | 1,002 | 77% | -30.8% | -1.3% |
| *Core(8+ times)* | 288 | 17% | 253 | 20% | 295 | 23% | 2.4% | 16.6% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

# APPENDIX C: ETC STATISTICALLY VALID SURVEY CHARTS AND GRAPHS

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# Q1. Have you or any member of your household visited any City of Oregon City parks or recreation facilities during the past 12 months?

**by percentage of respondents**

No
13%

Yes
87%
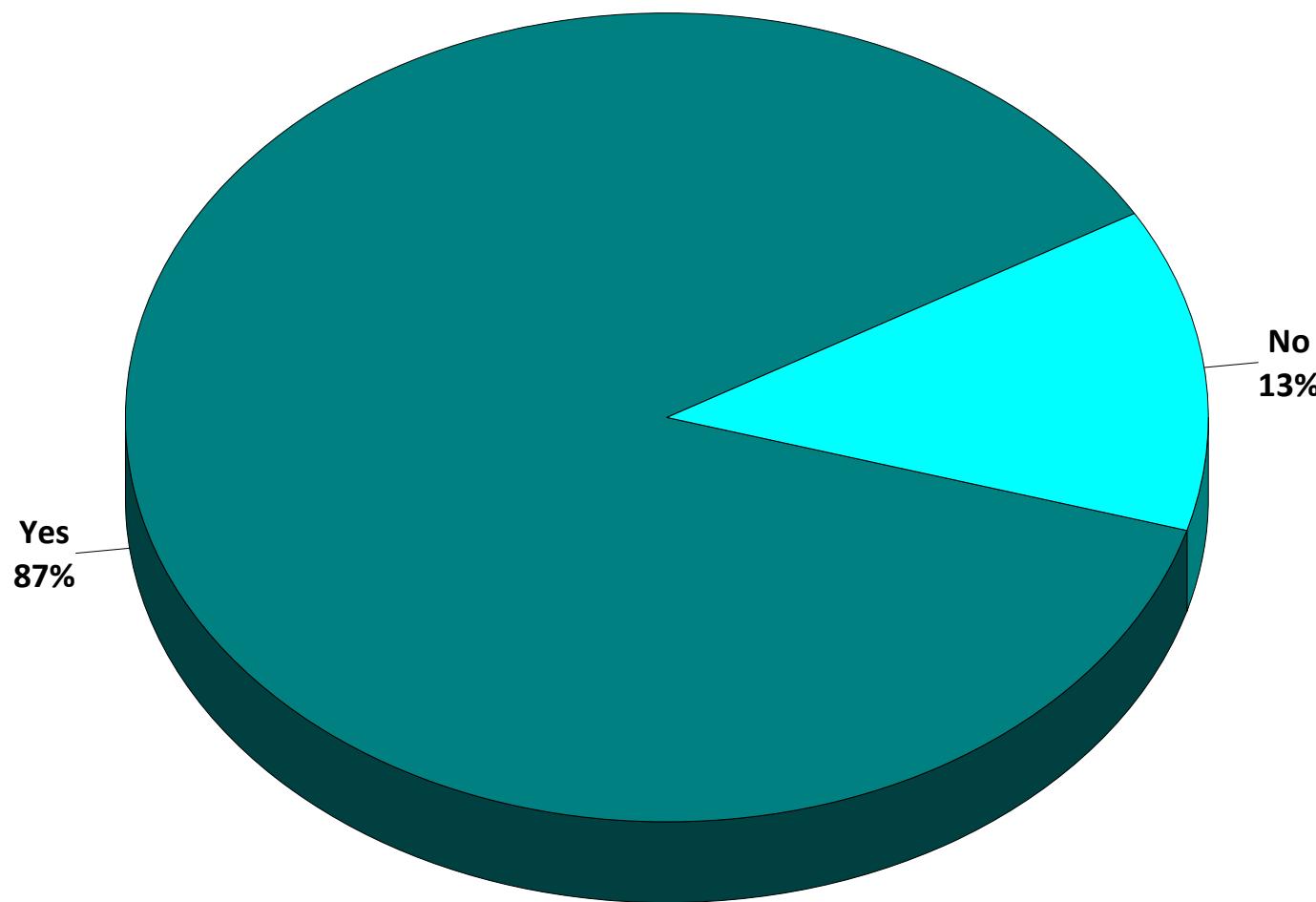
# Q1a. How often have you visited City of Oregon City parks and/or recreation facilities during the past 12 months?

**by percentage of respondents who responded "Yes" to Q1 (excluding "don't know")**



1-3 times a month
25%

2-4 times a week
27%

Less than once a month
23%

5+ times a week
14%

Once a week
12%

# Q1b. Overall, how would you rate the physical condition of ALL the City of Oregon City parks and recreation facilities you have visited?

**by percentage of respondents who responded "Yes" to Q1 (excluding "not provided")**



Excellent
22%

Poor
1%

Fair
17%

Good
61%
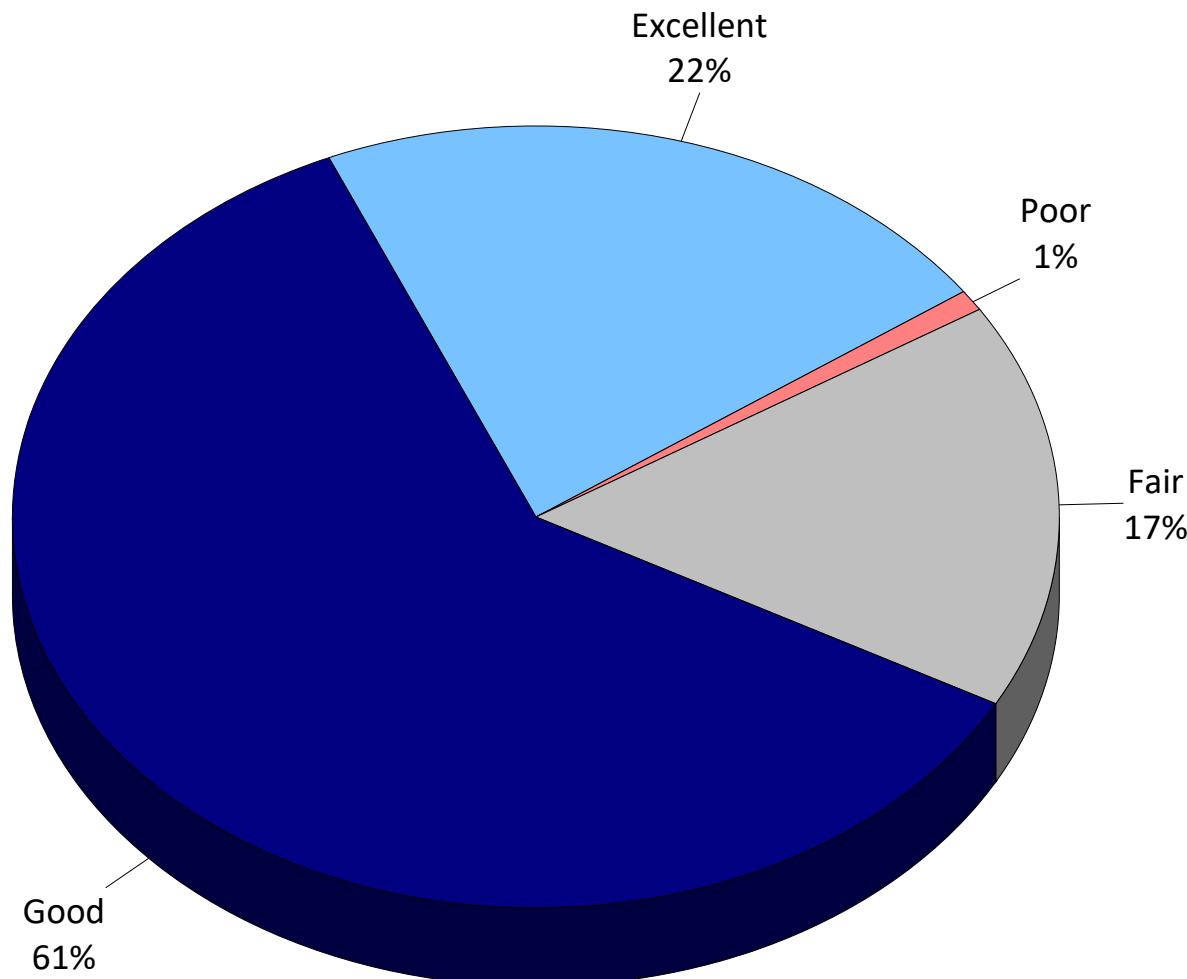
# Q2. Barriers to Parks or Recreation Facilities Use

**by percentage of respondents (multiple selections could be made)**

| Barrier | Percentage |
|---|---|
| Not aware of parks' or trails' locations | 22% |
| Lack of features we want to use | 21% |
| Other | 20% |
| Do not feel safe using parks/trails | 18% |
| Use parks/trails in other cities | 17% |
| Lack of restrooms | 12% |
| Lack of parking to access parks/trails | 9% |
| Too far from your home | 6% |
| Parks/trails are not well maintained | 6% |
| Lack of handicap accessibility | 3% |
| Lack of transportation | 1% |

0%     5%     10%     15%     20%     25%

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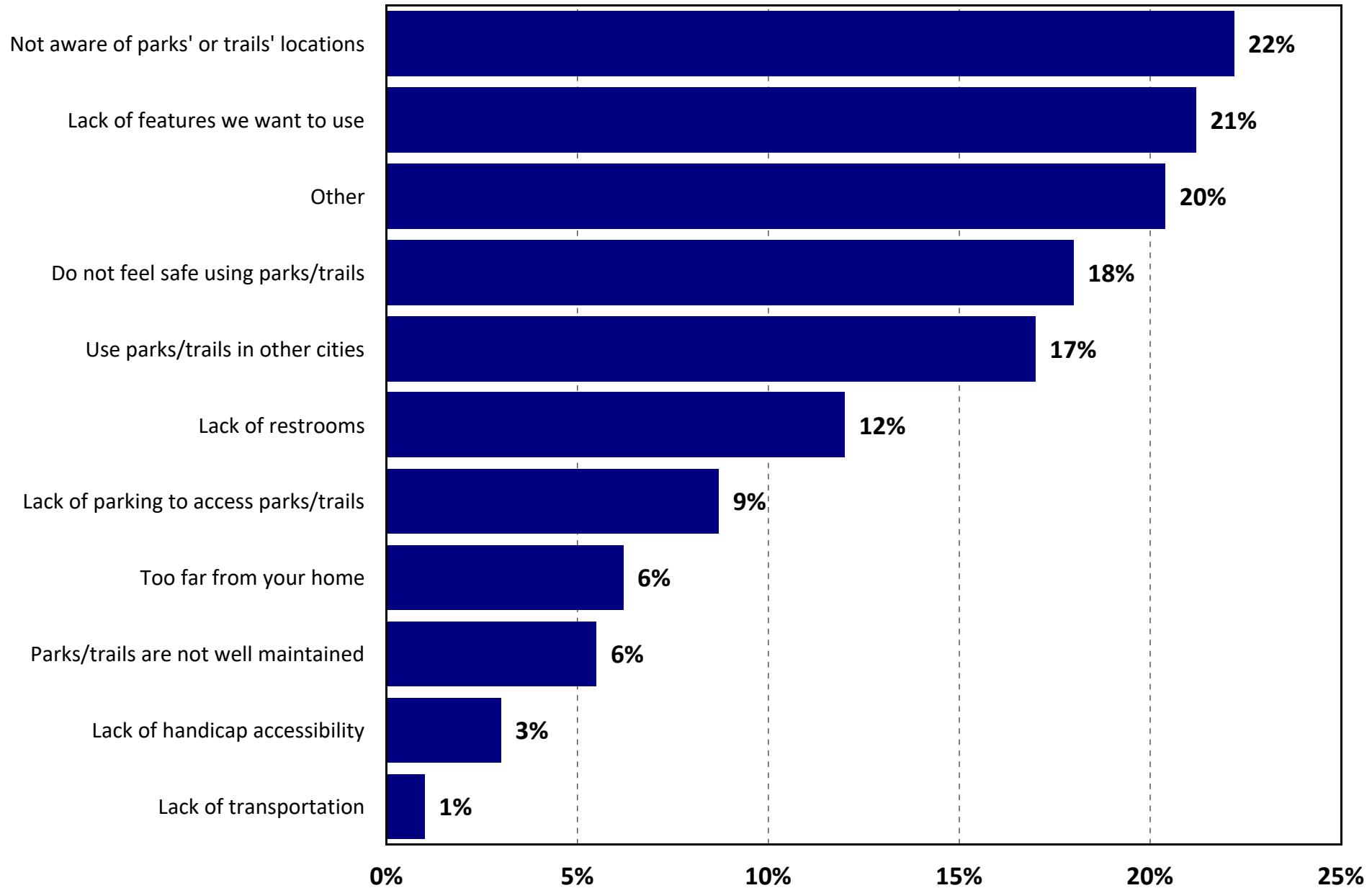
# Q3. Has your household participated in any recreation programs /events offered by Oregon City Parks and Recreation during the past three years?

**by percentage of respondents**



Yes
32%

No
68%
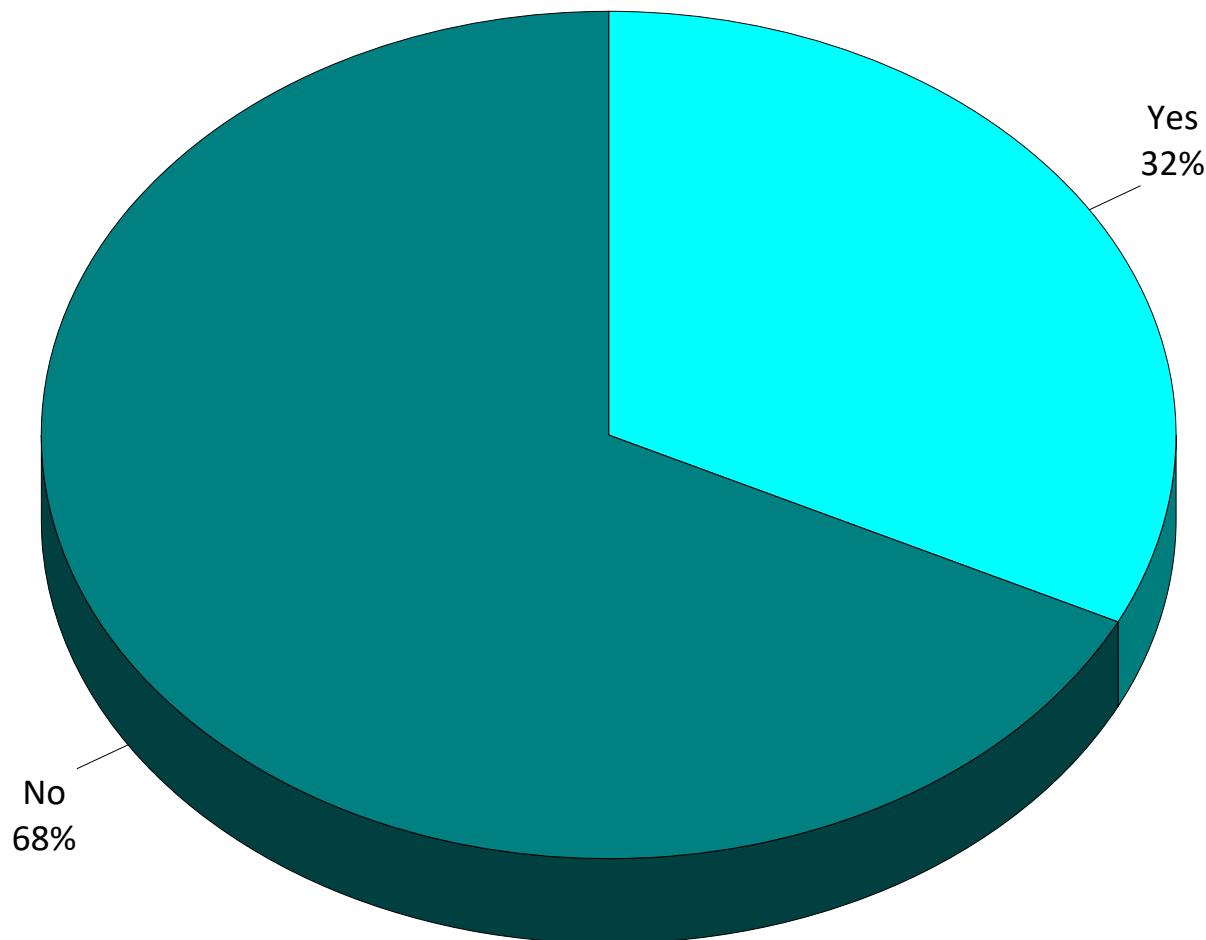
# Q3a. How many recreation programs/events offered by Oregon City Parks and Recreation have you or members of your household participated in during the past three years?

**by percentage of respondents who responded "Yes" to Q3**



2-3
44%

1
26%

4-6
19%

7+
11%
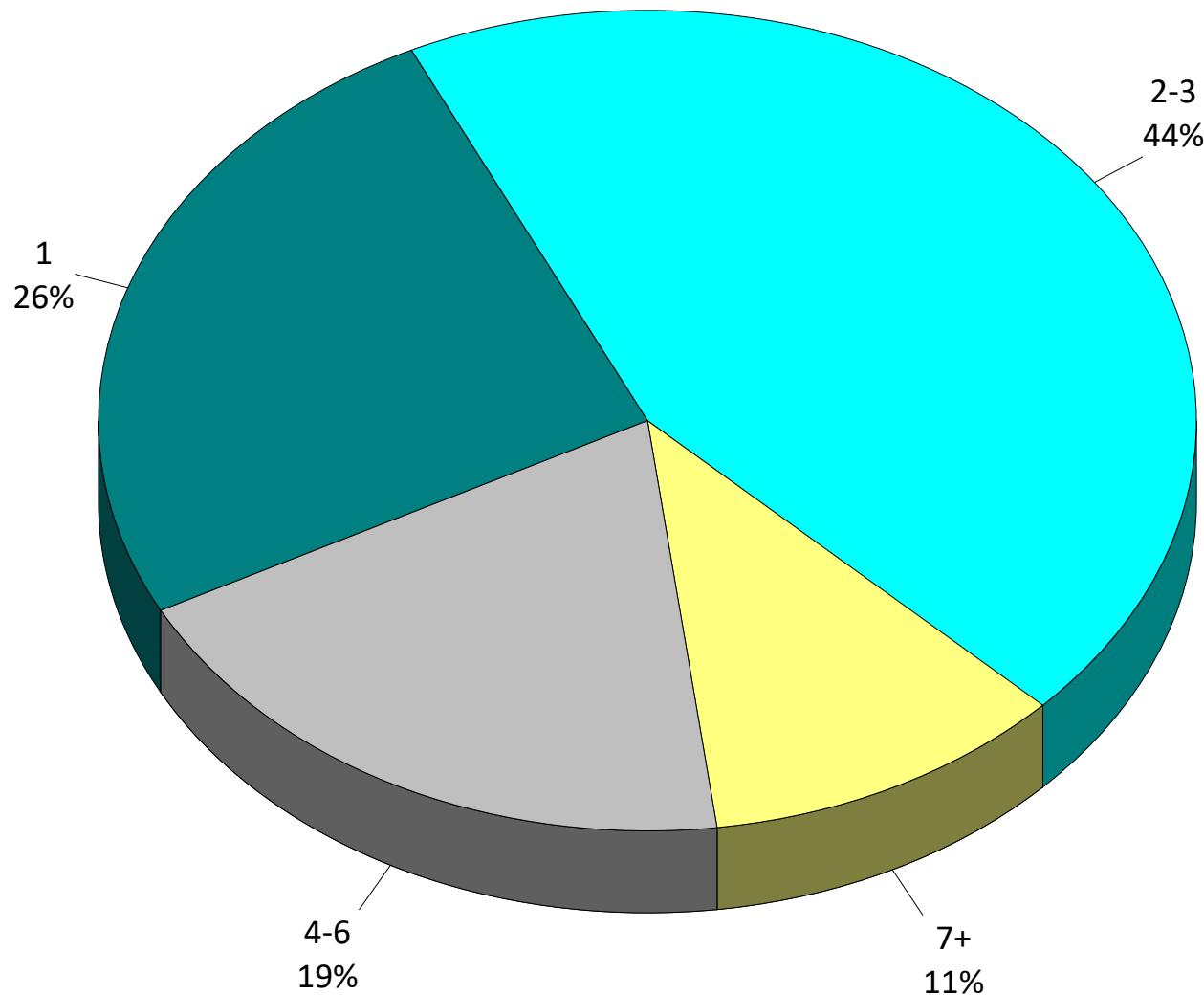
# Q3b. How would you rate the overall quality of recreation programs /events offered by Oregon City Parks and Recreation in which your household has participated?

**by percentage of respondents who responded "Yes" to Q3 (excluding "not provided")**



Excellent
26%

Poor
1%

Fair
16%

Good
57%

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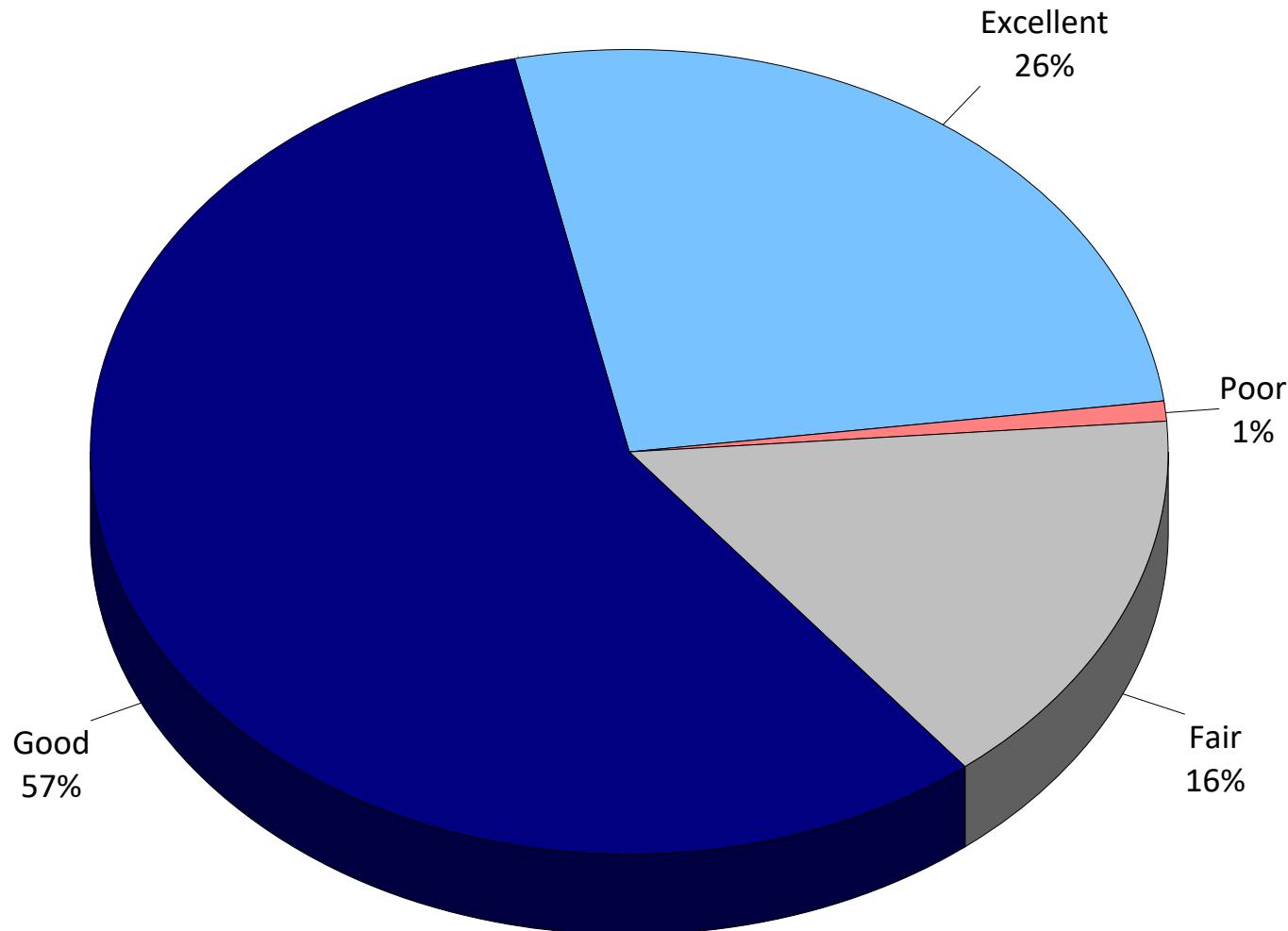
# Q4. Barriers to Parks and Recreation Programs/Events Participation

**by percentage of respondents (multiple selections could be made)**

| Barrier | Percentage |
|---|---|
| I don't know what is offered | 38% |
| Too busy/not interested | 31% |
| Program times are not convenient | 17% |
| Classes are full | 11% |
| Fees are too high | 10% |
| Other | 8% |
| Program not offered | 7% |
| Lack of quality programs | 7% |
| Old & outdated facilities | 6% |
| Registration is difficult | 5% |
| Use programs of other agencies | 5% |
| Lack of quality instructors | 3% |
| Lack of transportation | 2% |
| Lack of right program equipment | 2% |
| Poor customer service by staff | 2% |
| Too far from your home | 1% |

# Q5. Organizations Households Used within the Last Two Years for Recreation and Sports Activities

**by percentage of respondents (multiple selections could be made)**

| Organization | Percentage |
|---|---|
| Oregon City Parks & Recreation | 60% |
| Neighboring cities | 38% |
| Clackamas County | 36% |
| Private clubs/fitness centers | 27% |
| Schools (K-12) | 23% |
| Places of worship (e.g., synagogues, churches) | 20% |
| Private & non-profit youth sports | 15% |
| Colleges/universities | 15% |
| Home owner association | 5% |
| Other | 4% |

0%    15%    30%    45%    60%
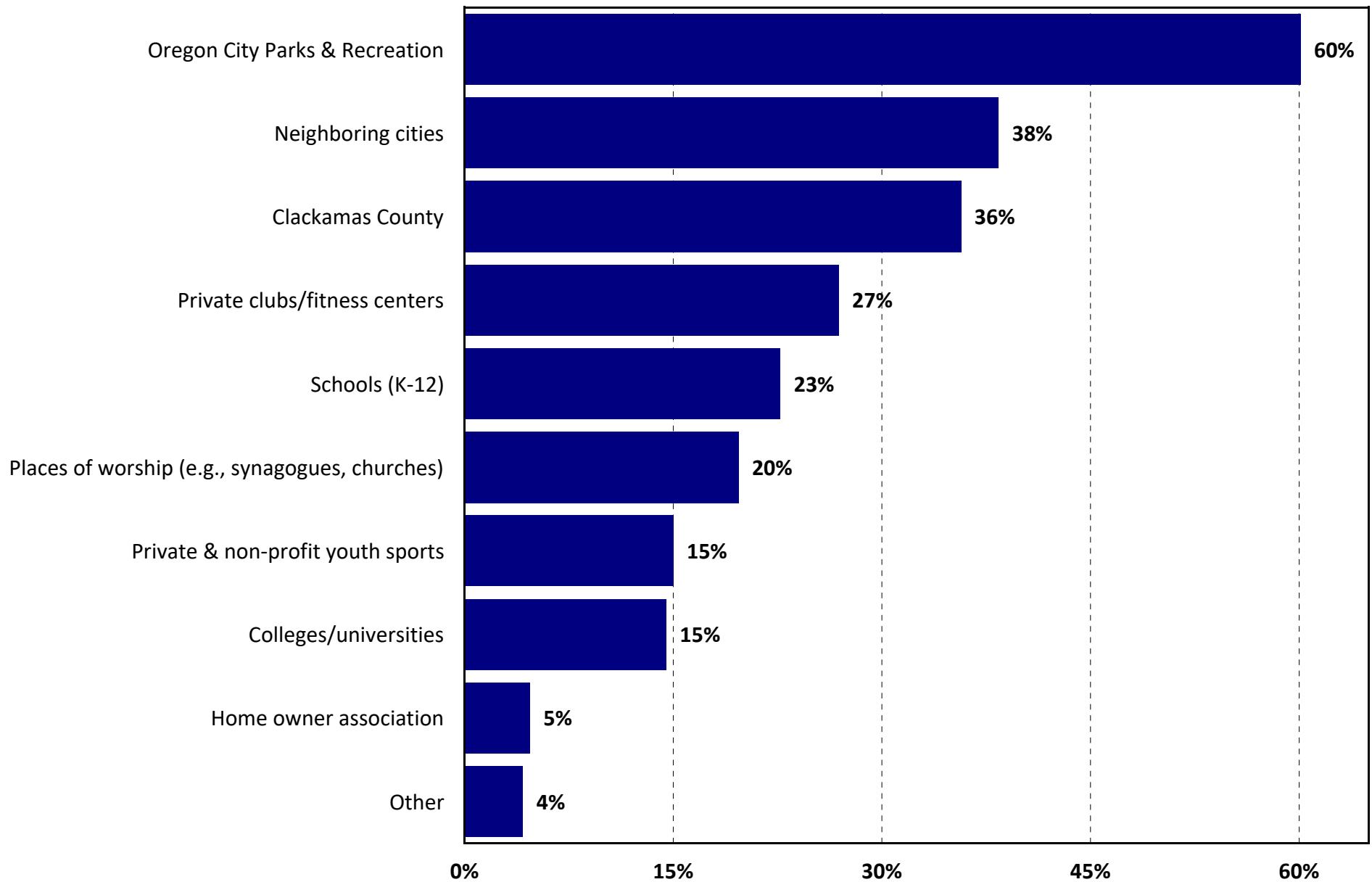
# Q6. Ways respondents would like to learn about Oregon City Parks and Recreation programs and events.

**by percentage of respondents (multiple selections could be made)**



Trails News (quarterly mailed magazine) — 71%
City website — 44%
Social media (Facebook, Instagram, Nextdoor) — 44%
Email/eBlasts from City — 36%
Newsletter/newspapers — 34%
Banners at parks or City facilities — 30%
Friends & neighbors — 26%
Promotions at special events — 23%
Materials at parks or recreation facilities — 20%
Conversations with recreation staff — 5%
Other — 2%

0%    15%    30%    45%    60%    75%
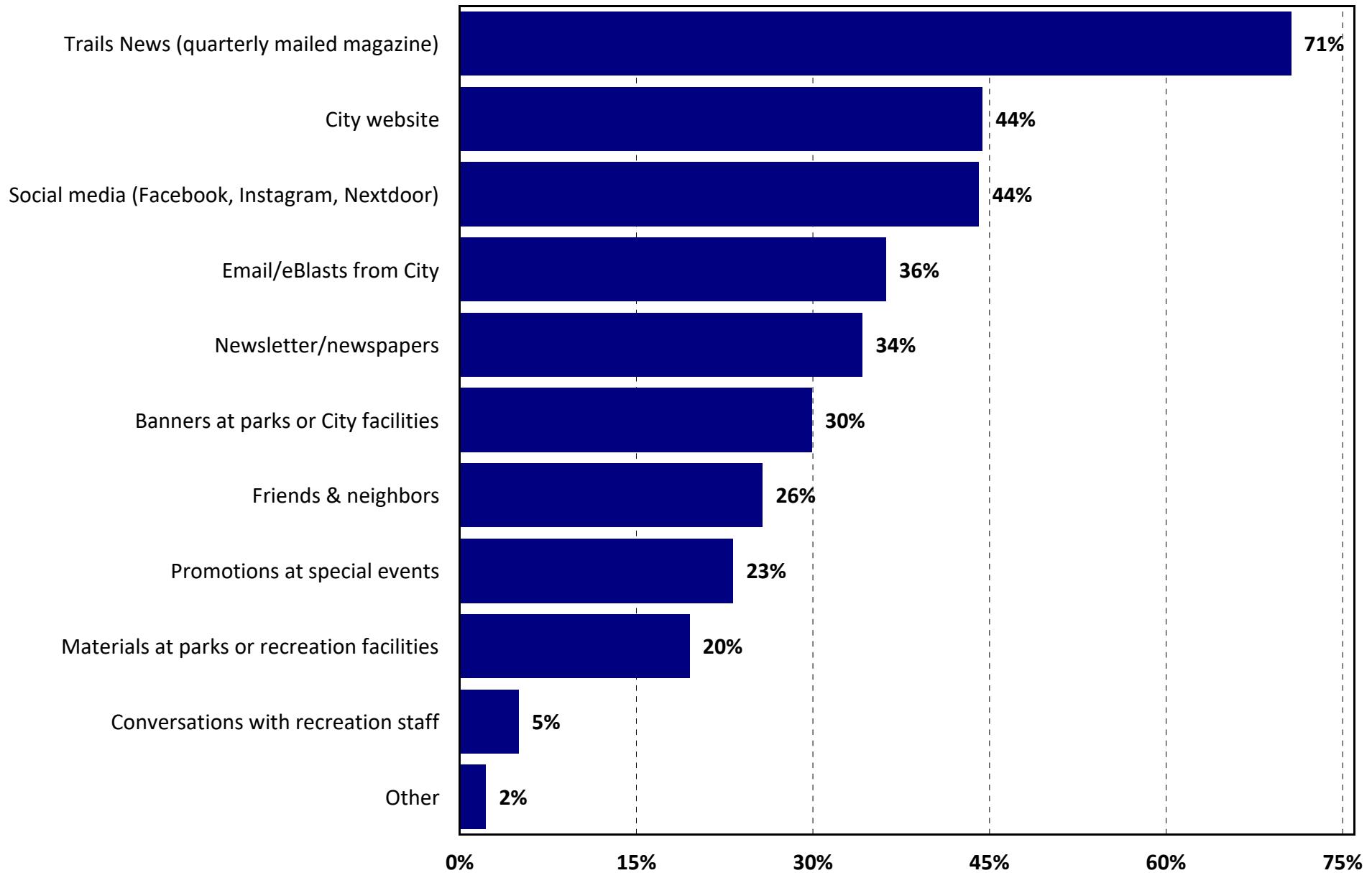
# Q7. Most Preferred Sources for Learning About Recreation Programs and Events

**by percentage of respondents who selected the items as one of their top three choices**



| Source | Percentage |
|---|---|
| Trails News (quarterly mailed magazine) | 62% |
| Social media (Facebook, Instagram, Nextdoor) | 37% |
| City website | 34% |
| Email/eBlasts from City | 28% |
| Newsletter/newspapers | 23% |
| Banners at parks or City facilities | 19% |
| Friends & neighbors | 15% |
| Materials at parks or recreation facilities | 8% |
| Promotions at special events | 6% |
| Conversations with recreation staff | 1% |

Legend: ■ Top choice ■ 2nd choice ■ 3rd choice

# Q8. Level of Agreement with Statements Regarding Benefits of Parks and Recreation Services

**by percentage of respondents (excluding "don't know")**



| Statement | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Makes Oregon City a more desirable place to live | 37% | 46% | 12% | 3% | 1% |
| Preserves open space & protects the environment | 38% | 44% | 14% | 4% | |
| Improves my (my household's) physical health & fitness | 31% | 47% | 18% | 3% | 2% |
| Improves my (my household's) overall quality of life | 28% | 48% | 18% | 4% | 2% |
| Improves my (my household's) mental health & reduces stress | 31% | 43% | 22% | 3% | 2% |
| Provide historic preservation of Oregon City's heritage | 27% | 42% | 27% | 2% | 2% |
| Increases my (my household's) property value | 28% | 40% | 26% | 4% | 2% |
| Is age-friendly & accessible to all age groups | 23% | 42% | 25% | 7% | 3% |
| Helps to attract new residents & businesses | 28% | 38% | 25% | 7% | 3% |
| Provides positive social interactions for me (my household/family) | 21% | 44% | 29% | 5% | 2% |
| Positively impacts economic/ business development | 23% | 39% | 30% | 6% | 2% |
| Helps to reduce crime in my neighborhood & keep kids out of trouble | 18% | 43% | 25% | 8% | 6% |
| Provides volunteer opportunities for the community | 16% | 43% | 36% | 4% | 1% |
| Promotes tourism to City & the region | 23% | 34% | 33% | 7% | 3% |
| Provides jobs/professional development for youth | 17% | 32% | 40% | 9% | 3% |

■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree

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# Q9. Respondents With Need for Facility or Amenity

**by percentage of respondents**

| Facility or Amenity | Percentage |
|---|---|
| Multi-use paved trails | 70% |
| Multi-use unpaved trails | 61% |
| Small neighborhood parks | 57% |
| Picnic areas & shelters | 56% |
| Large community parks | 52% |
| Open space & conservation areas | 52% |
| Water access | 51% |
| Outdoor amphitheater | 50% |
| Indoor aquatic center | 46% |
| Park equipment for all abilities/all ages | 40% |
| Fenced dog park | 39% |
| Indoor walking/jogging track | 38% |
| Splash pads | 36% |
| Outdoor multi-use courts | 34% |
| Outdoor adventure park | 33% |
| Off-leash dog park | 33% |
| Outdoor aquatic center | 33% |
| Indoor recreation facility | 31% |
| Community gardens | 29% |
| Environmental education center | 26% |
| Boat launch | 24% |
| Indoor gym space | 24% |
| Diamond sports fields | 21% |
| Indoor multi-purpose sports fields | 21% |
| Golf course | 21% |
| Outdoor exercise/fitness equipment | 21% |
| Outdoor rectangular sports fields | 19% |
| Disc golf | 19% |
| Indoor courts for pickleball | 18% |
| RV parks | 12% |
| Skateboard parks | 11% |
| BMX park/pump track | 8% |

# Q9a. Estimated Number of Households in Oregon City Who Have a Need for Facility/ Amenity

**by number of households based on an estimated 13,404 households**

| Facility/Amenity | Households |
|---|---|
| Multi-use paved trails | 9,396 |
| Multi-use unpaved trails | 8,217 |
| Small neighborhood parks | 7,694 |
| Picnic areas & shelters | 7,560 |
| Large community parks | 6,983 |
| Open space & conservation areas | 6,916 |
| Water access | 6,849 |
| Outdoor amphitheater | 6,715 |
| Indoor aquatic center | 6,179 |
| Park equipment for all abilities/all ages | 5,375 |
| Fenced dog park | 5,281 |
| Indoor walking/jogging track | 5,147 |
| Splash pads | 4,852 |
| Outdoor multi-use courts | 4,611 |
| Outdoor adventure park | 4,477 |
| Off-leash dog park | 4,450 |
| Outdoor aquatic center | 4,410 |
| Indoor recreation facility | 4,209 |
| Community gardens | 3,874 |
| Environmental education center | 3,472 |
| Boat launch | 3,244 |
| Indoor gym space | 3,244 |
| Diamond sports fields | 2,868 |
| Indoor multi-purpose sports fields | 2,868 |
| Golf course | 2,842 |
| Outdoor exercise/fitness equipment | 2,842 |
| Outdoor rectangular sports fields | 2,574 |
| Disc golf | 2,547 |
| Indoor courts for pickleball | 2,373 |
| RV parks | 1,541 |
| Skateboard parks | 1,501 |
| BMX park/pump track | 1,099 |

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# Q9b. How Well Households' Need For Facility / Amenity Is Currently Being Met

## by percentage of respondents who answered "Yes" to Q9

| Facility / Amenity | 100% met | 75% met | 50% met | 25% met | 0% met |
|---|---|---|---|---|---|
| Picnic areas & shelters | 24% | 31% | 29% | 12% | 4% |
| Small neighborhood parks | 28% | 26% | 25% | 16% | 5% |
| Indoor aquatic center | 24% | 24% | 21% | 19% | 13% |
| Golf course | 25% | 21% | 21% | 17% | 17% |
| Large community parks | 18% | 26% | 22% | 22% | 12% |
| Diamond sports fields | 21% | 22% | 32% | 19% | 6% |
| Open space & conservation areas | 16% | 26% | 29% | 19% | 11% |
| Boat launch | 21% | 21% | 22% | 18% | 18% |
| Park equipment for all abilities/all ages | 15% | 23% | 25% | 20% | 17% |
| Outdoor rectangular sports fields | 15% | 21% | 27% | 18% | 18% |
| Splash pads | 17% | 19% | 33% | 21% | 10% |
| Multi-use unpaved trails | 15% | 20% | 32% | 22% | 11% |
| Multi-use paved trails | 18% | 17% | 33% | 24% | 9% |
| Outdoor amphitheater | 14% | 17% | 26% | 18% | 25% |
| Outdoor multi-use courts | 9% | 19% | 30% | 28% | 14% |
| Off-leash dog park | 13% | 15% | 26% | 27% | 20% |
| Water access | 10% | 17% | 35% | 27% | 11% |
| Fenced dog park | 10% | 17% | 21% | 31% | 22% |
| RV parks | 9% | 17% | 11% | 29% | 34% |
| Skateboard parks | 8% | 16% | 38% | 22% | 16% |
| Indoor recreation facility | 8% | 9% | 14% | 17% | 51% |
| Environmental education center | 5% | 12% | 29% | 22% | 32% |
| Disc golf | 2% | 14% | 22% | 30% | 33% |
| Community gardens | 7% | 9% | 19% | 23% | 43% |
| Indoor walking/jogging track | 6% | 8% | 7% | 15% | 64% |
| BMX park/pump track | 3% | 10% | 10% | 19% | 58% |
| Indoor multi-purpose sports fields | 12% | | 8% | 19% | 61% |
| Indoor gym space | 11% | | 16% | 26% | 47% |
| Outdoor aquatic center | 4% | 6% | 20% | 20% | 51% |
| Outdoor exercise/fitness equipment | 3% | 7% | 18% | 18% | 54% |
| Indoor courts for pickleball | 7% | | 10% | 16% | 67% |
| Outdoor adventure park | 3% | 4% | 5% | 14% | 75% |

ETC Institute (2022)

# Q9c. Estimated Number of Households in Oregon City Whose Facility/ Amenity Need Is Met 50% or Less

**by number of households with need based on an estimated 13,404 Households**

| Facility/Amenity | Value |
|---|---|
| Multi-use paved trails | 6,192 |
| Multi-use unpaved trails | 5,307 |
| Water access | 4,986 |
| Outdoor amphitheater | 4,654 |
| Indoor walking/jogging track | 4,431 |
| Outdoor adventure park | 4,195 |
| Open space & conservation areas | 4,053 |
| Outdoor aquatic center | 3,973 |
| Large community parks | 3,896 |
| Fenced dog park | 3,861 |
| Small neighborhood parks | 3,516 |
| Indoor recreation facility | 3,477 |
| Picnic areas & shelters | 3,395 |
| Park equipment for all abilities/all ages | 3,344 |
| Outdoor multi-use courts | 3,333 |
| Community gardens | 3,293 |
| Off-leash dog park | 3,218 |
| Indoor aquatic center | 3,207 |
| Splash pads | 3,102 |
| Indoor gym space | 2,904 |
| Environmental education center | 2,882 |
| Outdoor exercise/fitness equipment | 2,568 |
| Indoor multi-purpose sports fields | 2,526 |
| Indoor courts for pickleball | 2,216 |
| Disc golf | 2,149 |
| Boat launch | 1,901 |
| Outdoor rectangular sports fields | 1,639 |
| Diamond sports fields | 1,632 |
| Golf course | 1,541 |
| RV parks | 1,146 |
| Skateboard parks | 1,134 |
| BMX park/pump track | 959 |

Legend: ■ 50% met  ▨ 25% met  ■ 0% met

ETC Institute (2022)

# Q10. Most Important Facility/Amenity to Households

**by percentage of respondents who selected the items as one of their top four choices**

| Facility/Amenity | Percentage |
|---|---|
| Multi-use paved trails | 33% |
| Multi-use unpaved trails | 26% |
| Large community parks | 16% |
| Fenced dog park | 16% |
| Open space & conservation areas | 15% |
| Small neighborhood parks | 15% |
| Indoor aquatic center | 15% |
| Water access | 14% |
| Indoor walking/jogging track | 13% |
| Outdoor amphitheater | 13% |
| Picnic areas & shelters | 12% |
| Off-leash dog park | 11% |
| Park equipment for all abilities/all ages | 10% |
| Outdoor multi-use courts | 10% |
| Splash pads | 9% |
| Community gardens | 7% |
| Boat launch | 7% |
| Outdoor adventure park | 7% |
| Outdoor aquatic center | 6% |
| Indoor recreation facility | 6% |
| Diamond sports fields | 5% |
| Indoor courts for pickleball | 5% |
| Golf course | 5% |
| Indoor gym space | 4% |
| Outdoor rectangular sports fields | 4% |
| Environmental education center | 3% |
| Outdoor exercise/fitness equipment | 3% |
| Disc golf | 3% |
| Indoor multi-purpose sports fields | 3% |
| BMX park/pump track | 2% |
| RV parks | 2% |
| Skateboard parks | 2% |

Legend: ■ Top choice  ■ 2nd choice  ■ 3rd choice  ■ 4th choice

# Q11. Respondents With Need for Recreation Program

**by percentage of respondents**



| Program | Percentage |
|---|---|
| Farmer's market | 72% |
| Adult fitness & wellness programs | 48% |
| Community special events | 46% |
| Cultural enrichment programs/events | 39% |
| Historic preservation programs | 34% |
| Nature camps & programs | 29% |
| Senior fitness & wellness programs | 29% |
| Water fitness programs/lap swimming | 26% |
| Swim lessons | 25% |
| STEAM classes | 24% |
| Adult sports leagues | 22% |
| After school programs for youth | 22% |
| Senior educational programs | 22% |
| Youth sports programs & camps | 21% |
| Adult performing arts programs | 18% |
| Fitness coach/personal training programs | 18% |
| Senior trips | 17% |
| Youth fitness & wellness programs | 16% |
| Youth visual arts & crafts programs | 16% |
| Early childhood education | 15% |
| Youth performing arts programs | 15% |
| Golf programs | 14% |
| Teen/tween programs | 13% |
| Gymnastics/tumbling programs | 13% |
| Programs for adults with special needs | 10% |
| Programs for youth with special needs | 9% |
| Tennis lessons & leagues | 9% |
| Recreation/competitive swim team | 9% |
| Virtual programs | 5% |
| eGaming/eSports | 4% |

ETC Institute (2022)

# Q11a. Estimated Number of Households in Oregon City Who Have a Need for Recreation Program

**by number of households based on an estimated 13,404 households**

| Program | Households |
|---|---|
| Farmer's market | 9,624 |
| Adult fitness & wellness programs | 6,380 |
| Community special events | 6,219 |
| Cultural enrichment programs/events | 5,254 |
| Historic preservation programs | 4,544 |
| Nature camps & programs | 3,914 |
| Senior fitness & wellness programs | 3,874 |
| Water fitness programs/lap swimming | 3,472 |
| Swim lessons | 3,378 |
| STEAM classes | 3,177 |
| Adult sports leagues | 2,976 |
| After school programs for youth | 2,935 |
| Senior educational programs | 2,909 |
| Youth sports programs & camps | 2,842 |
| Adult performing arts programs | 2,373 |
| Fitness coach/personal training programs | 2,346 |
| Senior trips | 2,279 |
| Youth fitness & wellness programs | 2,171 |
| Youth visual arts & crafts programs | 2,078 |
| Early childhood education | 1,970 |
| Youth performing arts programs | 1,970 |
| Golf programs | 1,903 |
| Teen/tween programs | 1,702 |
| Gymnastics/tumbling programs | 1,676 |
| Programs for adults with special needs | 1,300 |
| Programs for youth with special needs | 1,233 |
| Tennis lessons & leagues | 1,233 |
| Recreation/competitive swim team | 1,206 |
| Virtual programs | 697 |
| eGaming/eSports | 563 |

ETC Institute (2022)

# Q11b. How Well Households' Need For Recreation Program Is Currently Being Met

### by percentage of respondents who answered "Yes" to Q11



| Program | 100% met | 75% met | 50% met | 25% met | 0% met |
|---|---|---|---|---|---|
| Farmer's market | 42% | 27% | 19% | 7% | 4% |
| Recreation/competitive swim team | 31% | 21% | 14% | 21% | 14% |
| Water fitness programs/lap swimming | 21% | 22% | 29% | 11% | 18% |
| Historic preservation programs | 11% | 27% | 34% | 17% | 10% |
| Early childhood education | 19% | 17% | 12% | 31% | 21% |
| Community special events | 9% | 23% | 38% | 22% | 9% |
| Swim lessons | 16% | 15% | 32% | 21% | 17% |
| Senior educational programs | 6% | 22% | 27% | 17% | 28% |
| Senior trips | 16% | 12% | 28% | 18% | 26% |
| Senior fitness & wellness programs | 11% | 17% | 30% | 19% | 24% |
| Golf programs | 16% | 9% | 32% | 18% | 25% |
| After school programs for youth | 10% | 12% | 26% | 30% | 23% |
| Programs for youth with special needs | 8% | 13% | 21% | 25% | 33% |
| Youth sports programs & camps | 11% | 9% | 35% | 17% | 28% |
| Programs for adults with special needs | 4% | 16% | 12% | 20% | 48% |
| Adult fitness & wellness programs | 8% | 12% | 25% | 30% | 25% |
| Adult performing arts programs | 4% | 13% | 15% | 39% | 30% |
| Cultural enrichment programs/events | 6% | 10% | 36% | 28% | 19% |
| eGaming/eSports | 15% | 15% | 15% | | 54% |
| Nature camps & programs | 5% | 9% | 25% | 28% | 33% |
| Youth fitness & wellness programs | 6% | 8% | 26% | 24% | 36% |
| STEAM classes | 7% | 6% | 23% | 26% | 38% |
| Youth performing arts programs | 2% | 9% | 20% | 33% | 37% |
| Youth visual arts & crafts programs | 2% | 9% | 26% | 26% | 38% |
| Gymnastics/tumbling programs | | 8% | 23% | 15% | 54% |
| Fitness coach/personal training programs | 4% | 4% | 19% | 26% | 47% |
| Adult sports leagues | 1% | 3% | 14% | 31% | 51% |
| Teen/tween programs | 2% | | 21% | 33% | 43% |
| Tennis lessons & leagues | | | 7% | 33% | 59% |
| Virtual programs | | | 29% | 24% | 47% |

**Legend:** ■ 100% met ■ 75% met ■ 50% met ■ 25% met ■ 0% met

# Q11c. Estimated Number of Households in Oregon City Whose Recreation Program Needs Are Met 50% or Less

## by number of households with need based on an estimated 13,404 households



| Program | Value |
|---|---|
| Adult fitness & wellness programs | 5,136 |
| Cultural enrichment programs/events | 4,382 |
| Community special events | 4,229 |
| Nature camps & programs | 3,362 |
| Farmer's market | 2,964 |
| Adult sports leagues | 2,851 |
| Senior fitness & wellness programs | 2,812 |
| Historic preservation programs | 2,790 |
| STEAM classes | 2,786 |
| Swim lessons | 2,358 |
| After school programs for youth | 2,310 |
| Youth sports programs & camps | 2,273 |
| Fitness coach/personal training programs | 2,170 |
| Senior educational programs | 2,091 |
| Water fitness programs/lap swimming | 2,000 |
| Adult performing arts programs | 1,976 |
| Youth fitness & wellness programs | 1,867 |
| Youth visual arts & crafts programs | 1,855 |
| Youth performing arts programs | 1,758 |
| Teen/tween programs | 1,661 |
| Senior trips | 1,641 |
| Gymnastics/tumbling programs | 1,546 |
| Golf programs | 1,428 |
| Early childhood education | 1,267 |
| Tennis lessons & leagues | 1,233 |
| Programs for adults with special needs | 1,040 |
| Programs for youth with special needs | 975 |
| Virtual programs | 697 |
| Recreation/competitive swim team | 583 |
| eGaming/eSports | 476 |

Legend: ■ 50% met ▨ 25% met ▨ 0% met

# Q12. Most Important Recreation Program to Households

**by percentage of respondents who selected the items as one of their top four choices**

| Program | Percentage |
|---|---|
| Farmer's market | **44%** |
| Community special events | **23%** |
| Adult fitness & wellness programs | **21%** |
| Senior fitness & wellness programs | **15%** |
| Historic preservation programs | **14%** |
| Cultural enrichment programs/events | **14%** |
| Swim lessons | **13%** |
| Water fitness programs/lap swimming | **10%** |
| Youth sports programs & camps | **10%** |
| Adult sports leagues | **10%** |
| Nature camps & programs | **10%** |
| STEAM classes | **9%** |
| Senior educational programs | **8%** |
| After school programs for youth | **8%** |
| Adult performing arts programs | **6%** |
| Early childhood education | **6%** |
| Fitness coach/personal training programs | **6%** |
| Senior trips | **5%** |
| Golf programs | **5%** |
| Youth fitness & wellness programs | **5%** |
| Teen/tween programs | **4%** |
| Tennis lessons & leagues | **4%** |
| Programs for adults with special needs | **3%** |
| Youth performing arts programs | **3%** |
| Programs for youth with special needs | **3%** |
| Youth visual arts & crafts programs | **2%** |
| Gymnastics/tumbling programs | **2%** |
| Recreation/competitive swim team | **2%** |
| eGaming/eSports | **1%** |
| Virtual programs | **1%** |

Legend: Top choice ■ 2nd choice ■ 3rd choice ■ 4th choice

# Q13. With a Budget of $100, How Would Respondents Allocate Funds for Parks and Recreation?

**by average allocated per item**



Develop new sports fields — $5.66

Other — $8.11

Expand program offerings — $9.27

Develop new parks (including acquiring land) — $11.35

Develop new indoor recreation facilities — $15.76

Develop new biking/walking trails — $18.72

Improve/maintain existing parks & recreation facilities — $31.15

ETC Institute (2022)
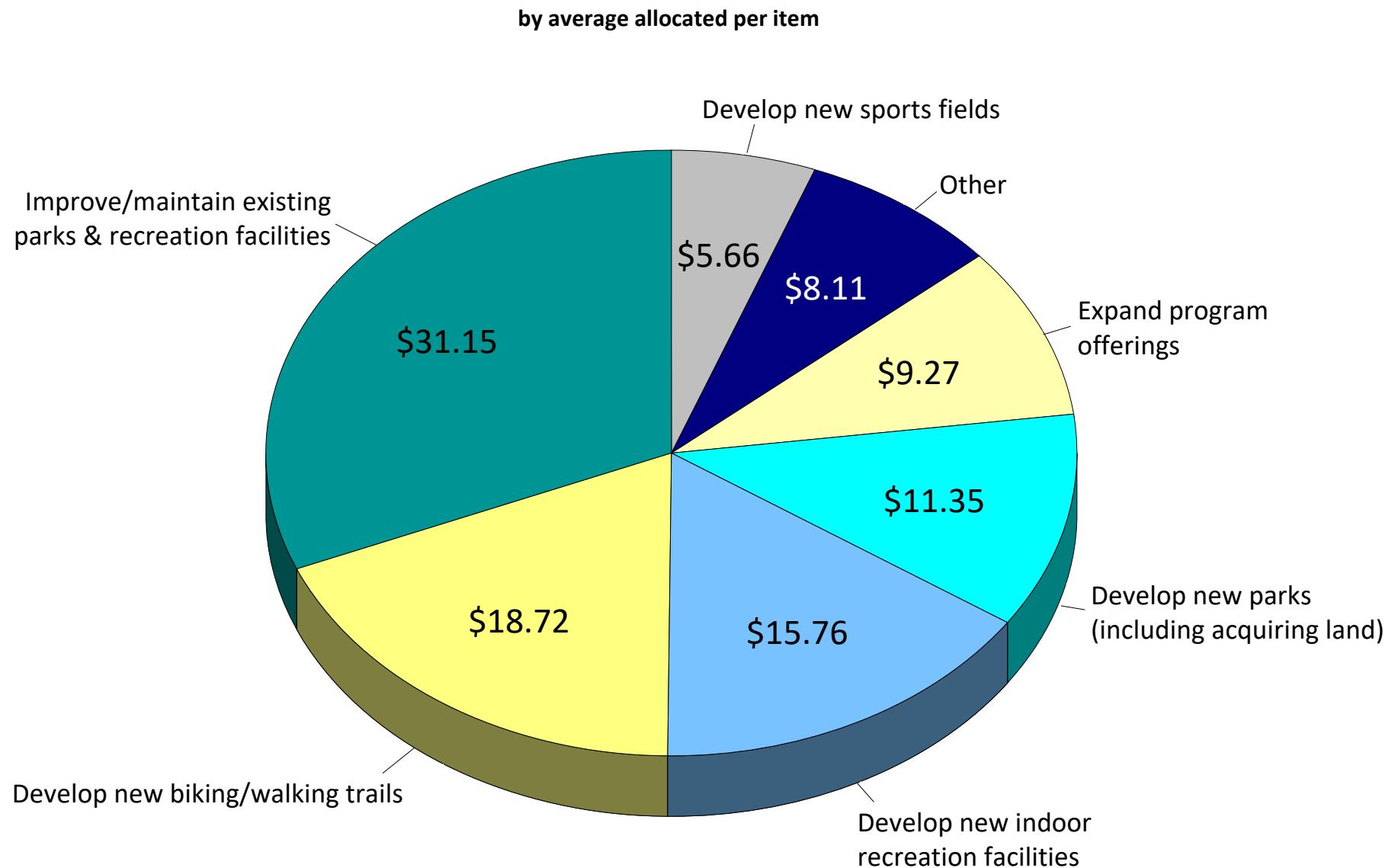
# Q14. Given the recent COVID-19 Pandemic, how has your and your household's perception of the value of parks, trails, open spaces and recreation changed?

**by percentage of respondents (excluding "not provided")**



No change
36%

Significant Decrease
2%

Decrease
2%

Increase
26%

Significant Increase
34%

ETC Institute (2022)
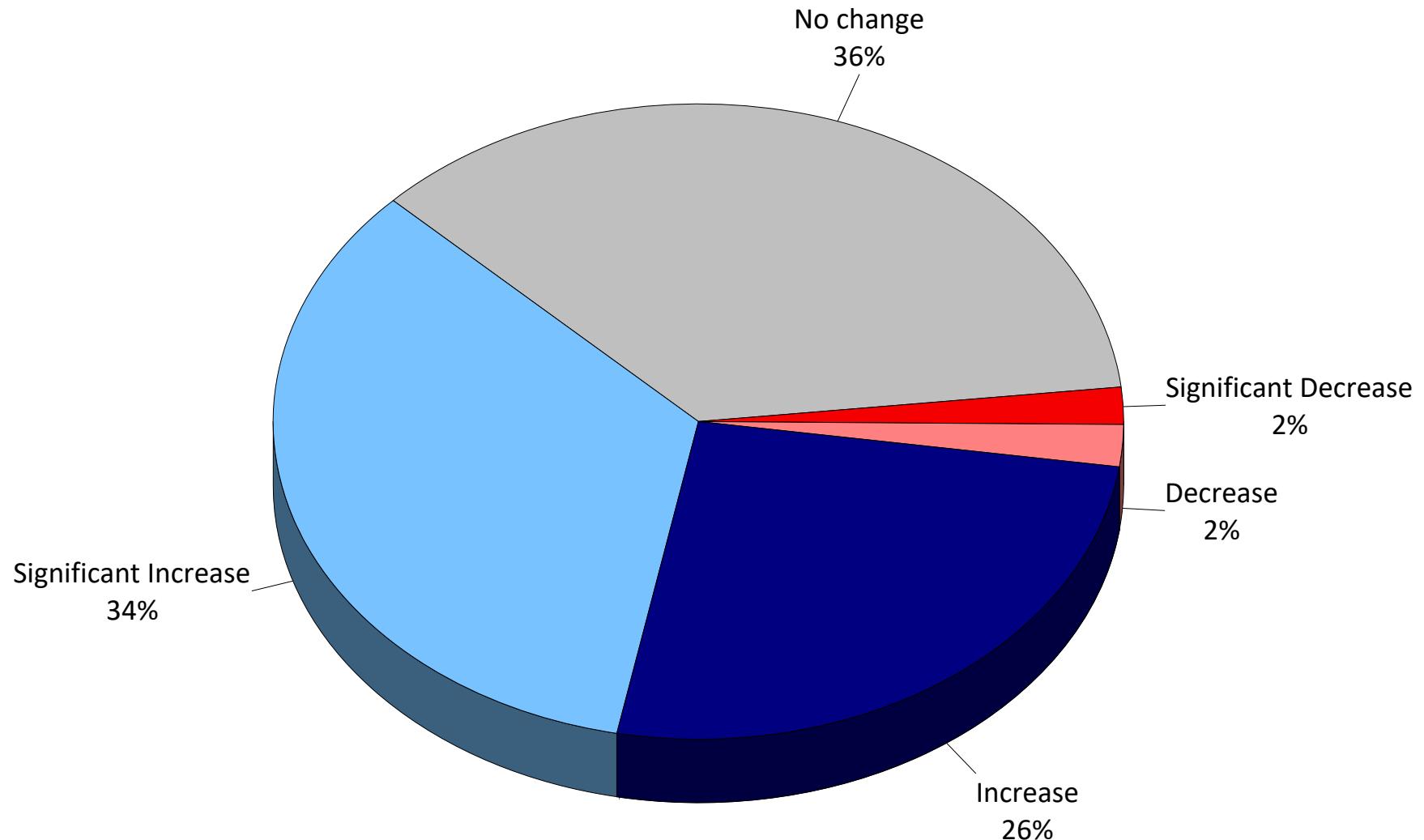
# Q15. Based on your perception of value in Question 14, how would you want the City of Oregon City to fund future parks, recreation, trails and open space needs?

**by percentage of respondents (excluding "not provided")**



Increase Funding
51%

Maintain Funding
36%

Reduce funding
2%

Not Sure
11%

ETC Institute (2022)
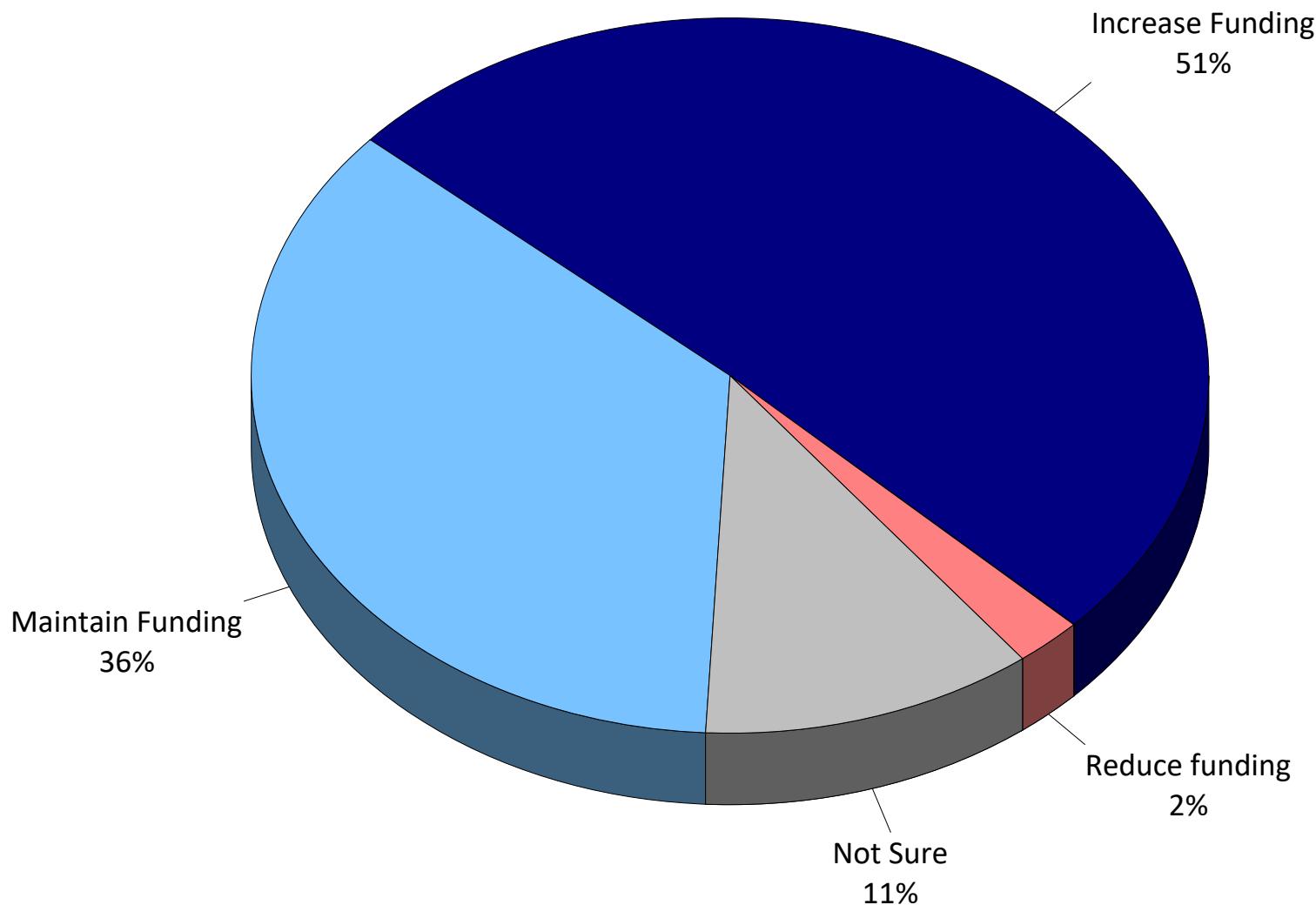
# Q16. How willing would you be to pay additional taxes or fees to acquire, develop, and maintain the types of parks, recreation, and trail facilities that are most important to your household?

**by percentage of respondents (excluding "don't know")**



Willing
30%

Not Willing
9%

Very Willing
16%

Not at all Willing
17%

Neutral
27%
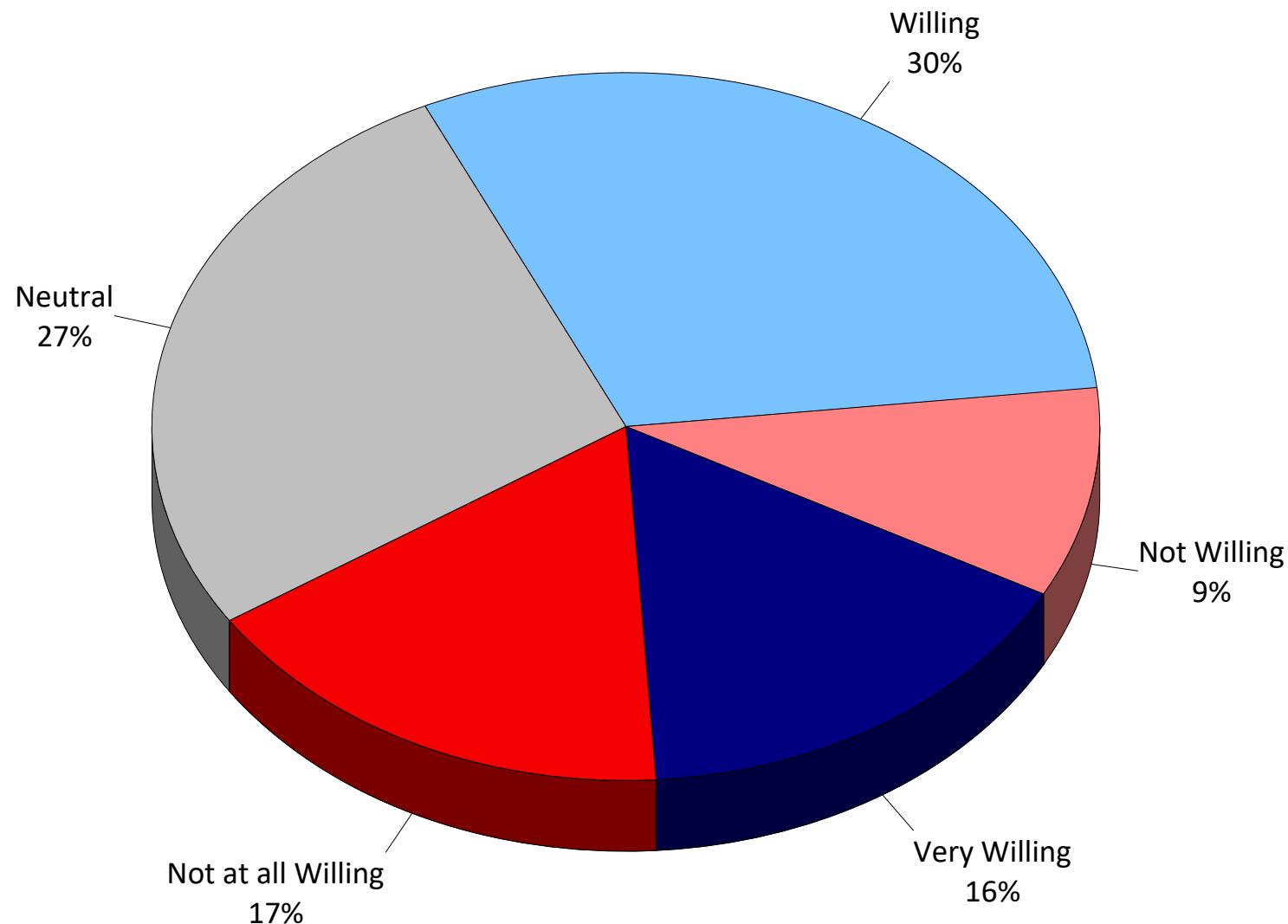
# Q17. Please rate your level of satisfaction with the overall value your household receives from Oregon City Parks and Recreation.

**by percentage of respondents (excluding "don't know")**



Very Satisfied
21%

Very Dissatisfied
3%

Dissatisfied
7%

Neutral
30%

Satisfied
39%
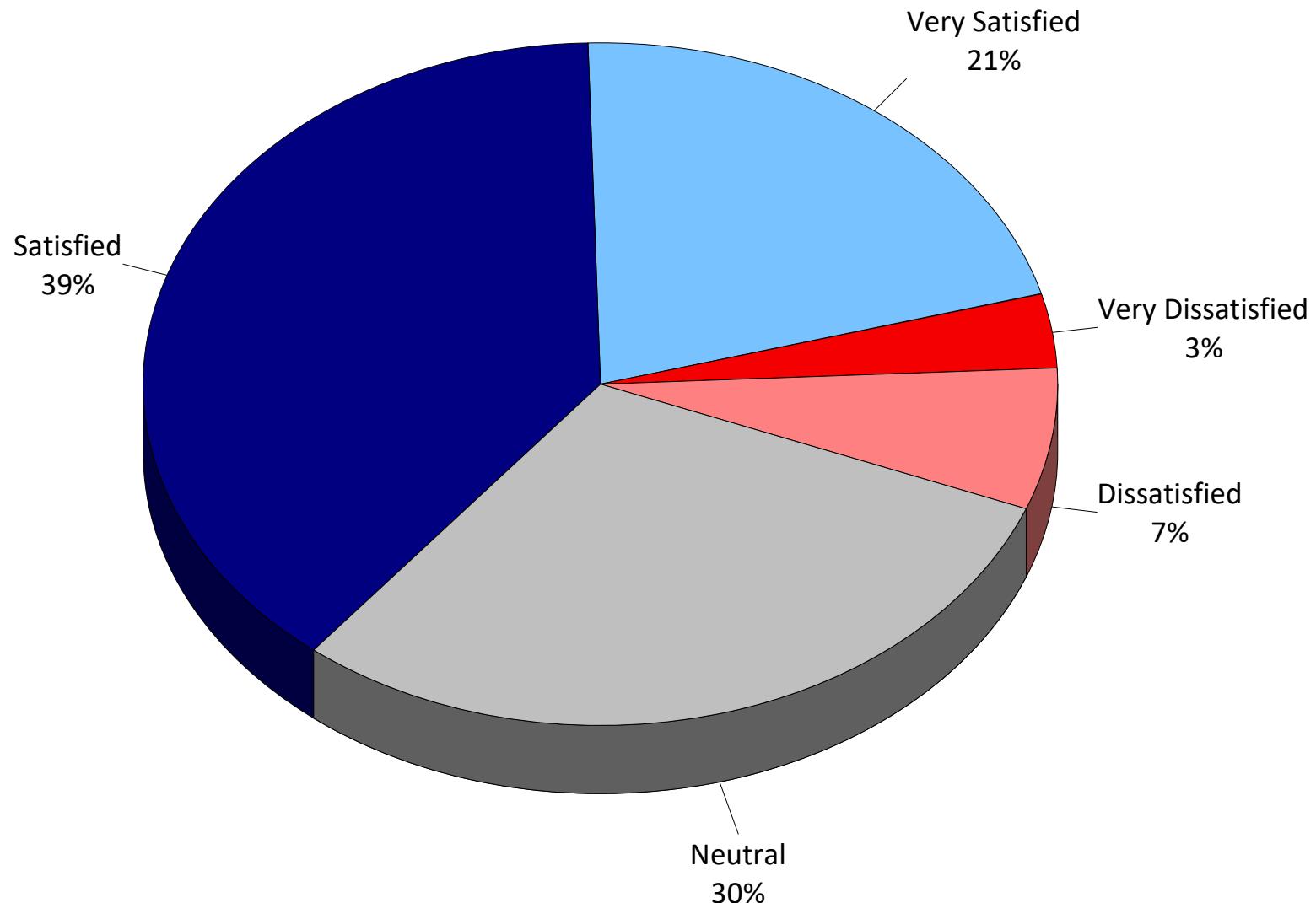
# Q18. Including yourself, how many people in your household are in the following age groups?

**by percentage of persons in household**



- 85+ 1%
- 20-24 3%
- 10-14 5%
- 15-19 5%
- Under 5 6%
- 75-84 6%
- 5-9 7%
- 65-74 11%
- 25-34 12%
- 35-44 14%
- 55-64 15%
- 45-54 15%

ETC Institute (2022)
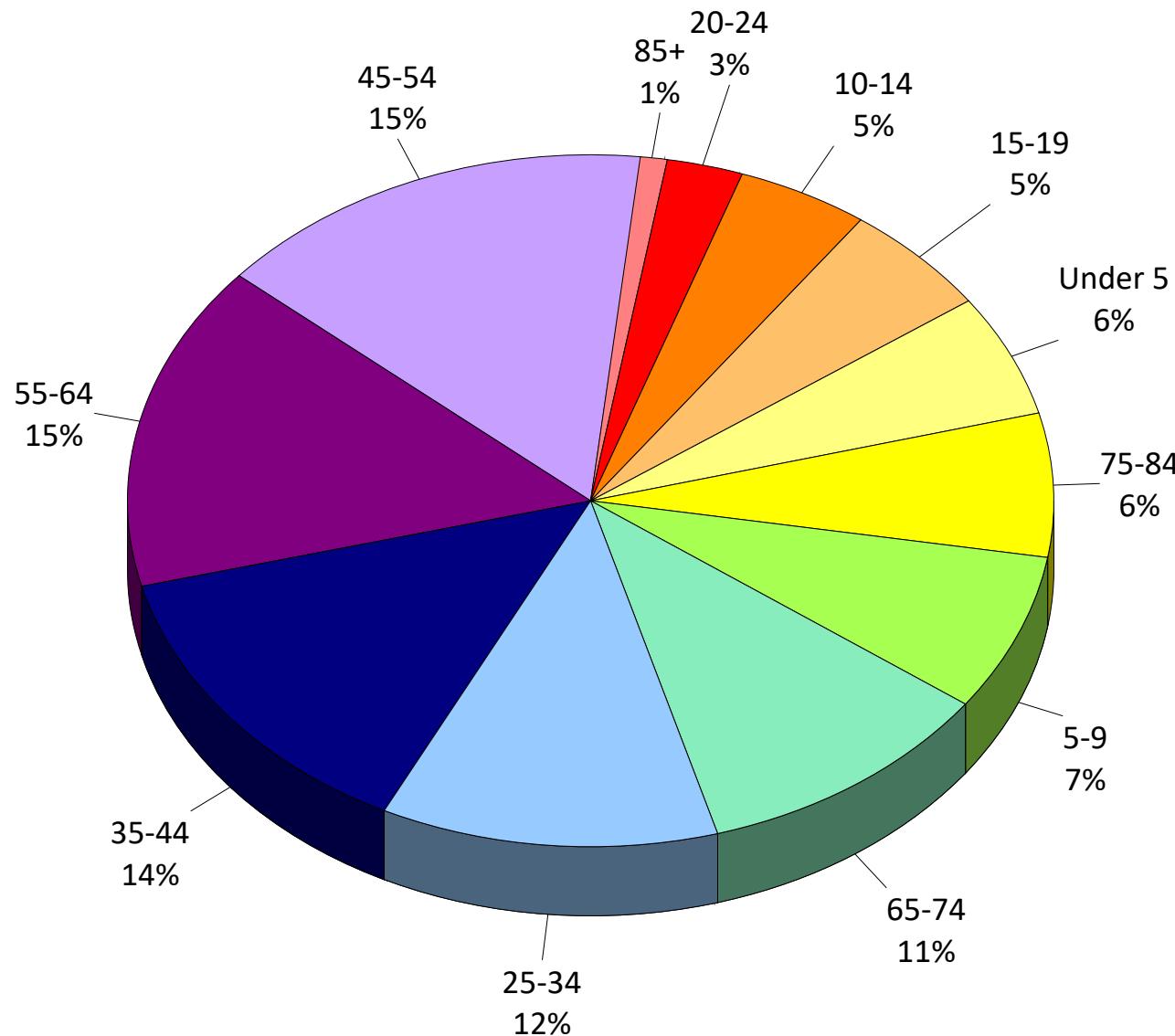
# Q19. Respondent Age

**by percentage of respondents (excluding "not provided")**



45-54
21%

65+
20%

35-44
21%

18-34
20%

55-64
19%
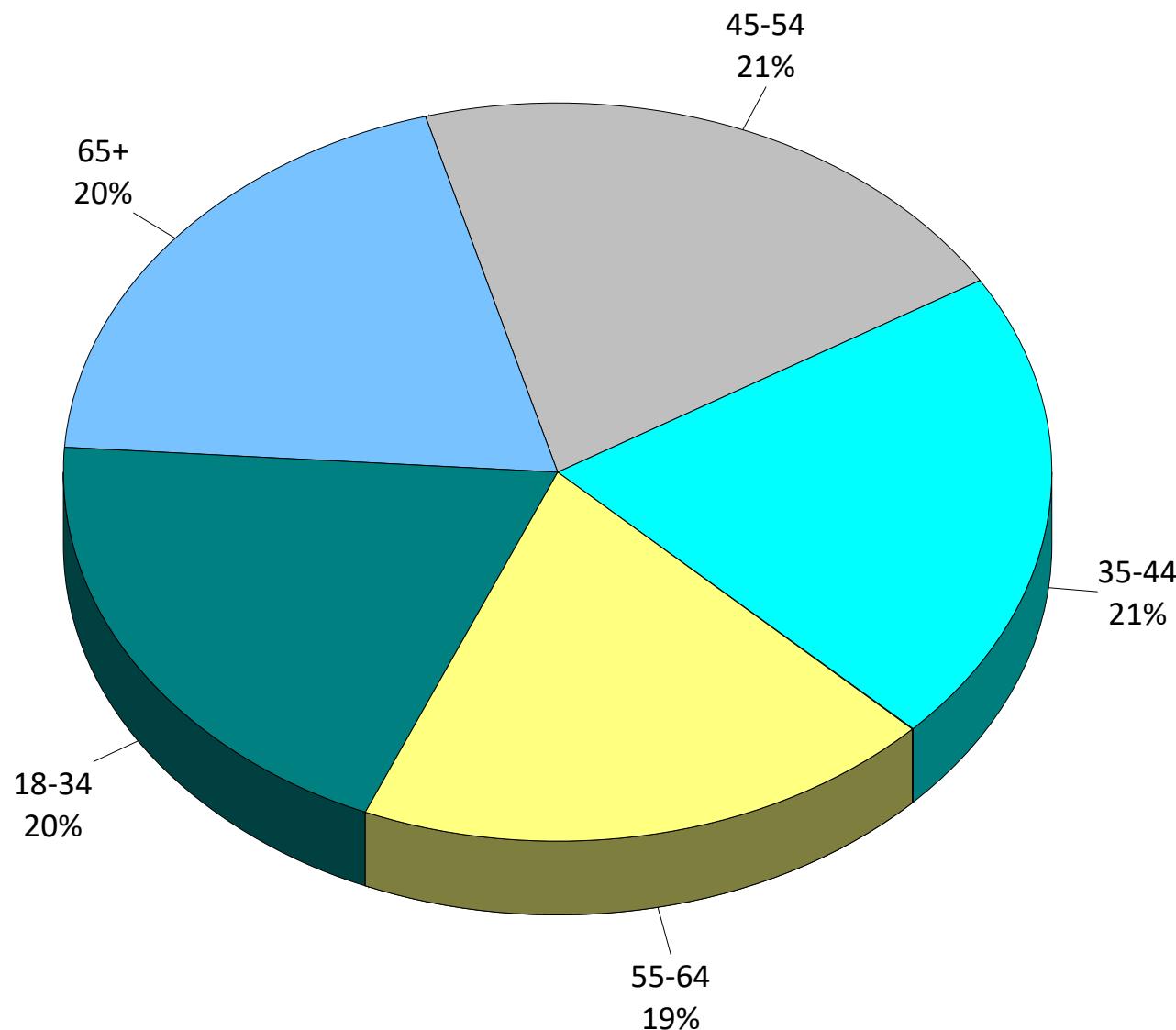
# Q20. Your gender:

**by percentage of respondents (excluding "prefer not to answer")**



Male
50%

Female
50%

Non-binary
1%
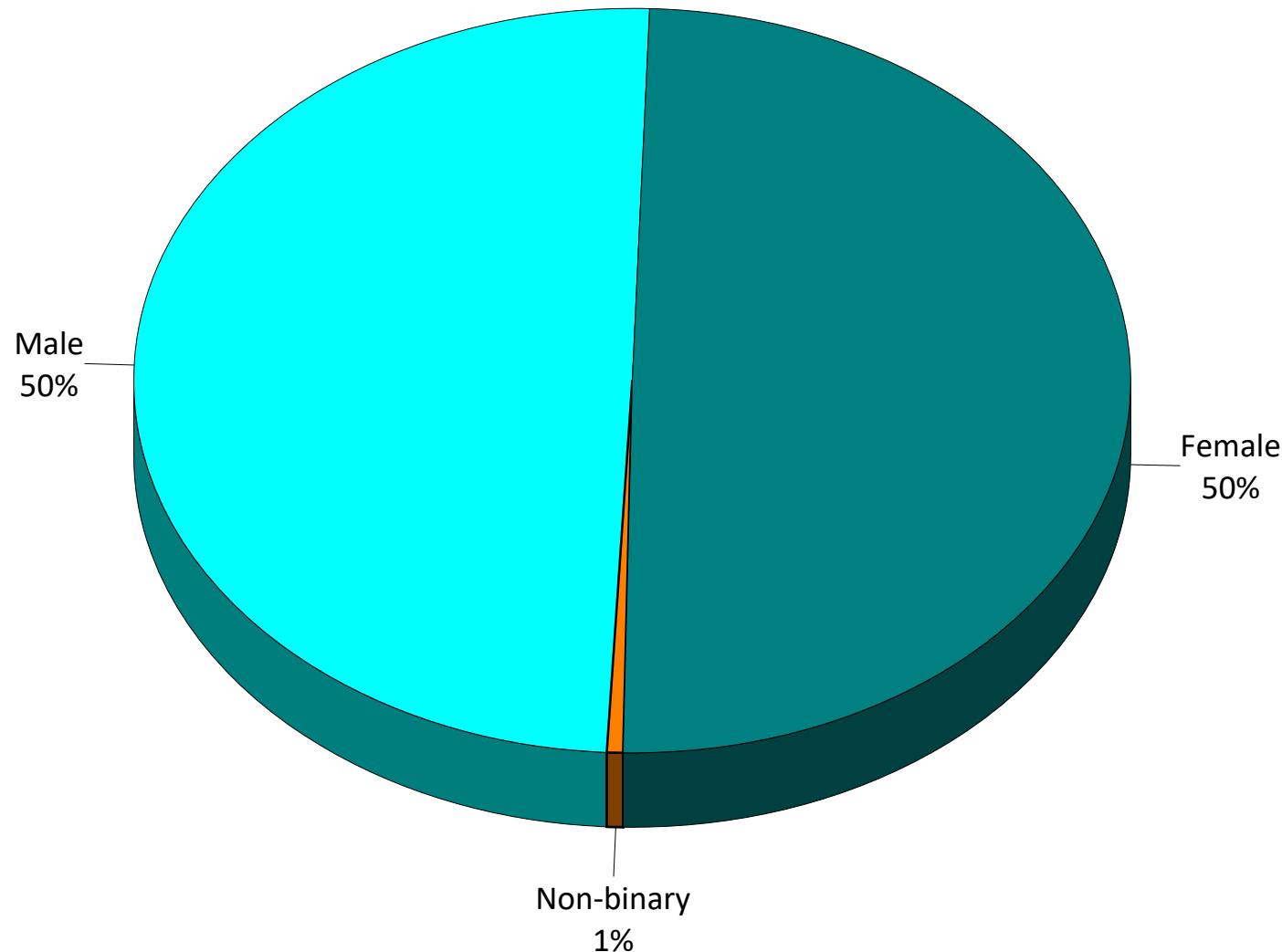
# Q21. Years Lived in Oregon City

**by percentage of respondents (excluding "not provided")**



21-30
18%

31+
17%

0-5
25%

6-10
16%

11-15
10%

16-20
14%
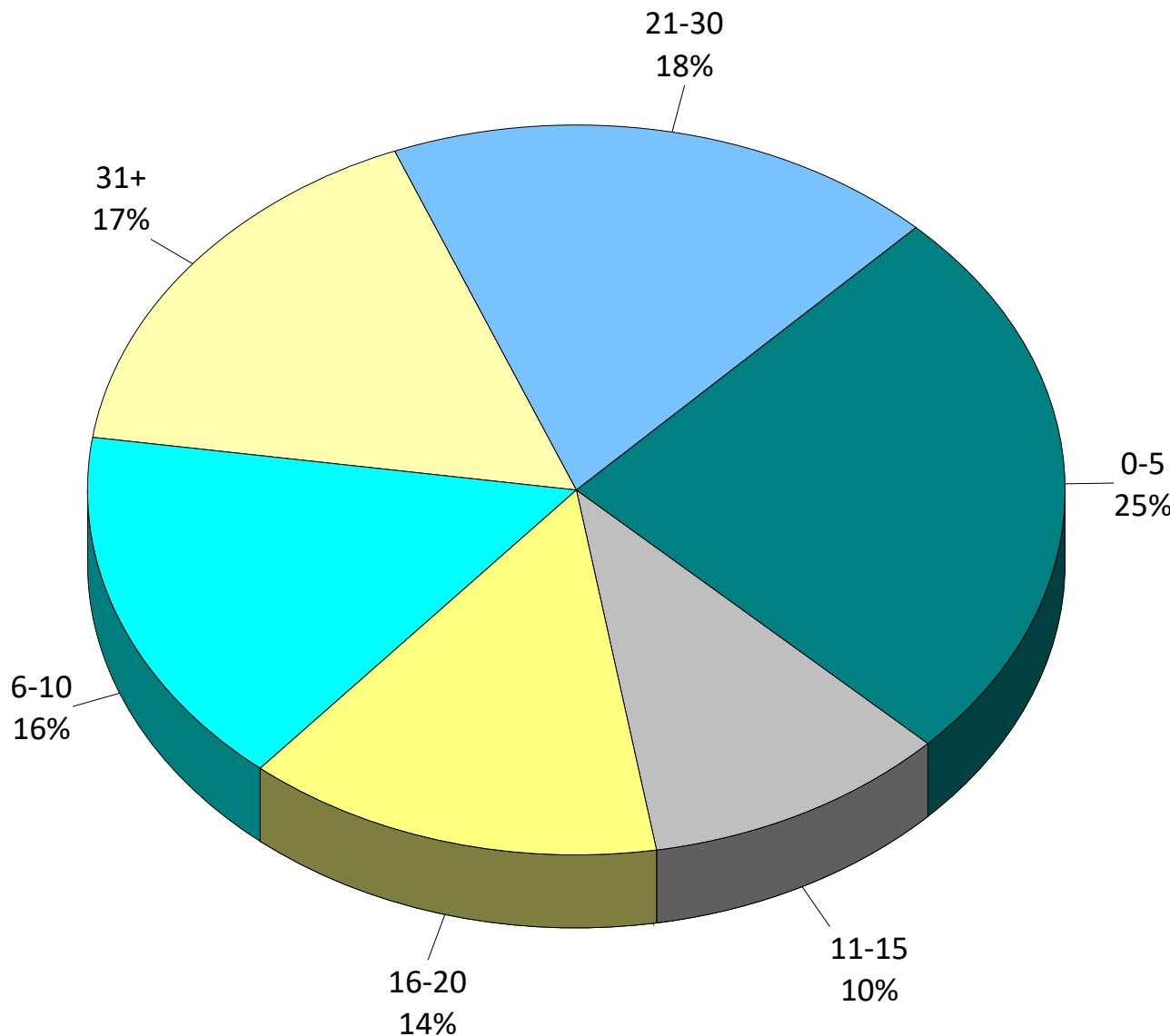
# Q22. Which of the following best describes your race/ethnicity?

**by percentage of respondents**

| Category | Percentage |
|---|---|
| White | 88.8% |
| Hispanic, Spanish, or Latino/a/x | 5.2% |
| Asian or Asian Indian | 1.7% |
| American Indian or Alaska Native | 1.5% |
| Other | 1.5% |
| Black or African American | 1.2% |
| Native Hawaiian or other Pacific Islander | 1.0% |

0.0%    25.0%    50.0%    75.0%    100.0%
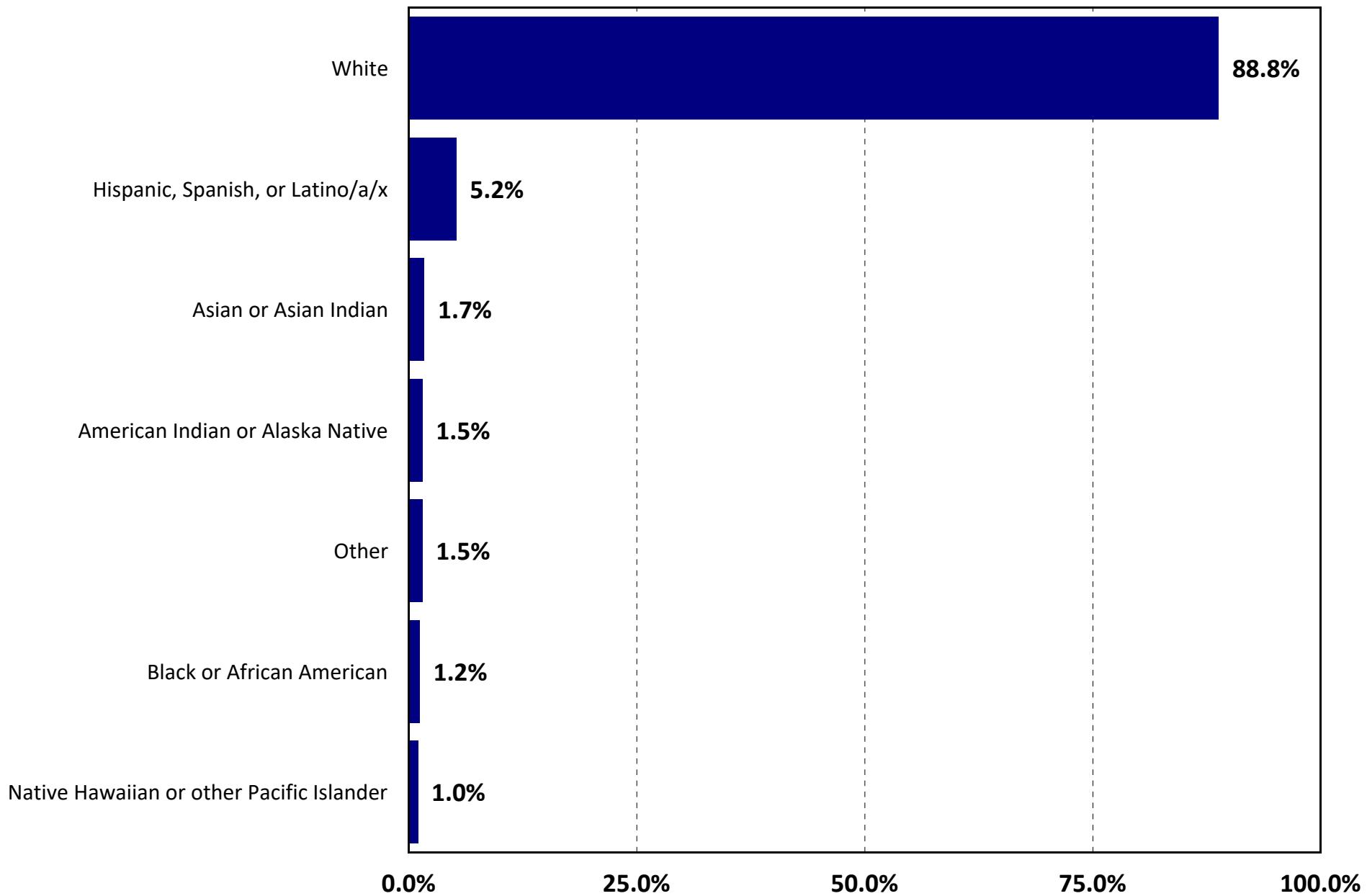
# Q23. What is your annual household income?

**by percentage of respondents (excluding "prefer not to respond")**



$75K to $99,999
21%

$100K to $149,999
21%

$50K to $74,999
21%

$150K+
20%

Under $50K
18%
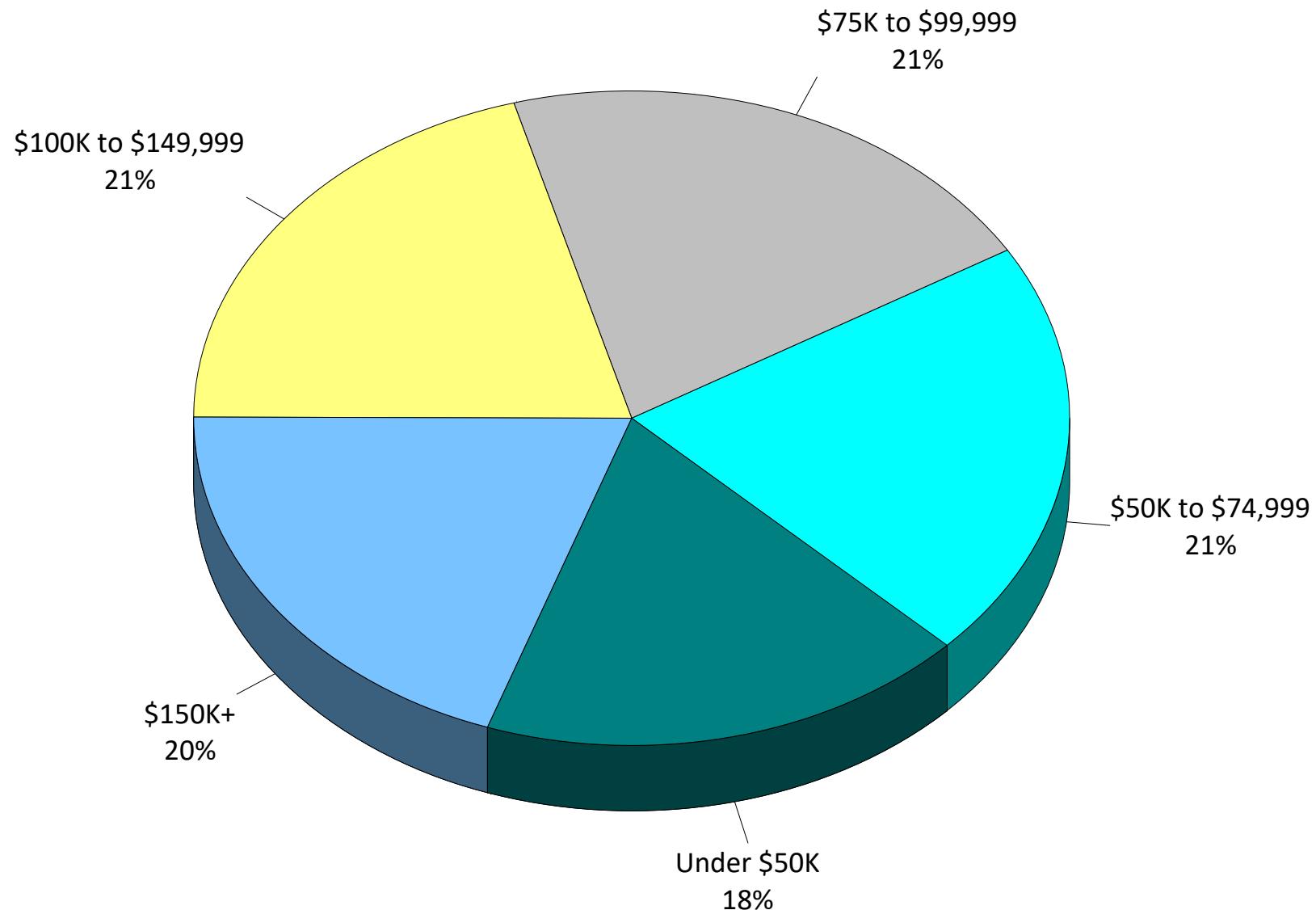
## APPENDIX D: VOLUNTEER/PARTNERSHIP RECOMMENDED PRACTICES & RECOMMENDATIONS

### RECOMMENDED PRACTICES IN VOLUNTEER MANAGEMENT

In developing a volunteer policy, some best practices that the Department should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document. The Department should ensure that it is compliant with State Board of Accounts' requirements as the volunteer program and recognition is developed.
- Create and then regularly review and update volunteer position descriptions, as needed. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position. Develop volunteer manual or use a credible organization's volunteer program, specializing in volunteer management to build the Department's volunteer program.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period to fulfill a community service requirement.
- The full list of NRPA Recommended Guidelines for Credentialing Volunteers can be found here.

The Department should encourage employees to volunteer in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness

of the agency and its volunteer program.  It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

## RECOMMENDED PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to the Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

## POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the Department's facilities or programs are detailed below.  These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities.  These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department.  The management plan can and will be negotiated, if necessary.  Monitoring the management plan will be the responsibility of both partners.  The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved, and the terms of the partnership agreement are adhered to.

- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsel. If none can be achieved, the partnership shall be dissolved.

## PARTNERSHIP OPPORTUNITIES

The Department currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City or Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Department in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

## APPENDIX E: PROGRAM CLASSIFICATION

| Core Program Area - Legend | | |
|---|---|---|
| Aquatics | Arts & Music | Community Services |
| Cultural & Enrichment | Educational | Events |
| Fitness | | |
| Socialization | | |

| Classifications | | |
|---|---|---|
| **Essential** | | |
| Health & Wellness Events | Water Safety Classes | Swim Lessons |
| Lifeguard Certification | SHIBA | Tax Assistance |
| Reassurance | Foot Clinic | Food Pantry |
| Energy Assistance | Estate Planning | Grief Support |
| Addiction Support Services | Housing Rights & Resource Center | Meals on Wheels |
| Noon Lunch | Transportation | Case Management |
| Information and Assistance | Medicare Open Enrollment | Health Equipment Loan |
| Health Support Groups | CPR/First Aid | Babysitting Certification |

| Classifications | | |
|---|---|---|
| **Important** | | |
| Concerts in the Park | Volunteer Recognition | Oregon City Enhancement Day |
| Memorial Day Celebration | Parents of Murdered Children | Holiday Events |
| Lap Swim | Water Exercise | Rentals |
| Giving Tree | Holiday Stockings | Gifts to Meals on Wheels |
| Financial Planning | Meditation | Educational Trips |
| Educational Seminars | Nutrition Education | AARP Safe Driving |
| Restorative Healing Yoga | Hatha Yoga | Walking Club |
| Retrofit Dance | Zumba | Better Bones and Balance |
| Line Dancing | Beginner Yoga | Tai Chi |
| Workout Rooms | Pilates | Stretch and Tone |

| Classifications | | |
|---|---|---|
| **Value-Added** | | |
| Christmas Banquet | Open Houses | Preserve Our Past Banquet |
| Daddy Daughter Dance | Valentine's Day Dance | Movies in the Park |
| Swamp Swim | Glow Swim | Swim Teams |
| Recreation Swims | Aquatic Events | Family Swim |
| Watercolor | Drawing & Oil | Chorus |
| Craft Classes | Music Entertainment | Ukulele |
| Crochet | Knitting | Art Shows |
| Travel Programs | Themed Dinners | Cultural Dancing |
| Youth Camps | Big Band Dancing | Ballroom Dancing |
| Ermatinger House Tours | Preserve Our Past Art & Poetry | Meditation |
| Pinochle | BINGO | Chess Club |
| Mahjong | Coffee Time | Book Club |
| Poker | | |

APPENDIX F: SIMILAR PROVIDERS

## OTHER SERVICE PROVIDERS

| Name of Agency | Operator (Public/Private/Not for-Profit) | Price Comparison with your Services (Same / Lower / Higher) |
|---|---|---|
| CPR for Life | Private | Higher |
| Easthem Community Camps | Public | Lower |
| 24 Hour Fitness | Private | Higher |
| YMCA | Not-for-Profit | Same |

## APPENDIX G: MINI BUSINESS PLAN

**Program Area:** _____

**Completed By:** _____  **Date:** _____

[ ]

**DEPARTMENT VISION STATEMENT**

[ ]

**DEPARTMENT MISSION STATEMENT**

[ ]

**CORE PROGRAM AREA OUTCOMES**

[ ]

**SERVICE AREA PROFILE**

Service Area Description:


Key Demographic Trends:


**TARGET MARKETS**

| Primary Markets | Secondary Markets |
|---|---|
|  |  |

## AGE SEGMENT APPEAL

| Program/ Amenity | Length of Experience | Age Segments | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
|  |  | Under 5 | 6-8 | 9-12 | 13-18 | 19-30 | 31-45 | 46-60 | 61-75 | 76+ |
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## PARTICIPATION/ATTENDANCE TRENDS

| Program/ Amenity | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
|  |  |  |  |  |  |  |  |  |  |  |  |  |
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## S.W.O.T. ANALYSIS

| Strengths | Weaknesses |
|---|---|
|  |  |
| Opportunities | Threats |
|  |  |

**COST OF SERVICE ANALYSIS**

| Program/ Amenity | Expenditures | | Participants/ Attendance | Revenue | Net Income (Subsidy) | | Cost per Participant | | Cost Recovery | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Direct | Total | | | Direct | Total | Direct | Total | Direct | Total |
| | | | | | | | | | | |
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**MARKETING & PRICING TACTICS**

| Tactic | Responsible | Timeline |
|---|---|---|
| | | |
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**PERFORMANCE MEASURES**

| Outcome (from p.1) | Performance Measure | Result |
|---|---|---|
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**Approved By:** _____      **Date:** _____

# Parks Inventory

## Types of Park Development

### Pocket Park

Pocket Parks are typically defined as park spaces that are less than 3 acres in size, with limited exceptions.  These parks typically feature some development or can be fully undeveloped.  Typical amenities in Pocket Parks include small play structures, walking paths, seating areas, native gardens, and even sport courts in limited circumstances.

### Neighborhood Park

Neighborhood Parks are typically defined as park spaces that are between 3 acres and 8 acres.  These parks typically feature a mix of development and natural space.  Typical amenities in Neighborhood Parks include play structures, walking paths, seating areas and picnic shelters, sport courts, restrooms, parking areas, dog parks, and even skate parks or ball fields in limited circumstances.

### Community Park

Community Parks are typically defined as park spaces that are between 8 acres and 20 acres.  These parks are typically highly developed with areas of natural spaces interspersed throughout.  Typical amenities in Community Parks include large play structures, walking paths, seating areas, multiple picnic shelters, sport courts, restrooms, parking areas, dog parks, skate parks, and ball fields.  In some instances, these parks may include community event spaces that serve a variety of uses.  These sites typically serve large segments of the population in a variety of ways and uses.

### Regional Park

Regional Parks are typically defined as park spaces that are over 20 acres and provide services or amenities that are utilized by the larger regional population.  These parks are typically highly developed with large areas of natural spaces interspersed throughout.  In some instances, they may protect or conserve vital habitat areas and provide access to

natural amenities, such as rivers. Typical amenities in Regional Parks include large play structures, walking paths, seating areas, multiple picnic shelters, sport courts, restrooms, parking areas, dog parks, skate parks, boat ramps or launches, docks, habitat conservation areas, amphitheaters and community event spaces that serve a variety of uses.  In some instances, these parks may provide camping or RV-ing opportunities and specialty amenities that are unique to the needs of the region.

**Specialty Park**

Specialty Parks are typically defined as park spaces that provide unique, specialty services or amenities that are utilized by both residents and visitors to the region.  These parks can vary in size.  Examples include, but are not limited to, boat ramps, docks, interpretive spaces and centers, historical homes, plazas, and cemeteries.  Amenities at Specialty Parks typically vary depending on the intended usage of the specific site.

**Open Space/Natural Areas**

Open Space and Natural Areas are typically defined as minimally developed, conservation-focused parkland that is intended to provide visitors with meaningful opportunities to engage with nature.  These parks can vary in size, from small wetlands to large forests.  Amenities at these parks typically vary depending on the intended usage of the specific site, but may include amenities such as trailheads, walking paths, interpretive signage, boardwalks, wildlife viewing areas, and habitat conservation areas.

**Trails**

Trails are typically defined as linear parkland that provide access or connection to nature in a variety of environments.  Typically, trails are utilized to connect different sections of the City and provide pedestrian and bike access.  Trails can be standalone parkland or part of a developed park.  Trails can utilize a variety of surfacing materials, depending on site conditions.

## Park Inventory

### Abernethy Creek Park

Abernethy Creek Park is a 2.5 acre natural area located on Abernethy Creek at the North end of town.  The space is an undeveloped natural area with limited parking, a small trail, and a picnic table.  In the future, Parks and Recreation would look to improve the parking area and ensure continued upkeep of the trail system.

### Atkinson Park

Atkinson Park is a 5.5 acre neighborhood park located in the mid-level of the City, just 4 blocks north of the swimming pool.  This site is currently a mostly natural area with small amounts of development, such as a reservable picnic shelter and associated tables; a playground; and some trails.  This park is also the location of the Buena Vista Club, which is discussed in the facility section of this inventory.  In the future, Parks and Recreation would look to improve the accessibility of this site with new walking paths, new natural-themed play structures, and potentially a new restroom.  A community planning process is recommended for this site to ensure community input on any potential redesigns of the park land.

### Barclay Hills Park

Barclay Hills Park is a 5.4 acre neighborhood park located in the eastern portion of town, near Mountain View Cemetery and Newell Creek Canyon.  This site is currently a mix of developed park space and natural area, with a basketball court, picnic tables, and larger play structure.  Future development opportunities include accessibility improvements to existing amenities and a picnic shelter.

### Barclay Park

Barclay Park is a 1.67 acre pocket park located at 711 12th Street.  The site is mostly natural area with minimal development consisting of a trash can and dog pot.  Currently, the site is utilized as an off-leash dog area.  No major development is planned at Barclay park in the future.

**Canemah Children's Park**

Canemah Children's Park is a 0.34 acre pocket park located directly adjacent to Metro's Canemah Bluff natural area.  The site is mostly developed with amenities such as walking trails, benches, basketball courts, picnic shelters and tables, a restroom, and a sizeable play structure.  Future development at this site include replacement of the restroom with a more accessible option and replacement of the existing amenities as they age.

**Chapin Park**

Chapin Park is an 18.5 acre community park located on Warner Parrott Road.  Nearby residents can also access the park by walking through entry points located at the end of Glacier Court or Hein Court.  This park is host to the majority of the sporting events in the city.  A walking/jogging path also surrounds the southern end of the park.  The site is mostly developed.  Current amenities include:

- 1 reservable shelter with 6 picnic tables
- 4 baseball/softball fields
- 2 soccer fields
- Two play structures
- 1 restroom
- A walking path
- A snack shack and storage area

This site also includes a park host site with utilities located just off the main parking lot.  Future developments at this site would include an expanded universally-accessible playground, accessibility improvements to the ball fields and walking paths, and additional irrigation to support year-round sports on ball fields 3 and 4.

**Clackamette Cove Trail & River Access Trail**

Clackamette Cove Trail & River Access Trail is an approximately 1-mile-long linear trail that can be accessed from Main Street near Clackamette Park or S Washington Street.  The site is a minimally developed asphalt and concrete trail through natural areas that border Clackamette Cove and the Clackamas River.  Current amenities include benches, picnic tables, and dog pots.  Future improvements would include accessibility improvements to the walking path and interpretive signage throughout the trail corridor.

**Clackamette Park**

Clackamette Park is a 25 acre regional park located at the confluence of the Willamette and Clackamas Rivers, with easy access from I-205 and 99E.  It is the only regional park in the Oregon City Parks & Recreation system.  Current amenities include:

- A boat launch
- Horseshoe pits
- A swingset
- Beach access to the Willamette and Clackamas Rivers
- A skatepark
- A restroom
- Walking paths
- An RV dump station
- 2 reservable shelters with picnic tables
- A 38-space RV Park

Future developments at this site would include an expanded skatepark; sports courts; a relocated boat ramp; a relocated RV park; accessibility improvements throughout the park; a new community space and amphitheater; a new restroom; and new natural areas with interpretation and artwork opportunities.  Further information on these future developments can be found in the approved Clackamette Park Master Plan that was adopted by the Planning Commission in July 2023.  If the community desires to construct a new RV Park, it is recommended it be relocated from its current position to a location out of the 2-year floodplain.

**D.C. Latourette Park**

D.C. Latourette Park is a 0.80 acre pocket park located on the block between 10th and 11th/Madison and Monroe Streets.  It is a mostly developed site with a basketball court, a natural play area, accessible pathways, and a lawn area.  Future development at this site would focus on replacement of existing amenities as they age.

**Dement Park**

Dement Park is a 0.29 acre pocket park located in the Rivercrest Neighborhood area.  The park is a quiet, undeveloped park location that offers a bench and open space.  No future development is planned at Dement Park.

**End of the Oregon Trail**

The End of the Oregon Trail historic site is a mostly developed 8.04 acre specialty park that includes an outdoor park component and the End of the Oregon Trail Interpretive Center. This section of the inventory focuses on the outdoor park component. The End of the Oregon Trail Interpretive Center is discussed later in the facility inventory. The outdoor component offers many options and accommodations for small gatherings or special events. Current amenities include a picnic shelter with accompanying tables, a large parking lot, a stage, a grassy seating area, walking and interpretive trails, a restroom, and benches. Future development on this site would include accessibility improvements to the walking trails, restrooms, and parking lots, a new stage or amphitheater, shade structures, additional historical interpretation components, and additional seating options. It is recommended this site undergo a community planning process at some point in the future.

**Hartke Park**

Hartke Park is a 1.03 acre pocket park located a few blocks off Warner Parrot Road. Current amenities consist of a small play area, two tennis courts, and a basketball court. Vegetation and open green space provide the community with spaces to gather or play. Future improvements include accessibility improvements to the courts and play area.

**Hazel Grove Park**

Hazel Grove Park is a 3.40 acre neighborhood park located a few blocks off Central Point Road. The site currently consists of a natural play structure, a picnic shelter with accompanying tables, benches, and a walking path. There is a mix of mature trees and open space for play. Future improvements include replacement of existing amenities as they age and future plantings to provide additional habitat and shade.

**Hazelwood Park**

Hazelwood Park is a 0.54 acre pocket park at the corner of Laurelwood Drive and Hartke Loop. The space provides an open, grassy area for play. Current amenities include a swingset and a slide. Future improvements would include additional playground components and plantings to provide shade.

**Hillendale Park**

Hillendale Park is a 16 acre community park located on Clairmont Way, with parking also available on Rosebery Avenue. The park also connects with Clackamas County's Red Soils Campus via a paved walking path at the end of Red Soils Court. The trails are lined with sitting benches and large grassy areas suitable for lawn games. A small creek runs through the park, with an observation deck overlooking the wetlands. Current amenities include:

- Barbeque grills
- 2 baseball/softball diamonds
- 2 soccer fields
- A mixed use (basketball/pickleball/tennis) sport court
- 1 sand volleyball court
- 1 reservable picnic shelter with accompanying tables
- A preserved wetland with an observation deck and interpretive signage
- Walking paths and bridges
- 2 playgrounds
- Restroom facilities

Future improvements would focus on replacement of outdated play equipment with new, inclusive play structures; a replacement restroom facility; a new single-user restroom facility in the lower section of the park; improvements to the mixed use sport court; and accessibility improvements to the walking paths, bridges, and parking lots. Additionally, this site is recommended for additional plantings throughout the park and wetland preservation along Mud Creek to improve water quality and habitat. This could include areas for interpretation and wildlife viewing.

**Jon Storm Park**

Jon Storm Park is a 1.5 acre specialty park located on the bank of the Willamette River, just south of Clackamette Park. The park sits on Clackamette Drive just before Sportcraft Landing, overlooking the river with a view of Willamette Falls. Current amenities include a recreational & commercial boat dock, restroom facilities, and a reservable picnic shelter with accompanying tables. Future improvements at the site include accessibility upgrades to walking paths and restrooms, as well as necessary repairs and replacement of the boat dock components as they age. Additionally, there may be future work to improve the capacity of the boat dock in order to receive larger commercial vessels.

**Library Park**
Library Park is a 1.3 acre pocket park located on the grounds of the Oregon City Public Library.  Current amenities include benches, walking paths, a small playground, and a spray park.  Future improvements at the site include accessibility upgrades to walking paths and the replacement of existing amenities as they age.

**McLoughlin Promenade**
McLoughlin Promenade is a 7.8 acre linear trail on the bluff above downtown, which provides spectacular views of the Willamette River, Willamette Falls, and downtown Oregon City.  It also provides a connection to the Oregon City Municipal Elevator.  Current amenities include benches, dog pots, and walking paths that connect into the McLoughlin Neighborhood.  This park is also the site of the Cayuse 5 Memorial, providing historical interpretation and a significant ceremony site for Tribal nations.  Future improvements to the site include a second phase of the Cayuse 5 Memorial and accessibility upgrades to walking paths, as well as replacement of amenities as they age.

**Oak Tree Park**
Oak Tree Park is a 0.39 acre natural area located off South End Road.  It is mostly open lawn space with a few mature and young trees.  No major development is planned at Oak Tree Park for the future.

**Old Canemah Park**
Old Canemah Park is a 7.56 acre natural area located in the historic Canemah neighborhood.  With walking trails, changing grades, picnic areas, and beautiful views of the Willamette River, Old Canemah Park provides a relaxing escape.  Current amenities include picnic areas, walking paths, trails, and a small parking lot.  There is also a covered viewpoint that overlooks the Willamette River.  Future improvements to Old Canemah Park include a redesigned, accessible pathway to the viewpoint area; environmental and historical interpretation throughout the park; accessibility improvements to the parking area; and native habitat restoration.  This site is also intended to become a piece of the McLoughlin-Canemah project that connects downtown Oregon City to the Canemah neighborhood.

**Park Place Park**

Park Place Park is an 18.5 acre neighborhood park located off Front Avenue in the Park Place Neighborhood. Current amenities include natural areas, open lawn space, walking paths, an off-leash dog area, a playground, and a restroom. Park Place Park has a master plan from 1995 that recommends future Phase II improvements to include a sports court, additional walking paths, and an expanded play area. It is recommended this site undergo a community-based plan update before moving forward with any improvements to ensure the community can provide input on a final design for Phase II improvements.

**Richard S. Bloom Tots Park**

Richard S. Bloom Tots Park is a 0.18 acre pocket park located across the street from Library Park. Current amenities include a small children's play area, a restroom, and some benches. Future improvements at this site would include replacement of existing amenities as they age and accessibility upgrades as items are replaced.

**Rivercrest Park**

Rivercrest Park is a 6.5 acre neighborhood park located on Park avenue in the heart of the Rivercrest neighborhood. Current amenities include a spray park, tennis courts, a basketball court, a t-ball field, a playground, 2 reservable picnic shelters with accompanying tables, a restroom, and concrete cornhole pits. Future improvements at this site include accessibility improvements to existing amenities; replacement of the spray park with a larger, more accessible option as it ages; an expansion to the reservable picnic shelter near the spray park; and replacement of the playground equipment with more accessible options as they age.

**Shenandoah Park**

Shenandoah Park is a 0.55 acre open space located off Central Point Road at the intersection of Allegheny Drive and Shenandoah Drive. The park is mostly open lawn space with mature trees. No major development is planned at Shenandoah Park

**Singer Creek Park**

Singer Creek Park is an 18 acre community park located adjacent to Linn Avenue along Singer Creek. There are trails that connect the park to Belle Court and Holmes Lane.

Current amenities include walking paths, natural habitat, and a disc golf course. Future improvements would include new trails throughout the forest, an improved walking path that connects Holmes Lane to Linn Avenue, and an off-leash dog area.

**Sportcraft Boat Ramp**
Sportcraft Boat Ramp is a 3.34 acre specialty park located at the end of Clackamette Drive adjacent to Jon Storm Park. Current amenities include a 2-lane boat dock that provides safe boating access to the Willamette River, as well as a parking lot for boat trailers. Future improvements would include replacement of existing amenities and repaving of the parking lot.

**Tyrone S. Woods Park**
Tyrone S. Woods park is a 9-acre neighborhood park located off Meyers Road in the south of the City. Current amenities include benches, walking paths, a nature play area, a reservable picnic shelter with accompanying tables, picnic tables disbursed throughout the park, a restroom, and a fenced dog park. This park has a recent master plan that defines Phase II improvements as a skatepark, pickleball courts, and additional open lawn space and walking paths.

**Waterboard Park**
Waterboard Park is a 21.28 acre natural area located at the end of John Adams Street, near the former armory. Waterboard park is mostly natural habitat with viewpoints, walking paths, a parking lot at the lower and upper entrance. Future improvements at this site would include accessibility improvements to trails, walking paths and parking lots. It is recommended this site undergo a community planning process, especially if the City were to add additional land for development at the lower entrance.

**Wesley Lynn Park**
Wesley Lynn Park is a 17.5 acre community park located on Frontier Parkway off Meyers Road in the southern end of Oregon City. Current amenities include:
- A large playground
- Walking paths

- 1 reservable picnic area with barbeque grills, a sink, and accompanying picnic tables
- 2 baseball/softball fields (one with synthetic turf infield
- 2 soccer fields
- An off-leash dog area
- A restroom and snack shack

Future improvements at this site would include synthetic turf infield on the other ball field; dugout and bleacher improvements; an expanded, universally accessible play area; a fenced dog park; habitat restoration and shade improvements; additional parking; an additional shelter; and accessibility improvements to walking paths and restroom facilities.

## Facility Inventory

**End of the Oregon Trail Interpretive Center**

The End of the Oregon Trail Interpretive Center consists of four buildings and site amenities/features located at the End of the Oregon Trail historical site. The Main Building (Wagons 1-3) consists of learning and activity rooms and a theater.  The Visitor's Center consists of a welcome center and gift shop.  Henderson Farm consists of a two-story building with a learning/activity center downstairs and offices.  The restroom building consists of restrooms and staff areas.  The restroom itself serves the Interpretive Center and the parkland.  Future development on this site is currently guided by the previous master plans from the 1990's.  It is recommended the City engage in a refinement planning process to engage stakeholders on identifying future development opportunities.

**Pioneer Community Center**

The Pioneer Community Center is a 16,000 SF building that was originally constructed in 1976.  The building underwent partial renovation in 2019/2020.  The current purpose of this facility is to provide community space for social services and rentals, as well as staff offices for individuals engaged in providing these services.  The facility also includes approximately 1.7 acres of landscaped grounds and parking area that is utilized for a variety of programming.  Part of these grounds include the Sister City Peace Garden, with interpretive signage and a small walking path.  Future development at this site would

include accessibility improvements to existing amenities and upgrades/renovations as amenities age out.

**Oregon City Swimming Pool**

The Oregon City Swimming Pool is a 20,572 SF building that was constructed in two phases. The natatorium was constructed in 1965 and the community center wing was constructed in 1978. Renovations to the interior finishes, natatorium glass, ADA improvements, and rebuilding of the pool deck were performed between 2014 and 2019. As an aging facility, the City continues to invest in the facility's upkeep, most recently with a project focused on resurfacing and retiling the pool shell. Future development at this site should be guided by a community planning process that provides a future vision of what the community believes this site should become.

**Mountain View Cemetery**

Mountain View Cemetery is a 55-acre municipally owned cemetery with a variety of structures and uses. Facilities on site include a small office building, a public restroom, a maintenance shop, and several mausoleums. The cemetery grounds are divided into four main categories:

- The Pioneer Cemetery, which represents 10.52 acres, was first established in 1854 and is primarily a historic cemetery
- The Veterans Memorial and Parents of Murdered Children Memorial, which represents 0.48 acres, primarily serves as a gathering and reflection space for the public to enjoy year-round, with specific events also held in these locations. The Veterans Memorial was recently reconstructed with project completion in 2024.
- The Main Cemetery, which represents 29 acres, primarily serves the community as a final resting place for loved ones. This section includes cremation, ground burial, and mausoleum lots that are available to the public for sale. It also includes various maintenance facilities utilized by the Parks and Cemetery Division.
- The Scattering Canyon, which represents 17 acres, primarily serves as forestland and an option for families interested in scattering cremains. There are some developed trails that allow for public access into the forest.

Future development at this site should be guided by a community planning process that includes a business analysis to provide a community vision for the future of this site. In

lieu of that planning process, the City should prioritize ADA accessibility upgrades and repaving of the Pioneer Cemetery access road.

**Ermatinger House**

Ermatinger House is a 3,300 SF historic house sitting on approximately 0.12 acres of landscaped grounds in the McLoughlin Historic District of Oregon City. The house was originally constructed in 1843 and is one of the oldest houses in Clackamas County. The house was renovated from 2011 to 2017 and it was opened to the public in 2018 as a museum space. The current use of this facility is to provide historical interpretation for the public on the history of the house and Oregon City as a whole. Future development at this site would include historically appropriate upgrades and repairs as amenities and the building itself ages. There are also opportunities to update and improve the interpretive elements of the facility as time progresses.

**Buena Vista Club**

Buena Vista Club is a 1,200 SF building located on the Atkinson Park property. The Club was reportedly constructed in 1923 and functioned as a social club until 1987 when the building was donated to the City. The City rented out the facility for events until the building was formally closed in 2013. Due to the site's appearance on the National Register of Historic Places, future developments at this site would be focused on preservation of the existing structure with a goal of providing historical interpretation at a minimum. If enough funding can be secured, the City should pursue a goal of reopening the building for public use.

## New Parks/Facilities

**Clairmont Way**

Clairmont Way is a 2.53 acre open space that is currently owned by Oregon City Parks and Recreation. It is located along Clairmont Way just off Molalla Ave. It is planned for development as a new park by the City sometime in the future. Planned amenities could include a bicycle pump track; a skate park; or a fenced dog park with associated picnic areas, benches, and walking paths.

**Park Place Concept Area South Village (Neighborhood Park)**

The Park Place Concept Area Master Plan calls for dedication of 3 to 5 acres of land within the Park Place Concept Area to be used as a neighborhood park.  This neighborhood park would likely include the following amenities:

- Walking paths
- A playground
- A reservable picnic shelter with accompanying picnic tables
- Open lawn space

It is recommended that a community planning process is completed to ensure community input on any planned amenities, as well as to avoid overlapping in amenities between the planned neighborhood and community parks.

**Park Place Concept Area North Village (Community Park)**

The Park Place Concept Area Master Plan calls for dedication of 8 to 10 acres of land within the Park Place Concept Area to be used as a community park.  This community park may include the following amenities:

- Walking paths
- A playground
- A fenced dog park
- A reservable picnic shelter with accompanying picnic tables
- A multi-use sports court
- A multi-use sports field
- Natural area

It is recommended that a community planning process is completed to ensure community input on any planned amenities, as well as to avoid overlapping in amenities between the planned neighborhood and community parks.

**Thimble Creek Concept Area (Neighborhood Parks)**

The Thimble Creek Concept Area Master Plan identifies a series of three small neighborhood parks within the Thimble Creek Concept Area.  The Master Plan calls for a "Pearl and String" concept that links these three neighborhood parks with a landscaped pathway or streetscape, providing a unique and walkable experience to residents.  These smaller parks should be planned through a community planning process to ensure

community input on amenities, as well as to avoid overlapping in amenities between the neighborhood parks.

As development may happen in phases, the approach for the linear-oriented south-central open space park is through a pearl and string approach. The park peals may vary in size but are connected by a 30-foot-wide string which includes a shared-use path. The park includes the following elements:

• 30-foot ped/bikeway string along the east side of Center Parkway to be located in a shared-use path and will not be considered part of a pearl.
• Up to 4 pearls of various sizes spread along the open space network
• Min sizes pearl: 2 acres minimum.
• Maximum size pearl: none
• Min combined size of all pearls: 10 acres
• Min average width of each park pearl: 200 feet
• Min average depth of each park pearl: 200 feet
• At least 5 acres to be developed with active recreation components
• The first park pearl dedicated shall be at least 3 acres in size

**East Ridge- Thimble Creek Conservation Area**

The East Ridge is a beautiful edge to the Thimble Creek area and should be planned as a publicly accessible amenity and protected resource area.  However, this vision could be accomplished as a public park or through a private ownership, construction, and long-term maintenance approach with public access easements. The natural resource inventory identified important resources and opportunities for habitat restoration in the riparian areas of Thimble Creek. The park is identified primarily as an open space area with space for habitat restoration, trails, viewpoints, educational and passive recreational opportunities. The park includes the following elements:

• Minimum of ½ of area between the Thimble Creek stream buffer and the 490-foot elevation
ridgeline to be open space.
• Two public viewpoints separated by at least 400 feet with a minimum size of .35 acre at less than
10% slope for each viewpoint. One of the viewpoints must be visible from a passing vehicle.
• Minimum 700-foot non-interrupted view corridor along open space from east edge of Ridge
Parkway.
• Provide a pedestrian-oriented forest trail from one viewpoint to another along the Ridge Parkway

**South End Concept Area**

The South End Concept Plan provides access to a network of parks and open space within easy walking distance of residents and offers a variety of opportunities for recreation. The plan utilizes bands of open space consisting of sensitive habitat and drainage areas, park land, and roadways with landscaped central parkways to connect each of the planned neighborhoods to each other and the adjacent regional natural area at Canemah Bluffs. As currently proposed, the South End Concept Plan provides 24 acres of parks and an additional 51 acres of open space.

**Meyers Road/Caufield Area (Neighborhood Park)**

The park equity maps contained within the Parks Master Plan identify an area in the Meyers Road/Caulfield Neighborhood area as lacking in neighborhood parks. To meet targeted levels of service identified in the City's Parks Master Plan, the City should consider acquiring land in this area for future development as a neighborhood park.

**Partlow Road Area (Neighborhood Park)**

The park equity maps contained within the Parks Master Plan identify an area in the Partlow Road area as lacking in neighborhood parks. To meet targeted levels of service identified in the City's Parks Master Plan, the City should consider acquiring land in this area for future development as a neighborhood park.

**Additional Trails**

According to the level of service analysis performed in the Parks Master Plan process, the City needs to add 3 miles of trails to meet future levels of service based on projected population growth. The City should prioritize projects that are already identified in the existing Trails Master Plan for potential future development.

**Aquatics & Recreation Center**

The Parks Master Plan identifies a deficiency in the planned level of service for indoor recreation facilities as Oregon City's population continues to grow. The City should consider planning for a new Aquatics & Recreation Center that will better serve the continuing needs of both residents and non-residents. Additionally, the City should

consider acquiring enough land to construct both a new Aquatics & Recreation Center and a youth sports facility to ensure sufficient community support and consolidate activities to a central location.  It is recommended the City engage in a community planning process to determine the appropriate size and location of such a facility.

Figure 1 – Map of Current and Future City Park Land



Park Place Concept Area

Thimble Creek Concept Area

South End Concept Area

Partlow Road Area
Neighborhood Park

Meyers Road/Caufield Area
Neighborhood Park