

City of Corvallis Recreation Services Plan

Final Report

October 31, 2004



City of Corvallis

Recreation Services Plan

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City of Corvallis
Parks and Recreation Department

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Executive Summary

“I enjoy knowing my daughter is safe and having fun.”

~ Parent of a Parks & Recreation Participant

BACKGROUND

The City of Corvallis contracted with Satre Associates, P.C. to prepare a plan for recreation services in Corvallis. Reductions in financial resources over the last five years combined with a growing and dynamic demand for services has resulted in the need for a fresh look at recreation service provision in Corvallis. The primary goals behind the Recreation Services Plan were to (1) reevaluate the community’s recreation needs, (2) identify the resources available to meet those needs and (3) to provide direction for current and future focus of CPRD’s recreation service delivery.

METHODS

The planning and public involvement process for this project occurred in two distinct phases. The first phase included the data collection, research and analysis resulting in the Assessment Report that accompanies this plan. The first phase included the following components: Community Profile, Community Survey, Stakeholder Focus Groups, Advisory Committee Meetings, Public Workshops and Recreation Needs Assessment. The second phase consisted of an iterative process in which the plan was drafted, reviewed and revised. The second phase included the following components: Draft Recreation Services Plan, Advisory Committee Meetings, Public Workshops and the Public Adoption Process.

OUTCOMES

The plan contains a specific set of Goals, Findings and Objectives based on the information compiled in the Assessment Report and direction received throughout the public review process. The Goals, Findings and Objectives are used to generate a prioritized Action Plan to meet the community’s recreation needs. The six goals are:

- Provide for changing recreational needs.
- Provide accessible recreation services.
- Ensure safe and secure recreational experiences.
- Assess our role in recreation services.
- Inform patrons about recreational choices.
- Offer high quality and diverse recreational services and facilities.

Finally, the plan presents criteria for use in evaluating the success of implementing the plan, as well as making decisions regarding future recreation services.

Chapter 1: Introduction

1.1 OVERVIEW

Corvallis is a growing community with a long history as a service provider, broker and facilitator of recreation services in the community. Corvallis is also a community with a strong livability tenet as documented in the City's 2020 Vision Statement. With long range parks and recreation planning in mind, the Corvallis Parks and Recreation Department (CPRD) completed an updated demand analysis of its recreation services in 1998. In 2000, that analysis was included in the City of Corvallis' Park and Recreation Facilities Plan. Reductions in financial resources, combined with a growing and dynamic demand for services has resulted in the need for a fresh look at recreation service provision in Corvallis.

1.2 PROJECT GOALS AND OBJECTIVES

The goals of the Recreation Services Plan were to (1) reevaluate the community's recreation needs, (2) identify the resources available to meet those needs and (3) to provide direction for current and future focus of CPRD's recreation service delivery.

The specific objectives of the Recreation Services Plan are to develop:

- A. A profile of the community;
- B. An assessment of existing services provided by the department;
- C. An assessment of existing services provided by other leisure service agencies in the community;
- D. An assessment of current resource needs and allocations;
- E. An assessment of existing facilities available for recreation programming services;
- F. A recommendation of future human and capital resource needs and allocations;
- G. A recommendation of future facility and programming trends and changes and budgetary implications;
- H. Survey the community and conduct focus group meetings which will provide the Department with scientific and empirical data;
- I. Basic and long-term maintenance requirements.

1.3 PLANNING PROCESS AND PUBLIC INVOLVEMENT

The planning and public involvement process for this project occurred in two distinct phases. The first phase included the data collection, research and analysis resulting in the Assessment Report that accompanies this plan. The second phase consisted of an iterative process in

which the plan was drafted, reviewed and revised. The phases included the following activities:

1.3.1 Phase One – Assessment Report

Community Profile

Current population, socioeconomic, demographic and education data were analyzed and summarized. The new data updates the Community Profile presented in the 2000 Park and Recreation Facilities Plan.

Community Survey

A written Recreation Survey was utilized to collect information for this planning process. The survey was intended to identify the range of use patterns and opinions related to the Park and Recreation system that are present in the community. On August 27, 2003 the CPRD mailed the survey to 1,200 randomly selected households throughout Corvallis. Three-hundred-twelve surveys were returned for a 26-percent response rate.

“I enjoy seeing the rose garden and rhododendrons at Avery Park. My daughter enjoys the playground at Central Park during band concerts.”

~ Survey Respondent

Focus Groups

A series of nine focus group meetings was conducted with groups representing various recreation interests in the Corvallis community. These nine focus groups and their invited participants included:

The Arc of Benton County

- Special Olympics
- Group home and developmental disability assisted living representatives
- Developmental disability assistance representatives
- Benton County Mental Health Department
- OSU Health and Human Services
- IMPACT OSU
- Individualized Movement
- Physical activity for children today

Outside Recreation Service Agencies

- Boys & Girls Club of Corvallis
- Corvallis Sports Park
- American Youth Soccer Organization
- Oregon United Soccer Academy
- Corvallis Little League
- Disc Golf
- High School Athletic Directors
- Indoor Play Park
- OSU Recreation Sports
- Benton County Historical Museum

Community Service Organizations

- Hispanic Advisory Council
- Corvallis Environmental Center

- Corvallis School District
- Linn-Benton Community College
- Old Mill School
- Jackson-Frazier Wetland Advisory Committee
- Community Outreach Incorporated

Business and Government

- Downtown Corvallis Association
- Corvallis Tourism
- Corvallis Chamber of Commerce

Senior Council

- Older Adult representatives
- Senior Foundation representatives

Recreation Division Staff

- Key recreation program managers and staff

Parks Division Staff

- Key operational staff

Administration Division

- Key frontline administrative staff

Youth

- High School Student Body Representatives

Advisory Committee Meetings

Throughout the planning process, meetings were held with key advisory groups including a project Technical Team, the Parks and Recreation Advisory Board, the Open Space Commission, and a Community Stakeholder Committee. The meetings were iterative with committee members identifying data sources, reviewing analysis, providing feedback, etc.

Public Workshops

The Fall public workshop was conducted to present data collected during the assessment to the public for feedback. Workshop participants had the opportunity to review the data, provide comments and make further recommendations. Participants were also notified of future opportunities to participate in reviewing the draft Recreation Services Plan as well as public hearings to adopt the plan.

Recreation Needs Assessment

The final task in Phase One was to draft an assessment of existing services provided by recreation providers in and around the City of Corvallis. The assessment includes a discussion of existing services provided by the Corvallis Parks and Recreation Department (CPRD), recreation services provided by other agencies, current facility inventory and a presentation of financial resource allocation according to various CPRD recreation services.



1.3.2 Phase Two – Recreation Services Plan

Draft Recreation Services Plan

Based on the information collected in the Assessment Report, the team drafted a Recreation Services Plan for review. The plan includes a summary of existing recreation services, a discussion of Corvallis recreation in the future, recommended objectives for directing recreation service provision, and an implementation plan.

Advisory Committee Meetings

As with the Assessment Report, meetings were held with key advisory groups including a project Technical Team, the Parks and Recreation Advisory Board, the Open Space Commission, and a Community Stakeholder Committee on several occasions during the draft plan process. The meetings were iterative with team members identifying data sources, reviewing analysis, providing feedback, etc.

Public Workshops

A second public workshop was conducted to present the draft plan and solicit comments and feedback. Workshop participants had the opportunity to review the report findings, goals and objectives, provide comments, and make further recommendations. Participants were also notified of the public hearing process and were encouraged to participate in the adoption process.

Elected Official Review

The last step in Phase Two, and for the project, is a presentation of the Final Draft Recreation Services Plan to the Corvallis City Council.

1.4 USING THIS PLAN

1.4.1 Purpose

The purpose of this recreation services plan is to direct future CPRD recreation service planning activities. It provides a comprehensive framework to guide future decisions regarding service delivery, resource needs, program tracking and public involvement.

1.4.2 Relationship to Other Planning Documents

Several planning documents and studies have been produced in the past that influence recreation service provision in Corvallis. Two of the documents reviewed for consistency, guidelines, and information relevant to the plan are:

Corvallis 2020 Vision Statement

Corvallis residents envision a community that is rich in recreation opportunities. This plan responds to the future vision for recreation in Corvallis as described in the *Corvallis 2020 Vision Statement*:

“Corvallis has a wide variety of cultural and recreational activities, events and festivals. These arts events are important community celebrations of the creative spirit and make the city an attractive place for students, employers, residents and visitors . . . Recreational opportunities have expanded for family/neighborhood play, teens, organized sports and young singles. After school, summer and evening activities have especially been expanded for teens and singles.”

Recreation facilities provide cover during the winter months. Sports fields accommodate the growing demand for activities such as soccer, baseball and softball. City parks are safe and designed to allow universal access. Parks have adequate restrooms, benches, play equipment, bicycle and nature trails. Corvallis has added a Teen Center and an indoor park for young children in addition to the Boys and Girls Club.”

Corvallis Park and Recreation Facilities Plan (2000)

The *2000 Park and Recreation Facilities Plan* was developed as a long-range strategy for meeting park and recreation facility needs for Corvallis. Findings related to recreation facilities indicated a significant need for youth baseball fields and soccer fields, moderate need for additional trails and pathways, and a minor need for new softball fields and indoor pool space. Additionally, support was high for creating large multi-use parks as well as indoor recreation facilities. Since then, development of Crystal Lakes Sports Facility has improved the supply of youth baseball and soccer facilities and expansion of Osborn Aquatic Center has added to the supply of indoor pool facilities.

1.4.3 Plan Review and Update

The Recreation Services Plan establishes a long-range framework by which decisions related to the provision of recreation services shall be made. While this document provides long-term guidance, it is not intended to remain static over time. Indeed, changes in community demographics, recreation needs, recreation infrastructure, and funding will necessitate amendments to the document. It is therefore recommended that the document be reviewed and updated every five to seven years. It is also recommended that the review be coordinated with a recommended review and update process for recreation programs. As noted in Chapter 5, Section 5.2, services are recommended to be reviewed on a staggered five to seven year cycle. Years two through five cover parks, recreation, older adults, and aquatics. Year six involves administration and planning and would include updating this Recreation Service Plan.

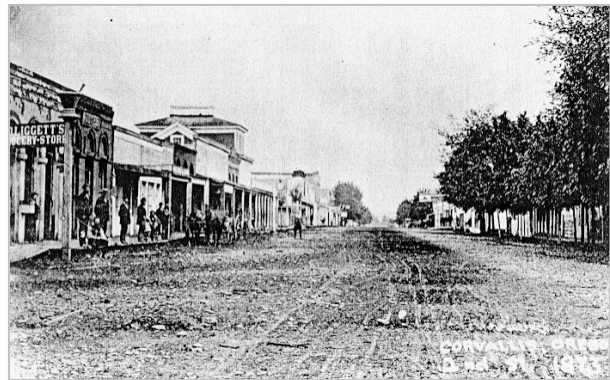
Chapter 2: Background

2.1 RECREATION IN CORVALLIS

2.1.1 Past

The first recorded social gathering was held in 1851 on the Fourth of July. These types of celebrations became more common and the first well-publicized, organized recreation event was a basketball game between Corvallis and Scio in 1874. Following the City of Corvallis' incorporation on June 28, 1875, the first official City park, Franklin Square, now known as Franklin Park, was developed in 1889.

The City's role in recreation service provision was founded on the community's desire to have recreation available for all residents and was built largely on the community's recognition that recreation opportunities enhance community livability. From its earliest



years in the 1940's, the City's role through the Recreation Division had support from citizens, the School District, Oregon State University, service clubs, and others. In May 1944, voters approved a levy to finance recreation programming. The levy continued in effect until 1990 when a state-wide tax measure eliminated these types of levies. Since 1990, financing of recreation programs has relied on the City's Budget Commission and City Council to allocate a portion of available general fund revenues. This, plus grants and fees have supported the Division's services, including staffing, materials, equipment and supplies.

Since the mid-1990's, the City has been challenged by increasing costs and declining revenues in those areas supported by property tax, such as Parks & Recreation. In FY 2002-2003, the Department experienced reductions in the areas of aquatics, volunteer services, and in funding cooperative efforts with other organizations. Despite the reduction in funding, the Department continues to provide a broad spectrum of programming for people of all ages by maintaining numerous alliances and cooperative partnerships with other organizations in the community. These alliances continue and help reduce the reliance on property tax funds. However, service gaps have become evident due to the lack of adequate funding for services.

The Division has been responsible for the operation of the Corvallis Senior Center since the late 1960's and in 2001 assumed operation responsibilities from the Corvallis School District 509-J for the Osborn Aquatic Center. There are no City-owned and operated general community centers. The Division relies on the agreement with the School District for specialized facilities such as gymnasiums and classroom space.

The broad range of service offerings are described in a bi-annual Activity Guide totaling over 60 pages which is mailed to local citizens and is available on the Internet. The guide publicizes dozens of programs for people of all ages. Division staff constantly seeks out new and innovative types of recreation and leisure services, following market trends, which adapt to the changing needs of the community.

2.1.2 Present

Corvallis is a recreating community. Residents value the array of choices they have in pursuing their favorite recreation activity. Young and old alike participate in recreation activities ranging from youth soccer to pinochle, rock climbing to scrap booking, masters swimming to folk dancing, and hiking to yoga. Residents and visitors know of Corvallis Parks and Recreation Department programs, facilities and services, utilize Department programs and facilities, and greatly appreciate the Department's work in this regard.



In addition to the comprehensive array of recreation programs provided by the Department, there are a number of additional public and private, for-profit and nonprofit recreation service providers in the community. Together, just about any particular recreation need is provided for by community recreation service organizations. Whether young or old, individual or group, drop-in or organized, residents find their favorite leisure activity available and accessible.

Yet while demand is high and utilization is great, resources are spread thin. Where public resources have diminished, private providers have entered the market to fill the void where they can by organizing and/or providing specific recreation programs. Some of these organizations have been around awhile and others are relatively young and have recently organized to meet a specific recreation need. Whereas competition in providing recreation services may be increasing, in reality, cooperation is evident, recreation needs are being met and community support is strong. CPRD provides programs based on a philosophy of access, affordability, participation, socialization and skill development.

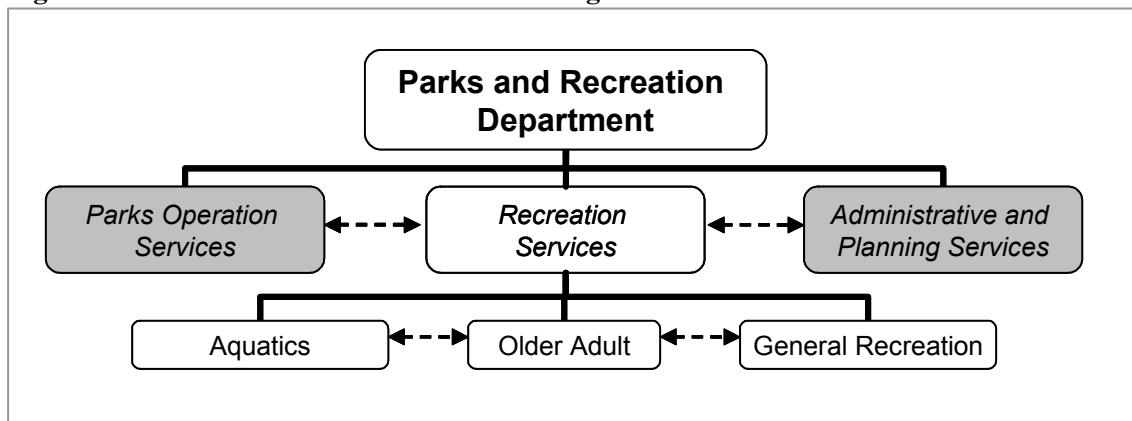


2.2 CPRD AS AN ELEMENT IN CORVALLIS RECREATION

The Corvallis Parks and Recreation Department is one service element of Corvallis City Government. The role of CPRD is to provide park and recreation programs and facilities that Corvallis residents use for recreation. The Parks and Recreation Department is divided into three general organizational areas: Parks Operation Services, Administrative and Planning Services and Recreation Services. The CPRD Recreation Services Division is the entity charged with providing community members with opportunities to play, learn skills, meet people and have fun in a supportive atmosphere. It is known for providing choices, experiences and fun. Recreation Services in CPRD are offered in three distinct service categories: General Recreation, Aquatics, and Older Adult. The three divisions of the Department, Parks Operations, Recreation Services and Administration Services are well integrated to offer the best service delivery possible. Parks Operations supports Recreation Services through field maintenance, assists with special events, and leads environmental education programs. Administration Services offers support through registrations, publicity, marketing and frontline customer service. The organizational structure of the Parks and Recreation Department is shown in Figure 2.1.1.

In addition to providing its own programs, the Recreation Services Division cooperates with other agencies including, but not necessarily limited to, the Boys and Girls Club of Corvallis, Corvallis School District 509-J, the Corvallis Arts Center, the Indoor Play Park, Linn Benton Community College, Oregon State University, The Arc of Benton County, and the Corvallis Environmental Center to provide recreation programs and activities.

Figure 2.2.1 – Recreation Services Division Organizational Chart



Source: CPRD

2.2.1 General Recreation Service Category Summary

CPRD offers a comprehensive suite of recreation services and a wide variety of sites for recreational opportunities. The recreation service category is divided into ten specific program areas. Each program area caters to a specific segment of the recreating public and recreation interest. The ten program areas are summarized in Table 2.2.1 below.

Table 2.2.1 – General Recreation Program Areas

Program Area	Ages Served	Examples
Pre-School	1.5 to 5 years	Cooking, gardening, movement coordination, dance, music
Youth	6 to 18 years	Toy making, theater, play ground programs, art, trips, dance, computers music
Youth Sports	6 to 18 years	Basketball, flag football, volleyball, soccer, ultimate frisbee, baseball, softball
Teen	14 to 18 years	Climbing, art, music, dance, martial arts, snow boarding, biking
Youth Recreation Corps	14 to 16 years	Paid job experience
Youth Volunteer Corps	12 to 17 years	Community service learning/volunteer opportunities
Adult	18 and older	Dance, cooking, art, music, writing, fitness
Adult Sports	18 and older	Softball, tennis, golf, volleyball, basketball, soccer, ultimate frisbee
Family	Mixed	Climbing, art, music, rafting
Special Events	Mixed	Children's Parade, Penny Carnival, Halloween Party, Boo Ball, Holiday Dinner, Holiday Tree Lighting, Sidewalk Art Contest

Source: CPRD

2.2.2 Older Adult Service Category Summary

The older adult services category can generally be divided into five program areas: (1) classes, (2) special events, (3) travel and outdoor, (4) services and (5) volunteer opportunities. The Corvallis Senior Center (CSC) was established in 1972 as a focus for recreation, continuing education and services for people over age 55. In addition to providing specific classes and programs, the CSC also acts as a source for information about and referrals to a variety of community resources.

2.2.3 Aquatics Service Category Summary

The aquatic services category can generally be divided into four program areas: (1) recreational swimming, (2) lessons/classes, (3) teams/meets, and (4) rentals. Renovated in 2000 with \$8.24 million in voter-approved funds, the aquatic center facilities include an Olympic size eight lane 50-meter indoor pool, indoor therapy pool, outdoor six-lane 25-meter pool and outdoor leisure pool which includes numerous play features and a 160 foot water slide. When all pools are operating the facility has more water area than any other public facility in the state.

2.2.4 Other Service Providers

There are numerous outfitters, guides, instructors, and commercial recreation facilities located throughout the Corvallis area. By providing additional opportunities for recreation, nonprofit and for-profit recreation providers are an important component of Corvallis recreation service provision network.

As the community's public recreation service provider, CPRD occupies a unique role in the Corvallis recreation market. In addition to providing recreation services, the department also

serves as a broker of information about recreation opportunities in the community. Throughout this planning process, CPRD's role as a broker of recreation opportunities has been highlighted as a key component for focus and expansion in the future. CPRD already has relationships with recreation providers throughout Corvallis and the region. Capitalizing on those relationships and forging new relationships are keys to ensuring access to recreation opportunities. As recreation needs become more varied, as the demand for recreation increases, and as public funding for public services becomes more constrained, partnerships with other providers will remain increasingly important.

“At the Senior Center I have numerous great classes through which to improve myself, any number of group activities to get involved in, and opportunities for many interesting trips and outdoor activities. Best of all, I have a place to offer my services as a volunteer. I needn't be alone all the time. I can meet new people, feel needed, and enjoy life still.”

~ Senior Center Participant

Chapter 3: Recreation Services Today

3.1 RECREATION ASSESSMENT

Providing background and serving as a companion document to this plan, CPRD commissioned a Recreation Assessment. Following is a summary of the subjects researched and reported on in the Recreation Assessment.

3.1.1 Community Profile

Corvallis is located in the Central Willamette Valley approximately 90 minutes south of Portland. With a current population of 50,800, future population is forecast to increase to between 59,000 and 62,000 persons by the year 2020. Population growth in Corvallis is occurring at a rate that is equal to or below that of the state, a rate that is expected to remain about the same in the future. Median income increased and the poverty rate fell slightly between 1990 and 2000.

The Corvallis population aged between 1990 and 2000 with the 45 to 54 year age grouping experiencing the highest total percent increase at four percent. Public school enrollment has a relatively even distribution from kindergarten through high school. Given current population projections, total school enrollment is not expected to increase between 2000 and 2020. Family households with children under 18 currently make up roughly 30-percent of the population.

In general, the Corvallis population is relatively homogeneous. That said, the community does appear to be diversifying as evidenced by the increase in persons identifying themselves as being of Hispanic or Latino origin between 1990 and 2000.

3.1.2 Recreation Services

CPRD develops programs based on participation rates, recreation trends, consumer demand and research.

The aquatic center, with nearly 200,000 visits in FY 02/03, represents the largest component of recreation participation. The Senior Center had over 57,000 registrants in FY 02/03. Participant registration rates in team sports have shown minor decreases over the last five years. Youth recreation showed a slight overall increase between 2002 and 2003.

In the past, the participation tracking system used by CPRD has been inconsistent across department program areas and specific service categories. The assessment report confirmed that CPRD would benefit from a comprehensive tracking system organized according to service category and program area and summarized annually. In this regard, the department is currently implementing an automated recreation tracking program.

3.1.3 Recreation Facilities

There are 79 identified recreation facilities within the City of Corvallis. Total park land acreage is roughly 1,972 with an additional 5.5 acres controlled by the school district. The CPRD also manages over 19 miles of trails and paths, 8 softball fields, a skate park, outdoor basketball courts, tennis courts and a horse shoe court. For a complete inventory of all CPRD and non-CPRD recreation facilities in the area, refer to the 2000 Corvallis Park and Recreation Facilities Plan.

3.1.4 Recreation Resources

With regard to funding, significant changes have taken place over the last 10 – 15 years which impact how local governments assess and collect property taxes in support of municipal services. Ballot initiatives approved in the 1990's such as Measure 5 and Measures 47/50 have fundamentally altered the ability of governments to fund municipal services, including parks and recreation. Specifically, dedicated sources of revenue once used to fund services are no longer available. Adding to the problem is the overall reduction in property tax revenue generation; therefore, there is less revenue available for property tax supported city services including Parks and Recreation.

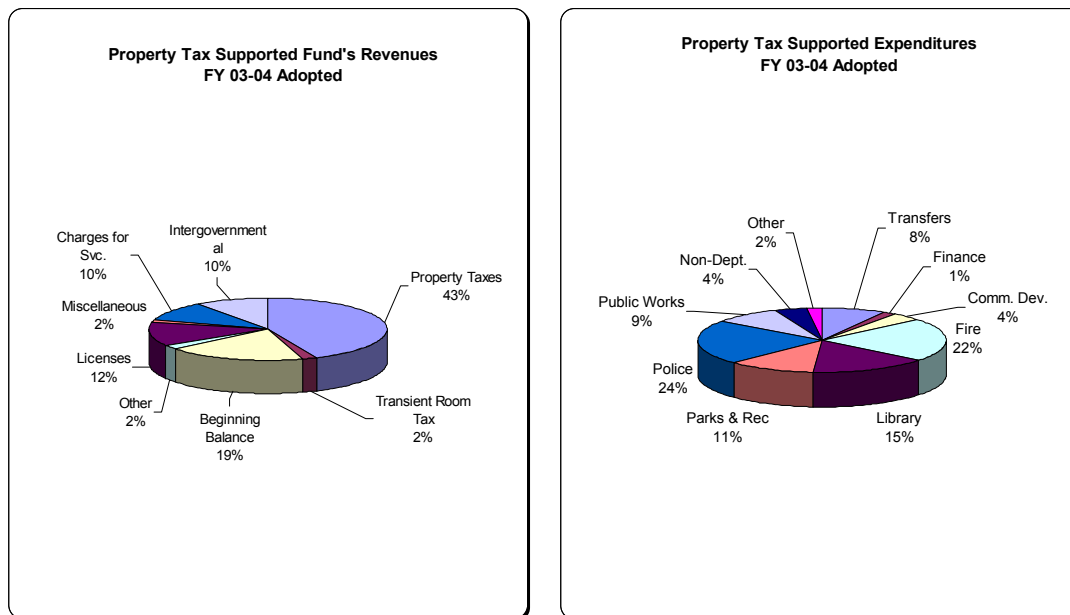
“I donate \$1 a month on my utility bill – not much but hope it helps – I think maintaining our parks and watering them is essential. I believe working with the schools to give our children more activities should be our highest priority. They are our future.”

~ Survey Respondent

As a result of the voter approved measures described above, and the rising costs associated with providing property tax supported services such as Parks and Recreation, the city's ability to fund those programs will continue to be severely affected. To address this, the Corvallis City Council has undertaken a multi-stage process to identify and help assist in the city's future financial security. Even so, the City will continue to be challenged to meet the growing demand for services considering the limits placed on tax based revenue generation.

The city's annual budget includes moneys for operation and capital improvements. Figures 1.1 and 1.2 below compare the adopted city-wide 2003-2004 Tax Fund Revenues with 2003-2004 Tax Fund Expenditures, including Parks & Recreation Services.

Figures 1.1 and 1.2



Source: CPRD

Regarding staff, the Recreation Services Division employs 11.4 full time equivalent employees (FTE). In addition, over 67,000 hours of casual labor hours, which include building attendants, coaches and playground leaders, equate to roughly 32 FTE per year.¹ Volunteers provide many additional hours of assistance to the Recreation Division each year. Refer to the Recreation Assessment Report for additional information regarding the Community Profile, Recreation Services, Recreation Facilities and Recreation Resources.

3.2 RECREATION OPPORTUNITIES AND CONSTRAINTS

Recreation opportunities and constraints were identified through the public involvement process with input from surveys, focus group meetings, workshops, and committee meetings. Following is a summary of the opportunities and constraints for recreation programs and facilities.

3.2.1 Recreation Opportunities

Community Support

CPRD has a long history as being the provider of recreation for the community and there is strong support for CPRD to remain the preeminent recreation service provider in Corvallis. CPRD can capitalize on the existing support base to provide and maintain programs in the future.

¹ According to CPRD, roughly 50 instructors are contracted with each year to teach the various classes offered through the Recreation Division.

Cooperation and Efficiency

CPRD has a number of existing relationships with other recreation providers in the community. There is an opportunity to expand on existing relationships and to forge new relationships in the future. Utilizing a partnership approach to recreation service provision makes for efficient utilization of staffing and resources.

Examples of successful and efficient partnerships that CPRD has developed are:

- Co-sponsoring classes for older adults at the Senior Center with the Community College meets both agencies goals and the communities desires at a shared cost.
- Using Oregon State University athletes as coaches for the youth program ensures quality coaches and meets the student athlete's requirement to volunteer.
- Providing after school sports in the schools utilizes existing facilities, fulfills the child's need for fundamental recreation and the parents need for child care.

3.2.2 Recreation Constraints

Funding

Funding levels for recreation services are not meeting the current community need. Adequate funding resources represents the largest single constraint to providing and maintaining recreation services in the future as well.

Facilities

Existing facilities are aging and the number of facilities does not meet the current need in some cases. Inadequate facilities will constrain CPRD's ability to provide and maintain recreation services in the future. Of particular note is limited indoor recreation space, such as gymnasias during the winter months.

Changing Recreation Needs

Population and social demographics in Corvallis continue to change. Meeting the continually changing needs of recreation users adds to long-term future planning needs.

3.2.3 Recreation Benefits

There are numerous individual, small group and community wide benefits resulting directly and indirectly from Corvallis' recreation programs. The following excerpts from the Clemson University Department of Parks and Recreation "Benefits-Based Programming of Recreation Services" report describe several of the key benefits gained from recreation:

Economic Benefits

Economic benefits include not only the money received by agencies and businesses as a direct result of an event or program hosted by CPRD, but also the increased tax base created as people move into a community that has become more attractive because of its recreation opportunities.

Environmental Benefits

Environmental benefits can include heightened awareness and ethics toward the environment that stem from outdoor recreation and education programs.

Social Benefits

Social benefits include provision of opportunities for quality family time and multi-cultural exchange within a community.

Individual Benefits

Individuals benefit from recreation by improving health, increasing self-esteem, learning tolerance from others, and in many other ways.

3.3 COMMUNITY PREFERENCES

Community preferences were established through the public involvement process with input from surveys, focus group meetings, workshops, and committee meetings. Following is a summary of the community preferences for recreation services.

3.3.1 Recreation Programs

The recreation program is responsible for increased quality of life for Corvallis residents. Survey respondents, for example, indicated that having fun is the #1 reason they use CPRD facilities and services. Social interaction was the #1 community benefit reported by survey respondents.

3.3.2 Service Provision

General familiarity with Park and Recreation Services is high, according to 92% of those surveyed, and the quality of existing services and programs is good. Data suggests that CPRD could educate the community more about their involvement in specific annual community activities such as the Festival of Lights or Procession of Species Parade.



A desire for more non-programmed (drop in) recreation opportunities was expressed repeatedly. Conversely, there is general agreement that demand for team sports is leveling off. Additional recreation opportunities for persons with disabilities are needed. Likewise, more no-school day and after school programs should be provided. There is consensus that there is increasing pressure on the Parks and Recreation Department and other service providers to make up for programmatic cuts in the schools.

There is general agreement that CPRD should have a role in environmental education. There was agreement that CPRD should provide services without emphasis on specific cultural or ethnic recreation needs. However, programs and services should be accessible by everyone.

The community preference being that recreation services should be provided to all residents regardless of cultural or ethnic background.

Community members are aware of the additional recreation services that are provided by non-profit and for-profit providers throughout the City of Corvallis and Benton County. There is general agreement that additional research is needed to identify additional opportunities for cooperation with outside recreation providers. Furthermore, feedback received during the focus group meetings, workshops and advisory meetings suggested that CPRD could expand its brokerage of information regarding recreation in the community.

3.3.3 Participation

Participation rates are somewhat varied across the service category program areas. For example, while registration rates in team sports have shown slight decreases over the last five years, aquatic center participation rates have remained high since the renovated Osborn Aquatic Center opened. Lack of time is the primary reason cited for non-participation. Community members expressed interest in having more classes and sessions offered over a multi-week period rather than during a single week. Mid-week, evening sessions are preferred over daytime or weekend possibilities.

3.3.4 Facilities

Park and recreation program facilities are seen as both a community asset and source of pride. Recreation facilities were cited as the primary reason for a positive parks and recreation experience by survey respondents.

There was general agreement that additional facility space is needed for recreation programs. Specific suggestions for new facilities and upgrades to existing facilities include: (1) remodel/add-on to senior center, (2) facility for teens, (3) additional gymnasium/indoor recreation facilities, (4) community garden facilities, (5) additional softball and adult team sport facilities.

3.3.5 Funding

With regard to funding generally, there is agreement that fiscal resources are low and participants acknowledge that the present balance of property tax and fees are not sufficient to maintain current service levels. In addition, there is little support for cutting programs.

Both property taxes and fees have increased as a percentage of the total recreation department budget in recent years. Support for increasing fees is greater than support for increasing taxes. However, the community is also supportive of balancing the use of fees and taxes to fund programs. Coordination and cooperation with other providers was also reinforced as one way to address funding shortages.

“What can CPRD do to address recreation needs?”

Think of itself as a recreation:

- **Provider**
- **Facilitator**
- **Broker”**

~ Focus Group Meeting

Across all data gathering methods, participants indicated that maintenance and care for existing parks and programs should be the number one priority for existing funds.

3.3.6 Trends

CPRD must monitor the environment for both internal and external changes that may impact programming decisions. This includes changes in technology, demographics, economics, society, as well as changes made by other recreation service providers. A trend is a long-lasting shift in how people behave or in the kinds of preferences they exhibit. Through the Assessment Report, the following trends have been noted:

- Population growth in Corvallis is occurring at a rate that is equal to or below that of the state.
- Corvallis' average annual growth rate (the rate at which growth occurs each year) is projected to decrease over the next 15 to 20 years; despite this slower growth rate, the overall population is forecast to increase by between 7,220 and 9,666 persons by the year 2020.
- The Corvallis population aged between 1990 and 2000 with the 45 to 54 year age grouping experiencing the highest total percent increase at four percent.
- Public school enrollment appears to have a relatively even distribution from kindergarten through high school and total school enrollment is not expected to increase between 2000 and 2020.
- With regard to race, the population is relatively homogeneous; with regard to ethnicity, there was a significant increase in persons identifying themselves as being of Hispanic or Latino origin between 1990 and 2000.
- Median income increased and the poverty rate fell slightly between 1990 and 2000.
- Participant registration rates in team sports have shown minor decreases over the last five years.
- Participant registration rates in youth recreation showed a slight overall increase between 2002 and 2003.
- Participant registration rates in Senior Center activities represent the largest component of recreation participation.
- Aquatic center participation was high during the first year of operation following the expansion. Participation has remained high.

Chapter 4: Recreation Services Tomorrow

4.1 RECREATION, LEISURE AND LIFESTYLE

In many ways, recreation needs in Corvallis tomorrow will be similar to recreation needs today. It is anticipated residents will desire a continued comprehensive array of recreation and leisure choices to be readily available. They appreciate the number of service providers who work together to address resident preferences. As the community continues to grow, residents may want the existing level of programs and facilities to be maintained. As the community population ages and diversifies, they want recreation needs met for young and old, for individuals and groups, and for varying abilities.

“Public space is what holds the city together, its social force is tremendously important. These parks should be knit together with the city so one can travel freely from public space to public space and we can be proud of what we collectively hold.”

~ Survey Respondent

Residents appear to recognize the challenge that declining fiscal resources presents to City-provided services. They appreciate the cooperation that exists between various providers and, if anything, encourage recreation organizations to work together even more in the future. Although support from program participants exists based on their willingness to pay program fees, residents are challenged with prioritizing City-wide Services subsidized with property tax funds. Parks and Recreation services are one of seven services funded with property tax revenue that has continued to diminish since the passage of Measure 50 in the mid-1990's. Residents are willing to volunteer to help organize and provide recreation programs, recognizing the potential for alternative recreation service provision methods where possible. Working together to play together could be a theme for the future of recreation in Corvallis.

4.2 GOALS, FINDINGS AND OBJECTIVES

4.2.1 General Recreation

Corvallis is a recreating community. Corvallis is also a changing community. The population is aging, growing and diversifying. Economic realities of decreasing funding levels increasingly challenge service provision standards. Lifestyles are changing too, resulting in a greater need for less structured recreation opportunities. CPRD is faced with the challenge of having to do more with less resources. Regardless, CPRD is committed to

providing for the recreation needs of all members of the Corvallis community, contingent upon available funding levels.

This section of the Recreation Services Plan contains goals, findings and objectives directed generally at recreation provision in Corvallis. The goals represent broad areas of importance to the provision of recreation in Corvallis. The findings represent key information gleaned from the Recreation Assessment. The objectives were generated by project stakeholders as a means to identify measurable milestones to meet in addressing goals.

Goal 1: Provide for changing recreational needs.

Findings

- F-1.1. Community perception is that Corvallis is changing: (1) Aging, (2) Growing, and (3) Diversifying (in terms of race and ethnicity).
- F-1.2. Population growth in Corvallis is occurring at a rate that is equal to or less than that of the state. Corvallis' average annual growth rate (the rate at which growth occurs each year) is projected to decrease over the next 15 to 20 years; despite this slower growth rate, the overall population is forecast to increase by between 8,200 and 11,200 persons by the year 2020.
- F-1.3. The Corvallis population aged between 1990 and 2000 with the 45 to 54 year age grouping experiencing the highest total percent increase at four percent.
- F-1.4. Public school enrollment appears to have a relatively even distribution from kindergarten through high school and total school enrollment is not expected to increase between 2000 and 2020.
- F-1.5. With regard to race, the population is relatively homogeneous; with regard to ethnicity, there was a significant increase in persons identifying themselves as being of Hispanic or Latino origin between 1990 and 2000.
- F-1.6. CPRD should have a role in environmental education.
- F-1.7. CPRD should have a role in providing services to all including residents with specific cultural or ethnic recreation needs.
- F-1.8. Respondents indicate that having fun is the #1 reason they use CPRD facilities and services.
- F-1.9. Social interaction is the #1 community benefit reported by survey respondents.
- F-1.10. Several mid-week, evening sessions over time is preferred format for programs.
- F-1.11. There is a general desire for self-directed recreation; at both indoor and outdoor venues; for both passive and active recreation.

Objectives:

- O-1.1. Review demographic trends every 5-7 years.
- O-1.2. Evaluate and adjust recreation services based on demographic review.
- O-1.3. Utilize Evaluation Criteria Matrix to assist with program planning decisions.
- O-1.4. Review recreational trends and needs every 3 years.

4.2.2 Service Location and Access

Providing easy access is the key to any good recreation program. If residents cannot get to recreation facilities easily or if programs are offered in locations or facilities that are not suited to the use, the recreation experience will suffer. In general, CPRD is doing an

excellent job providing accessible recreation opportunities. That said, there remains room for improvement in the following areas.

Goal 2: Provide accessible recreation services.

Findings:

- F-2.1. Individuals with disabilities need more access to more recreation opportunities.
- F-2.2. Desire for non-programmed (drop in) recreation participation is rising.
- F-2.3. Lack of time is the primary reason cited for non-participation.
- F-2.4. Demand for team sports appears to be leveling off.
- F-2.5. Increasing pressure on Parks and Recreation Department and other service providers to make up for programmatic cuts in the schools.
- F-2.6. Need more no-school day and after school programs.
- F-2.7. Facilities are a primary reason cited for positive parks and recreation experience.
- F-2.8. Moderate support reported for indoor facility.
- F-2.9. CPRD and Corvallis School District have long been in partnership in using school facilities for indoor recreation.
- F-2.10. Additional indoor facility space needed for programs.
- F-2.11. Streets with bike lanes top facility choice for cyclists.
- F-2.12. Parks, open space and trails are seen as a community asset and source of pride.

Objectives:

- O-2.1. Provide access to recreational services to serve people with disabilities.
- O-2.2. Recreational facilities will be designed to accommodate people with disabilities.
- O-2.3. Consider multiple transportation modes when designing programs and facilities.
- O-2.4. Investigate the need for new facilities and/or use of additional existing facilities to ensure that adequate space is provided for all recreation services
- O-2.5. Continue to have a process that optimizes opportunities for low income families and individuals to participate in recreation services.
- O-2.6. Maintain affordable programs and services.
- O-2.7. Consider that facilities and services are equally offered throughout the community.

4.2.3 Safety and Security

Recreation, when practiced with appropriate degrees of supervision and instruction, with the right equipment and in the right environment, is safe and secure. Conversely, when people are not equipped with the right techniques and tools, safety and security may become compromised. CPRD is committed to providing a safe and secure recreation environment for all participants. To do so means providing the appropriate infrastructure to ensure a safe and fun experience every time.

Goal 3: Ensure safe and secure recreational experiences.

Findings:

- F-3.1. Additional facility space needed for programs.
- F-3.2. Need more no-school day and after school programs.

Objectives:

- O-3.1. Provide sustainable maintenance of recreation facilities and site and program equipment.
- O-3.2. Provide or promote additional no-school day and after-school recreation programs for youth to ensure that there are safe places to recreate.
- O-3.3. Provide well-trained staff at adequate levels.

4.2.4 Service Provision Role

Providing for the recreation needs of the community can mean different things and can take different forms. With changes in funding and population demographics, CPRD's challenge is to figure out how to meet the ever changing recreation needs of the community in new and creative ways. This planning process has resulted in a number of findings and creative ideas for how to meet those challenges. In addition to being a provider of recreation services in the classic sense, it is becoming evident that CPRD must become a facilitator and broker of recreation services.

Goal 4: Assess our role in recreation services.

- F-4.1. CPRD provides high quality programs and facilities.
- F-4.2. CPRD offers a comprehensive suite of recreation services and a wide variety of sites for recreational opportunities.
- F-4.3. CPRD services are offered through CPRD facilities as well as through facilities provided by others.
- F-4.4. Additional recreation services are provided by nonprofit and for-profit providers throughout the City of Corvallis and Benton County.
- F-4.5. Additional research is needed to identify opportunities for additional cooperation with external recreation providers.

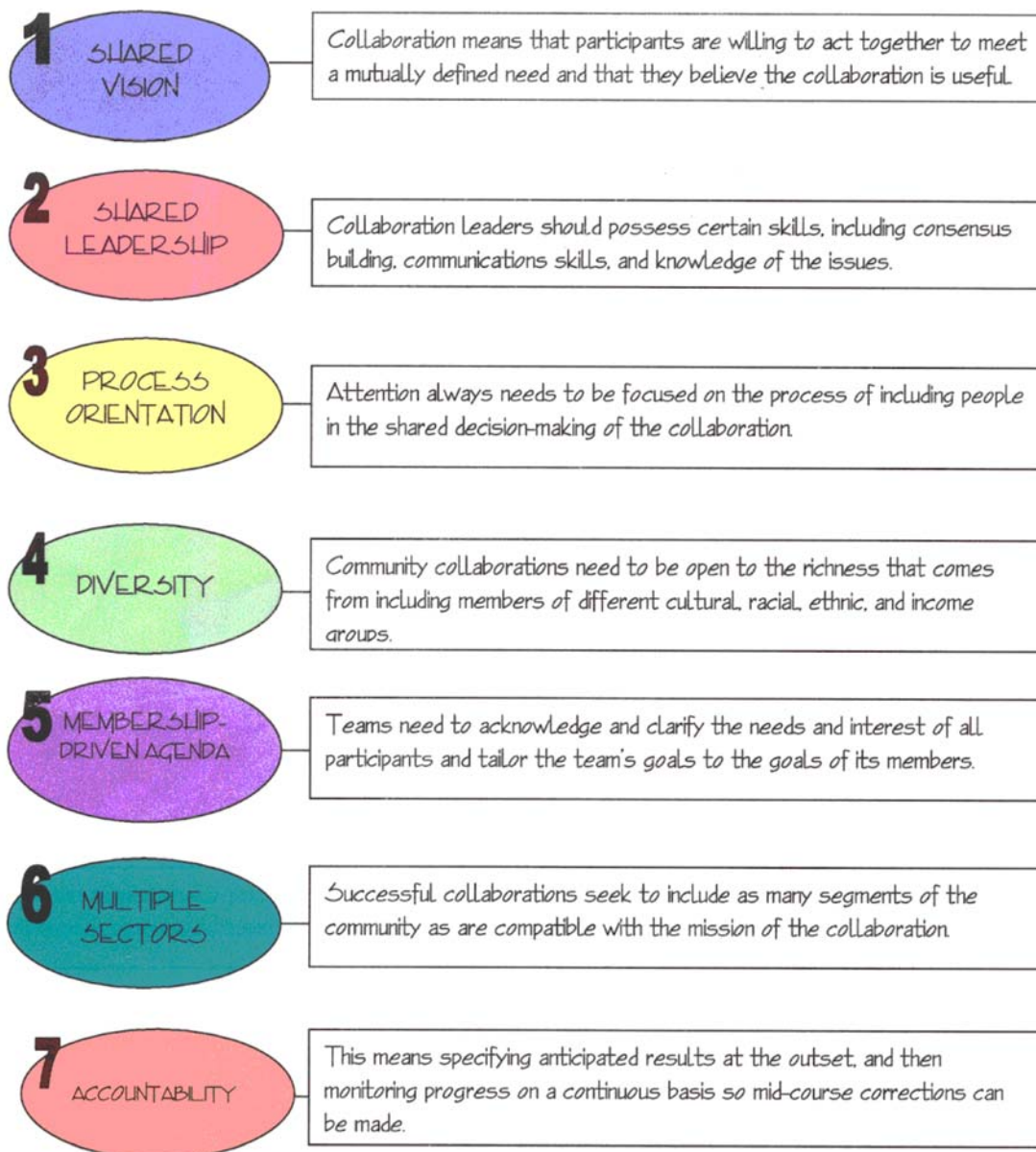
Objectives:

- O-4.1. Build and maintain partnerships.
- O-4.2. Help facilitate communication between recreation providers in the community.
- O-4.3. Refine our role as a provider, facilitator and broker of recreational services.
- O-4.4. Utilize the concepts in Figures 4.2.1 and 4.2.2 to facilitate collaboration and communication with partners.

Figure 4.2.1 –Recreation Service Collaboration

7 Keys to Successful Collaborations

According to the National Assembly and the National Collaboration for Youth, there are seven concepts that provide a philosophical basis for understanding the ingredients of a successful collaboration. They are:



Source: Gresham Parks and Recreation Department as adapted from the National Assembly's Community Collaboration Manual.

Figure 4.2.2 – Community Linkages – Choices and Decisions

Levels	Purpose	Structure	Process
Networking	<ul style="list-style-type: none"> * Dialog and common understanding * Clearinghouse for information * Create base of support 	<ul style="list-style-type: none"> * Loose/flexible link * Roles loosely defined * Community action is primary link among members 	<ul style="list-style-type: none"> * Low key leadership * Minimal decision making * Little conflict * Informal communication
Cooperation or Alliance	<ul style="list-style-type: none"> * Match needs and provide coordination * Limit duplication of services * Ensure tasks are done 	<ul style="list-style-type: none"> * Central body of people as communication hub * Semi-formal links * Roles somewhat defined * Links are advisory * Group leverages/raises money 	<ul style="list-style-type: none"> * Facilitative leaders * Complex decision making * Some conflict * Formal communications within the central group
Coordination or Partnership	<ul style="list-style-type: none"> * Share resources to address common issues * Merge resource base to create something new 	<ul style="list-style-type: none"> * Central body of people consists of decision makers * Roles defined * Links formalized * Group develops new resources and joint budget 	<ul style="list-style-type: none"> * Autonomous leadership but focus in on issue * Group decision making in central and subgroups * Communication is frequent and clear
Coalition	<ul style="list-style-type: none"> * Share ideas and be willing to pull resources from existing systems * Develop commitment for a minimum of three years 	<ul style="list-style-type: none"> * All members involved in decision making * Roles and time defined * Links formal with written agreement * Group develops new resources and joint budget 	<ul style="list-style-type: none"> * Shared leadership * Decision making formal with all members * Communication is common and prioritized
Collaboration	<ul style="list-style-type: none"> * Accomplish shared vision and impact benchmarks * Build interdependent system to address issues and opportunities 	<ul style="list-style-type: none"> * Consensus used in shared decision making * Roles, time and evaluation are formalized * Links are formal and written in work assignments 	<ul style="list-style-type: none"> * Leadership high, trust level high, productivity high * Ideas and decisions equally shared * Highly developed communication

Source: Community Based Collaboration – Wellness Multiplied, Teresa Hogue, Oregon Center for Community Leadership.

4.2.5 Public Outreach

We know today that Corvallis residents are generally quite familiar with the services and programs offered by CPRD. However, as changes are made to a program, and as new and different forms of information become available, it will be important to continue the tradition of providing quality and timely information to the recreating public.

Goal 5: Inform patrons about recreational choices.

Findings:

- F-5.1. Activity Guide is the number one source of park and recreation information.
- F-5.2. General familiarity with Park and Recreation Services is high.
- F-5.3. Familiarity with specific CPRD involvement in annual community recreation activities is mixed.

Objectives:

- O-5.1. Utilize and promote recreational services through the Parks and Recreation activity guide.
- O-5.2. Develop and implement a Department-wide marketing plan.
- O-5.3. Use technology in the collection and dissemination of information.

- O-5.4. Develop and implement a dynamic strategy for customer retention.
- O-5.5. Formalize our brokerage of recreational service information for the community.
- O-5.6. Develop a strategy to communicate the benefits of recreation to the citizens of Corvallis.

4.2.6 Operations and Funding

Funding and quality services are directly connected. Providing the personnel, materials, equipment, facilities and maintenance to support a citywide recreation program requires sufficient levels of funding. Funding levels cannot be reduced without some impact on the operational quality of the service being provided. Once again, CPRD faces the challenge of maintaining the high level of service expected by the community while at the same time experiencing funding reductions. In this changing recreation climate, tough choices may need to be presented to residents regarding additional funding support for recreation services. CPRD remains committed to providing quality recreation opportunities.

Goal 6: Offer high quality and diverse recreational services and facilities.

Findings:

- F-6.1. Recreation Department provides high quality programs and facilities.
- F-6.2. Facilities are a primary reason cited for positive parks and recreation experience.
- F-6.3. General agreement that City fiscal resources are low.
- F-6.4. Maintenance and care for existing parks and programs should be number one priority.
- F-6.5. Preference towards not cutting programs.
- F-6.6. The present balance of property taxes and fees are not sufficient to maintain current service levels.
- F-6.7. General support for balancing the use of fees and taxes to fund programs.
- F-6.8. Support for increasing fees is greater than support for increasing taxes.
- F-6.9. Additional coordination and cooperation with other providers may be one way to address funding shortages.
- F-6.10. Median income increased and the poverty rate fell slightly between 1990 and 2000. The cost of living continues to increase.

Objectives:

- O-6.1. Develop a strategy to integrate the benefits of recreation services.
- O-6.2. Identify funding strategies to provide recreation services.
- O-6.3. Continue to provide a wide variety of recreation services for all ages.
- O-6.4. Integrate open spaces, natural areas, and trails in recreation program planning.

Chapter 5: Implementing the Vision

5.1 PRIORITIZED OBJECTIVES

Background and Explanation

Listed below are prioritized objectives that CPRD can implement in order to meet the goals outlined in Chapter 4. While each of the objectives have been prioritized, each of the goals are of equal importance. Priority assignment is not intended to be rigid (i.e., all priority 1's don't have to be finished before a priority 2 can be addressed), but rather the priority assignment is to be dynamic, indicating a particular objective's relative importance to address as resources and opportunities become available. Priority timeframes are as follows:

Priority 1: Objectives will be implemented within 0 to 1.5 years

Priority 2: Objectives will be implemented within 2 to 4 years

Priority 3: Objectives will be implemented within 5 to 7 years

Tables 5.1.1 through 5.1.6 present Objectives according to goal; Tables 5.1.7 through 5.1.9 present Objectives organized by priority level.

Table 5.1.1 – Goal 1 Objectives

Goal 1: Provide for changing recreational needs	
Objectives	Priority Level
Objective 1.1: Review demographic trends every 5-7 years	Priority 3
Objective 1.2: Evaluate and adjust recreation services based on demographic review	Priority 3
Objective 1.3: Utilize Evaluation Criteria Matrix to assist with program planning decisions	Priority 2
Objective 1.4: Review recreational trends and needs every 3 years	Priority 2

Table 5.1.2 – Goal 2 Objectives

Goal 2: Provide accessible recreation services	
Objectives	Priority Level
Objective 2.1: Provide access to recreational services to serve people with disabilities	Priority 1
Objective 2.2: Recreational facilities will be designed to accommodate people with disabilities	Priority 1
Objective 2.3: Consider multiple transportation modes when designing programs and facilities	Priority 1
Objective 2.4: Investigate the need for new facilities and/or use of additional existing facilities to ensure that adequate space is provided for all recreation services	Priority 1
Objective 2.5: Continue to have a process that optimizes opportunities for low income families and individuals to participate in recreation services	Priority 1
Objective 2.6: Maintain affordable programs and services	Priority 1
Objective 2.7: Consider that facilities and services are equally offered throughout the community	Priority 1

Table 5.1.3 – Goal 3 Objectives

Goal 3: Ensure safe and secure recreational experiences	
Objectives	Priority Level
Objective 3.1: Provide sustainable maintenance of recreation facilities and sites and program equipment	Priority 1
Objective 3.2: Provide or promote additional no-school day and after school recreation programs for youth to ensure that there are safe places to recreate	Priority 2
Objective 3.3: Provide adequate staffing levels who are well trained	Priority 1

Table 5.1.4 – Goal 4 Objectives

Goal 4: Assess our role in recreation services	
Objectives	Priority Level
Objective 4.1: Build and maintain partnerships	Priority 1
Objective 4.2: Help facilitate communication between recreation providers in the community	Priority 1
Objective 4.3: Refine our role as a provider, facilitator and broker of recreational services	Priority 2

Table 5.1.5 – Goal 5 Objectives

Goal 5: Inform patrons about recreational choices	
Objectives	Priority Level
Objective 5.1: Utilize and promote recreational services through the Parks and Recreation Activity Guide	Priority 1
Objective 5.2: Develop and implement a Department wide marketing plan	Priority 1
Objective 5.3: Use technology in the collection and dissemination of information	Priority 2
Objective 5.4: Develop and implement a strategy for customer retention	Priority 2
Objective 5.5: Formalize our brokerage of recreational service information for the community	Priority 2
Objective 5.6: Develop a strategy to communicate the benefits of recreation to the citizens of Cor	Priority 1

Table 5.1.6 – Goal 6 Objectives

Goal 6: Offer high quality and diverse recreational services and facilities	
Objectives	Priority Level
Objective 6.1: Develop a strategy to integrate the benefits of recreation services	Priority 2
Objective 6.2: Identify funding strategies to provide recreation services	Priority 1
Objective 6.3: Provide a wide variety of recreation services for all ages	Priority 1
Objective 6.4: Integrate open spaces, natural areas, and trails in recreational program planning	Priority 1

Table 5.1.7 – Priority Level 1 Objectives

Priority Level 1 Objectives	
Objectives and Recommendations	Priority Level
Objective 2.1: Provide access to recreational services to serve people with disabilities	Priority 1
Objective 2.2: Recreational facilities will be designed to accommodate people with disabilities	Priority 1
Objective 2.3: Consider multiple transportation modes when designing programs and facilities	Priority 1
Objective 2.4: Investigate the need for new facilities and/or use of additional existing facilities to ensure that adequate space is provided for all recreation services	Priority 1
Objective 2.5: Continue to have a process that optimizes opportunities for low income families and individuals to participate in recreation services	Priority 1
Objective 2.6: Maintain affordable programs and services	Priority 1
Objective 2.7: Consider that facilities and services are equally offered throughout the community	Priority 1
Objective 3.1: Provide sustainable maintenance of recreation facilities and sites and program equipment	Priority 1
Objective 3.3: Provide adequate staffing levels who are well trained	Priority 1
Objective 4.1: Build and maintain partnerships	Priority 1
Objective 4.2: Help facilitate communication between recreation providers in the community	Priority 1
Objective 5.1: Utilize and promote recreational services through the Parks and Recreation Activity Guide	Priority 1
Objective 5.2: Develop and implement a Department wide marketing plan	Priority 1
Objective 5.6: Develop a strategy to communicate the benefits of recreation to the citizens of Corvallis	Priority 1
Objective 6.2: Identify funding strategies to provide recreation services	Priority 1
Objective 6.3: Provide a wide variety of recreation services for all ages	Priority 1
Objective 6.4: Integrate open spaces, natural areas, and trails in recreational program planning	Priority 1

Table 5.1.8 – Priority Level 2 Objectives

Priority Level 2 Objectives		
Objectives and Recommendations		Priority Level
Objective 1.3:	Utilize Evaluation Criteria Matrix to assist with program planning decisions	Priority 2
Objective 1.4:	Review recreational trends and needs every 3 years	Priority 2
Objective 3.2:	Provide or promote additional no-school day and after school recreation programs for youth to ensure that there are safe places to recreate	Priority 2
Objective 4.3:	Refine our role as a provider, facilitator and broker of recreational services	Priority 2
Objective 5.3:	Use technology in the collection and dissemination of information	Priority 2
Objective 5.4:	Develop and implement a strategy for customer retention	Priority 2
Objective 5.5:	Formalize our brokerage of recreational service information for the community	Priority 2
Objective 6.1:	Develop a strategy to integrate the benefits of recreation services	Priority 2

Table 5.1.9 – Priority Level 3 Objectives

Priority Level 3 Objectives		
Objectives and Recommendations		Priority Level
Objective 1.1:	Review demographic trends every 5-7 years	Priority 3
Objective 1.2:	Evaluate and adjust recreation services based on demographic review	Priority 3

5.2 EVALUATION

5.2.1 Evaluation Cycle

In an effort to provide the best recreation services to the citizens of Corvallis, CPRD is committed to an ongoing evaluation program. Program evaluation is a proactive task intended to monitor recreation provision activities and results. CPRD program evaluation will take place on a five to seven year cycle as outlined in Figure 5.2.1 below. The evaluation activities presented above are defined as follows:

Track Service Delivery

Using objective standards, observe, measure and record specific elements of service delivery. Examples of measurable elements include, but are not limited to: number of facilities, participants, programs, classes, instructors, dollars spent/received and events held.

Evaluate Service Delivery

Utilize the evaluation criteria listed in Section 5.3 below together with the information gathered during the tracking process to assess the need for programmatic changes.

Update Plan

Based on regular program evaluations, revise the findings, goals and objectives of the plan and develop new action items for the future.

Figure 5.2.1 – Program Evaluation Matrix

Evaluation Cycle	Administration and Planning	Parks	Recreation	Older Adult Services	Aquatics
Year 1	Track Service Delivery	Track Service Delivery	Track Service Delivery	Track Service Delivery	Track Service Delivery
Year 2	Track Service Delivery	Evaluate Service Delivery	Track Service Delivery	Track Service Delivery	Track Service Delivery
Year 3	Track Service Delivery	Update Plan	Evaluate Service Delivery	Track Service Delivery	Track Service Delivery
Year 4	Track Service Delivery	Track Service Delivery	Update Plan	Evaluate Service Delivery	Track Service Delivery
Year 5	Track Service Delivery	Track Service Delivery	Track Service Delivery	Update Plan	Evaluate Service Delivery
Year 6	Evaluate Service Delivery	Track Service Delivery	Track Service Delivery	Track Service Delivery	Update Plan
Year 7	Update Plan	Track Service Delivery	Track Service Delivery	Track Service Delivery	Track Service Delivery

5.2.2 Evaluation Criteria

The Parks and Recreation Department will use criteria to assist in evaluating the recreation programs offered, both currently and in the future. The criteria will consider the breadth of benefit to the community, trends, cost recovery, political will, department obligation, and the intensity level of the program. The criteria will be used as an assessment tool in response to changes in demand, preferences, resources, and opportunities.

A near-term task of the Parks and Recreation Advisory Board will be to develop measurable criteria benchmarks for each of the possible program considerations is shown in Figure 5.2.2 below.

Figure 5.2.2 – Program Evaluation Criteria

Criteria	Yes/No	
	High/Med/Low	
Attendance		Program Name:
Cost Recovery		Annual Budget:
Demand		Annual #'s Served:
Available Funds		Comments:
CPRD role		
CPRD only provider		
Access to facilities		
Facility Impact		
Participant Benefit		
Community expectations		
Culture/History/Legacy		
Resources		
New partner		
New facility		
New provider		
Regulations		
Political will		

Chapter 6: Resources

6.1 DEFINITIONS

The following represent some of the terms and phrases appearing in the Recreation Services Plan. Many of the terms and phrases used in the Plan are familiar to residents of the Corvallis community. With specific regard to the Recreation Services Plan, the following definitions are offered.

Alternative Revenue – Within the context of recreation services, alternative revenue refers to non-tax revenue, including program fees and charges, grants, gifts, and donations.

General Fund – The General Fund is used to account for all revenues and expenditures that do not better fit into another fund. As such, the General Fund receives the largest share of the non-dedicated revenue of the organization. Primary non-dedicated revenues sources are property taxes, franchise fees, transient room taxes, and state revenue sharing monies. Dedicated revenues are those where the revenue is earned as the result of work done by a specific department or operational area; these revenues are dedicated to be used to offset the costs of providing the service for which the revenue was received.

Leisure Services – A broad term referring to the offering or provision of individual or community services targeted to benefit individual or group leisure time. Includes all forms of recreation programs and services. Often used as an alternative title for the parks and recreation profession.

Non-Programmed Recreation – Refers to casual drop-in recreation program or participation opportunities where formal registration and scheduling is not required. Dropping by an outdoor basketball court to shoot a few hoops is an example of non-programmed recreation.

Participation Tracking – Refers to the activity of monitoring levels of participation over time in a particular recreation program.

Passive and Active Recreation – Two types of recreation activity level. Active recreation refers to recreation activity involving organized physical activity, such as softball or dancing. Passive recreation refers to recreation activity involving solitary or small group casual activity, such as walking or picnicking.

Program Evaluation – The process of evaluating community involvement and commentary regarding a particular recreation program or service. Includes

participation, participation trends, customer feedback, revenue generation, cost recovery, competition, etc. The evaluation process could lead to a decision to continue, reduce or expand a program.

Property Tax – A tax levied on real or personal property. In Corvallis, property taxes fund services that provide a general benefit to all residents of the City rather than for services which benefit only certain individual users. Property tax supported services primarily include: Fire, Library, Police, Land-use planning, Transit and Parks & Recreation.

Recreation Access – Refers to the ease or difficulty experienced by individuals, groups or a community to access a recreation program or activity. Includes physical access, access to information, affordability.

Recreation Assessment – The process of reviewing the context of recreation services, including programs, facilities, competition, trends, demographics, competition, and revenues. A comprehensive approach to develop an improved understanding of a recreation services environment.

Recreation Benefits – A recreation profession service delivery philosophy oriented towards identifying and communicating the value of recreation services, including personal, social, community and economic enhancement.

Recreation Need – The process of assessing the desire for recreation by an individual, group or the community at large for a particular recreation service or program. Can be a quantitative review focusing on number of facilities and population. Can be a qualitative review monitoring participation trends, customer feedback, competition, etc.

Recreation Outcomes – The development of particular goals and/or objectives regarding the provision of a recreation service or program. Measurable outcomes assist with assessment and evaluation.

Recreation Outreach – The process of developing and utilizing marketing and/or communication materials or activities aimed at informing the public as to the existence and/or availability to participate in a service or program, including printed and electronic media.

Recreation Programs – Specific recreation offerings targeted to a particular demographic group or segment of the population. Fields trips, pre-school classes, youth sports, and swimming lessons are examples of recreation programs.

Recreation Resources – Refers to personnel, equipment, materials and supplies, parks and facilities, and fiscal resources available for the delivery of recreation services.

Recreation Services – Refers to broad categories of similar related recreation programs, such as senior services, aquatic services, and recreation services. Within each service area, there could be a suite of recreation programs.

Self-Directed Recreation – Similar to non-programmed recreation, but also including an element of individual goal setting and progress monitoring, such as improving one's skill or physical condition.

Service Delivery – An overall perspective of delivering, or providing, recreation services to a constituency, including assessment, evaluation, planning, forecasting, monitoring, etc.

Service Provider, Broker and Facilitator – Various methods of delivering services to a community. Provider refers to direct provision of the facilities, resources, outreach and related efforts. Broker refers to adopting a service delivery role focused on sharing information, making referrals to other service providers. Facilitator refers to acting as a conduit, assistant, leader, organizer and/or initiator of cooperative efforts at sharing service delivery tasks, obligations and responsibilities. Relates to the role that for-profit and non-profit organizations assume in the recreation service delivery process.