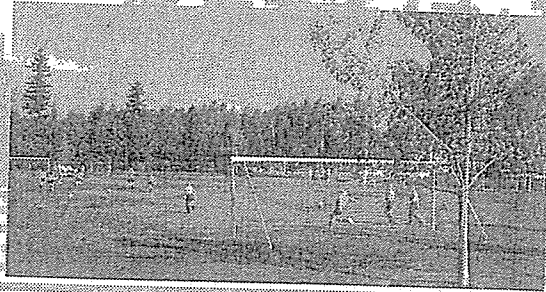
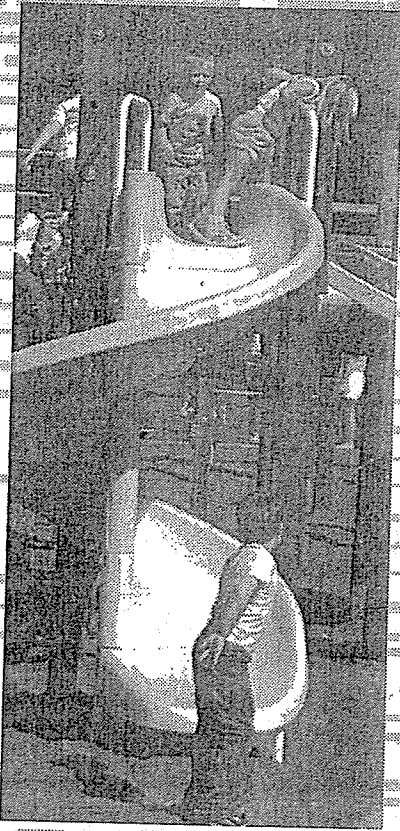


City of Gresham

Parks



Recreation



&

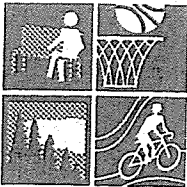


Open Space

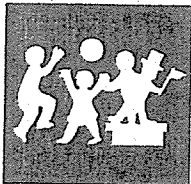
MASTER PLAN

Vision for A Future Parks and Recreation System

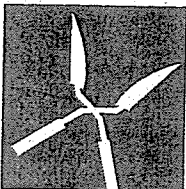
Parks and recreation is an essential service that enhances the quality of life in the Gresham community by fostering personal health, strengthening community, preventing crime, protecting the environment, and contributing to a healthy economy. The City will provide an integrated, neighborhood-based parks and recreation system that:



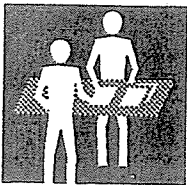
Parkland
Facilities



Recreation
Services



Maintenance



Management

- Provides *sufficient facilities and programs* to meet the needs of Gresham's growing population.
 - Interconnects parks, open space, and trails to *maximize access to programs and facilities*.
 - Ensures the *equitable distribution* of recreation resources throughout Gresham's neighborhoods.
 - Provides *equal access* to diverse recreational opportunities for all residents, regardless of age, physical and mental ability, culture, and economic ability.
 - Builds a *sense of community* through shared recreational experiences and volunteer involvement.
 - Involves *residents as active participants and partners* in all aspects of parks and recreation.
 - Builds and maintains *partnerships* to optimize funding and facility resources, and to improve recreational opportunities.
 - Fosters *community stewardship* of our natural resources, through environmental education, outdoor experiences, and volunteer opportunities.
 - *Reduces auto-dependency and enhances recreational opportunities* by providing a connected system of inviting trails and bikeways.
 - Provides for effective and economically *sound management of public resources*.
 - *Protects the community's investment* by providing quality facility maintenance.
 - Provides a *safe environment* in cooperation with community policing efforts and by increasing park activity through recreation programs.
 - *Informs the community* about Gresham's parks and recreation opportunities and the benefits provided.
-

City of Gresham

PARKS AND RECREATION DIVISION

DEPARTMENT OF ENVIRONMENTAL SERVICES

PARKS, RECREATION AND OPEN SPACE MASTER PLAN

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March 1996

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Acknowledgments

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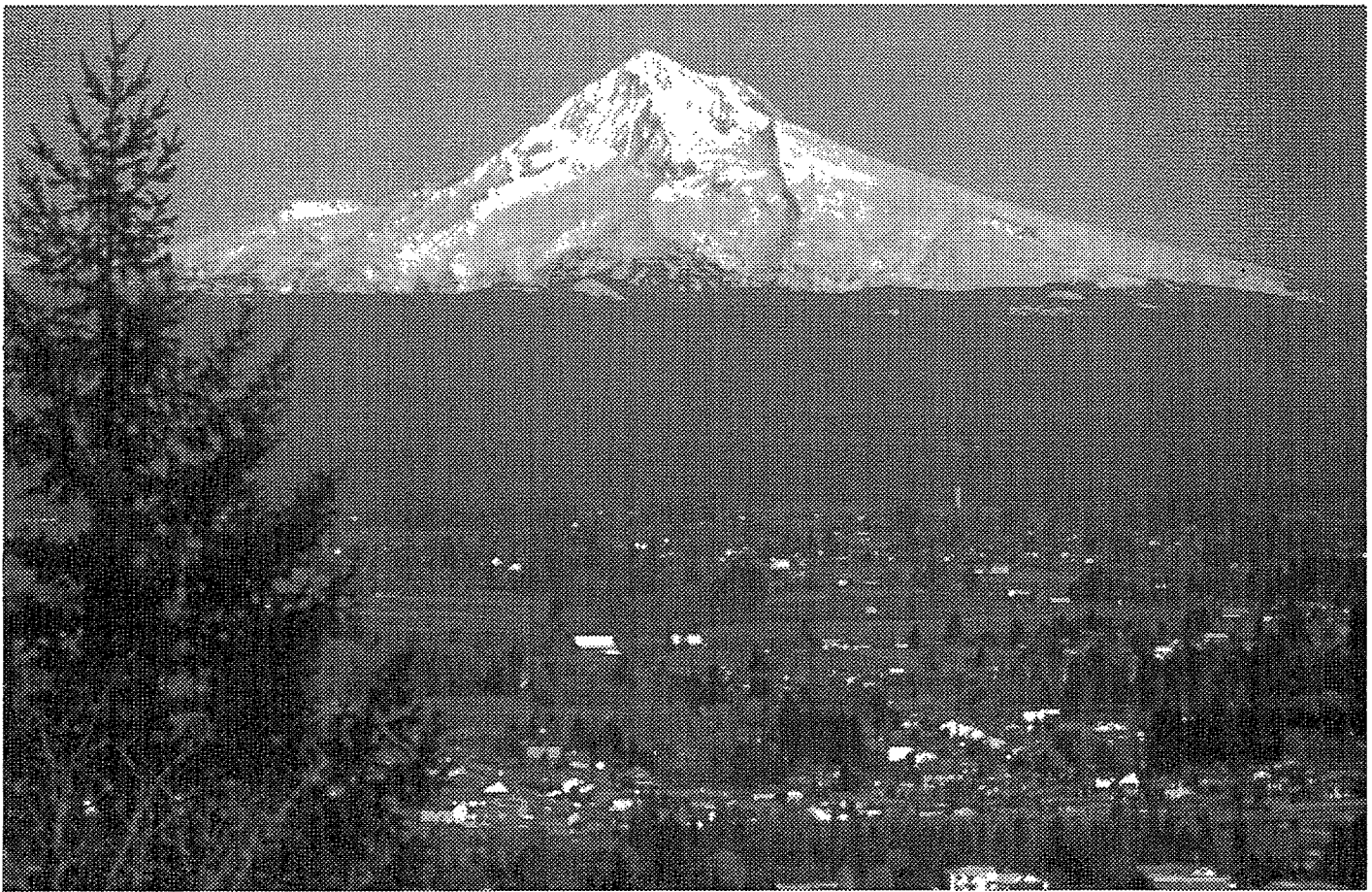
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E EXECUTIVE SUMMARY

Part I Community Needs

INTRODUCTION

The City of Gresham's goal is to become Oregon's most livable city. As the City moves toward this goal, thousands of new residents will be drawn here to live and work. An additional 50,000 people are expected to move to Gresham by the year 2010. Not only will the population of Gresham grow, but the diversity of its residents will increase to include a mixture of household types, cultural heritage, languages, economic levels, ages and levels of ability. The Parks and Recreation Division strives to provide a variety of accessible recreation opportunities to all Gresham residents and to contribute significantly to the livability of Gresham.

In 1988, the City prepared its first Parks and Recreation Master Plan. Guided by this plan, the Parks and Recreation Division has expanded parklands, which include neighborhood parks, community parks, and open space, in an effort to meet community needs. The 1995 Parks, Recreation, and Open Space Master Plan builds on the 1988 plan, and

*An additional
50,000 people are
expected to move to
Gresham by the
year 2010.*

This Master Plan identifies the benefits provided to Gresham residents by parks and recreation.

makes recommendations for expanding facilities, providing recreation services, and improving parkland maintenance and management.

The Parks and Recreation Division is committed to a management philosophy that is benefits-based. This approach connects parks and recreation services to broader social issues. The Parks, Recreation, and Open Space Master Plan identifies the personal, social, economic, and environmental benefits of parks and recreation that are most important to Gresham residents. The Master Plan describes how the City will provide these benefits to residents for the next 15 years - from 1995 through 2010. Priority is given to those improvements which maximize benefits to residents and support the goals of other important City and regional planning efforts, such as SCORP, the Region 2040 Plan, the Metro Greenspaces Program, Envision Gresham, and the City of Gresham Downtown Plan.

During the year-long planning process that began in Summer 1994, community members, Parks and Recreation Citizens' Advisory Committee members (PRCAC), and members of the Master Plan Citizen Subcommittee helped shape this plan by:

- Evaluating current *services and operations* of the Parks and Recreation Division;
- Evaluating *current and future community needs* for parks, recreation services, open space, and trails;
- Identifying the *benefits* that Gresham parks and recreation opportunities provide to residents; and
- Developing recommendations and a five-year *action plan* that will provide the greatest benefit to residents.

This document describes Gresham residents' vision for the future of our City's parks, recreation services, open space, and trails.

IMPORTANT TRENDS AND FACTS ABOUT GRESHAM

A thorough understanding of our community and changes that are expected in the Gresham population is important when forecasting future parks and recreation needs. As the City's population grows and becomes more diverse, Parks and Recreation services must also grow and change to meet the needs of all Gresham residents.

RESOURCE INVENTORY AND EVALUATION

To determine future needs, an evaluation of the current parks and recreation system was completed, which addressed:

- Parklands and recreation facilities;
- Recreation programs and services; and
- Management and operations.

Parklands and Recreation Facilities

Guided by the 1988 Master Plan, the Gresham Parks and Recreation Division has expanded the community's parks and open space, in an effort to meet community needs. As of August 1995, the City of Gresham had 885 acres of parkland. This includes 15 neighborhood parks, 7 community parks. Four neighborhood parks and 4 community parks are currently undeveloped. Also included in the City's total parkland acreage is 649.9 acres of open space which includes the Springwater Trail Corridor and natural areas obtained through the City's successful open space acquisition program. The Springwater Trail Corridor is managed by the Parks and Recreation Division and owned by the City of Portland. Currently, residents can hike, bicycle, skate, or ride horseback on approximately 6 miles of trails. However, with the expected population increase to 124,000 residents in 2010, additional parks, open space and recreation facilities of every type will be needed.

To determine future needs for parklands and recreation facilities, a facilities inventory and evaluation was conducted, which included:

- An inventory of existing and proposed parklands and recreation facilities;
- An evaluation of future facility needs; and
- An evaluation of the condition of existing City neighborhood and community parks.

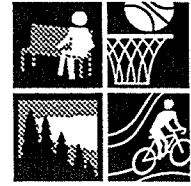
Recreation Programs and Services

In the past, the Parks and Recreation Division has focused on providing *facilities* and has played a relatively minor role in providing *recreation programs*. However, citizens indicated a strong interest in increasing the availability of recreation programs in Gresham during the Master Plan community involvement process.

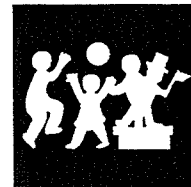
The Recreation Program Evaluation included:

- An inventory of available recreation programs;
- A survey of comparable cities in Oregon and Washington; and
- An assessment of community needs for recreation programs and services.

To date, the City has *not directly* provided recreation programs. It has served primarily as a facilitator, providing marketing and/or facilities in partnership with other agencies that provide recreation programs serving Gresham residents. The City has provided partial financial support for *only one recreation program*, the Summer Fun Program. This six-week youth recreation program is administered and operated by the YMCA. The Parks and Recreation Division added its first half-time Recreation Coordinator position in September 1994.



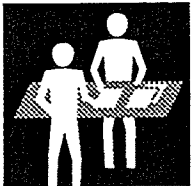
Existing parklands and recreation facilities were evaluated.



Residents' interest in increasing recreation services is strong.

High priorities for expanding recreation services to meet community needs include the following:

- Addressing the needs of Gresham's changing population, including people of all ages and abilities, people from all economic levels, and diverse cultural groups; and
- Providing structured programs and unstructured use of community recreation facilities.



Present staffing levels will not be adequate for future needs.

Management and Operations

The evaluation of current Parks and Recreation Division operations indicates that while staffing has increased since the 1988 Master Plan, the current staff level is low and is barely adequate to respond to day-to-day operations. Limited staff time is left for planning nor will the present level of staffing accommodate future expansion of programs and services.

Limited staff time is allocated to other important community services, such as:

- Volunteer Coordination;
- Community Involvement Opportunities;
- Public Information and Referral Services;
- Management of Existing Facilities; and
- Public Safety.

The evaluation of the current parks and recreation system helped to formulate Master Plan recommendations that address current community needs and interests. Major findings of this evaluation include:

- More facilities of all types will be required to meet future needs;
- Many existing facilities will need renovation;
- Recreation programs and services should be expanded to meet community demand; and
- Improvements in management and operations will be required to provide cost-effective and efficient services that meet future challenges.

COMMUNITY INVOLVEMENT

To involve as many people in the development of the Master Plan as possible, residents were provided many opportunities to express ideas and obtain information. These included public meetings, presentations, focus groups, youth forums, questionnaires, newsletters, and public information displays. To reach residents who might not otherwise participate, residents were also surveyed by telephone.

Residents were asked questions about:

- The benefits they receive from parks and recreation opportunities;
- Facility, operation, and recreation services improvements they feel are needed;



- Future planning priorities;
- How to fund improvements; and
- Their vision of the City of Gresham's future parks and recreation system.

When asked to identify what they considered to be the primary benefits of parks and recreation services, residents most frequently commented on:

- Availability, accessibility, and variety of parks (personal benefit);
- Preservation of nature, open space, landscape, etc. (environmental benefit); and
- Safety (social benefit).

Over 700 Gresham residents participated in the Master Plan development process. These residents provided valuable insight into community needs, and confirmed the benefits that parks and recreation provide to our community. These benefits include enhancing personal growth and community livability, and preserving the natural environment for future enjoyment. By participating in the development of the Master Plan, community members helped shape a vision for the future of the parks and recreation system. The recommendations presented in the Master Plan grew out of this vision.

Park accessibility, preservation of nature, and safety are benefits most valued by residents.

Part II The Plan

A VISION

Based on the Master Plan community involvement process and initial findings, ten key issues facing the Parks and Recreation Division were identified. These issues are:

- Developing a vision for a parks and recreation system;
- Establishing design and construction standards;
- Developing new neighborhood and community parks;
- Renovating existing neighborhood and community parks;
- Fostering community stewardship of open space;
- Developing an integrated trail system;
- Expanding recreation services;
- Maintaining and improving maintenance efficiency;
- Providing public information and opportunities for community involvement; and
- Enhancing public safety through planning, design and management.

Over 700 residents helped shape the Master Plan vision.

In order to address these issues and develop recommendations for the future, a guiding vision was needed (See inside front cover). This vision for a Future Parks and Recreation System emerged from the Master Plan community involvement process, and formed the basis for Master Plan recommendations in the areas of *facilities, recreation services, maintenance, and management.*

RECOMMENDATIONS

Master Plan recommendations for implementing the Vision for a Future Parks and Recreation System addresses the following areas:

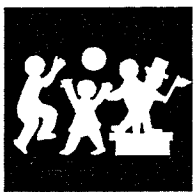


Improvements in parks, open space, and trails are needed.

Parkland Facility Improvements

Facility needs and improvements for neighborhood and community parks, open space and trails have been identified to meet the needs of Gresham's growing population to the year 2010. Identified improvements address acquisition of property for new parks and open space, renovation of existing parks and development of new parks. Priority facility improvements include:

- Renovating playgrounds in existing parks;
- Improving accessibility for people with disabilities in all parks;
- Developing new neighborhood parks in underserved areas to provide all residents easy access to a nearby park;
- Providing more community parks that accommodate larger groups for picnicking, sports or special events, and that provide special natural areas; and
- Expanding and connecting trails in Gresham's open space areas, since walking, hiking, and biking on trails are the most popular recreational activities among Gresham residents.



The Master Plan identifies needed recreation services for different user groups.

Recreation Services

To achieve the goal of providing accessible recreation opportunities for all Gresham residents, the Master Plan identifies future recreation programs and services by the particular needs of eight user groups. These user groups include senior adults, adults, teens, schoolage youth, preschool children, families, people with disabilities, and diverse cultural groups. Priorities for implementing programs and services over the next five years are identified for each user group, and include:

- Environmental education opportunities, programs that promote open space and trail use, and swimming programs for all user groups;
- Trips for seniors;
- Sports programs for adults;
- Drop-in programs for teens;
- Child care programs for young children;
- Inclusive programs for people with disabilities; and
- Special events for cultural groups.

The Parks and Recreation Division will expand services by creating new partnerships with other organizations and groups to develop a diverse array of opportunities for all ages and abilities. The development of recreation programs will in large part be driven by citizen interest and participation.

Maintenance

Maintenance responsibilities have expanded without comparable staffing increases. Since the 1988 Master Plan, the total acreage per full time maintenance employee has doubled. The development of new parklands and recreational facilities will place an even greater burden on the existing staff. To improve overall maintenance efficiency and protect the community's investment in parklands and facilities, the following priority improvements are recommended :

- Incorporating maintenance standards recommended by the National Recreation and Park Association (NRPA);
- Defining operational procedures for all maintenance tasks;
- Identifying tasks which could be performed more cost effectively by contractual services or which could be potential volunteer projects;
- Clarifying the roles of Parks and Recreation Division maintenance staff and other City agencies, such as Stormwater and Transportation Divisions; and
- Addressing maintenance requirements and maintenance funding needs when developing new parklands and facilities.

Management

The role of management is to ensure that adequate fiscal and human resources are available to implement the vision for Gresham's future parks and recreation system, and to ensure that tasks are carried out efficiently to provide the greatest possible benefit to the public. The Master Plan includes recommendations for:

Facility Design and Management

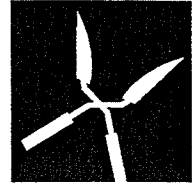
- Developing design and construction standards;
- Improving construction inspection procedures
- Developing a single management base for City-wide facility scheduling; and
- Conducting natural resource evaluations of city-owned open space.

Public Safety

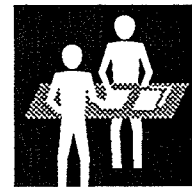
- Continuing the Park Ranger and Citizen Ambassador Programs;
- Promoting positive use of parklands and recreation facilities;
- Building alliances with the Police and Fire Departments; and
- Evaluating design and construction standards.

Public Information and Community Involvement

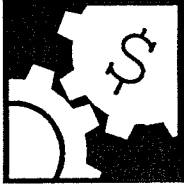
- Expanding the Parks and Recreation Division's information and referral program;
- Developing additional public information brochures and maps;
- Making public presentations to Gresham residents;
- Involving residents in open space stewardship programs; and
- Expanding public involvement in parks and recreation planning.



Since 1988, the total acres per full time maintenance employee has doubled.



Master Plan recommendations provide for effective and economically sound management of public resources.



Costs of facility improvements to meet community needs to 2010 are \$46 million.

FIVE-YEAR FUNDING PLAN

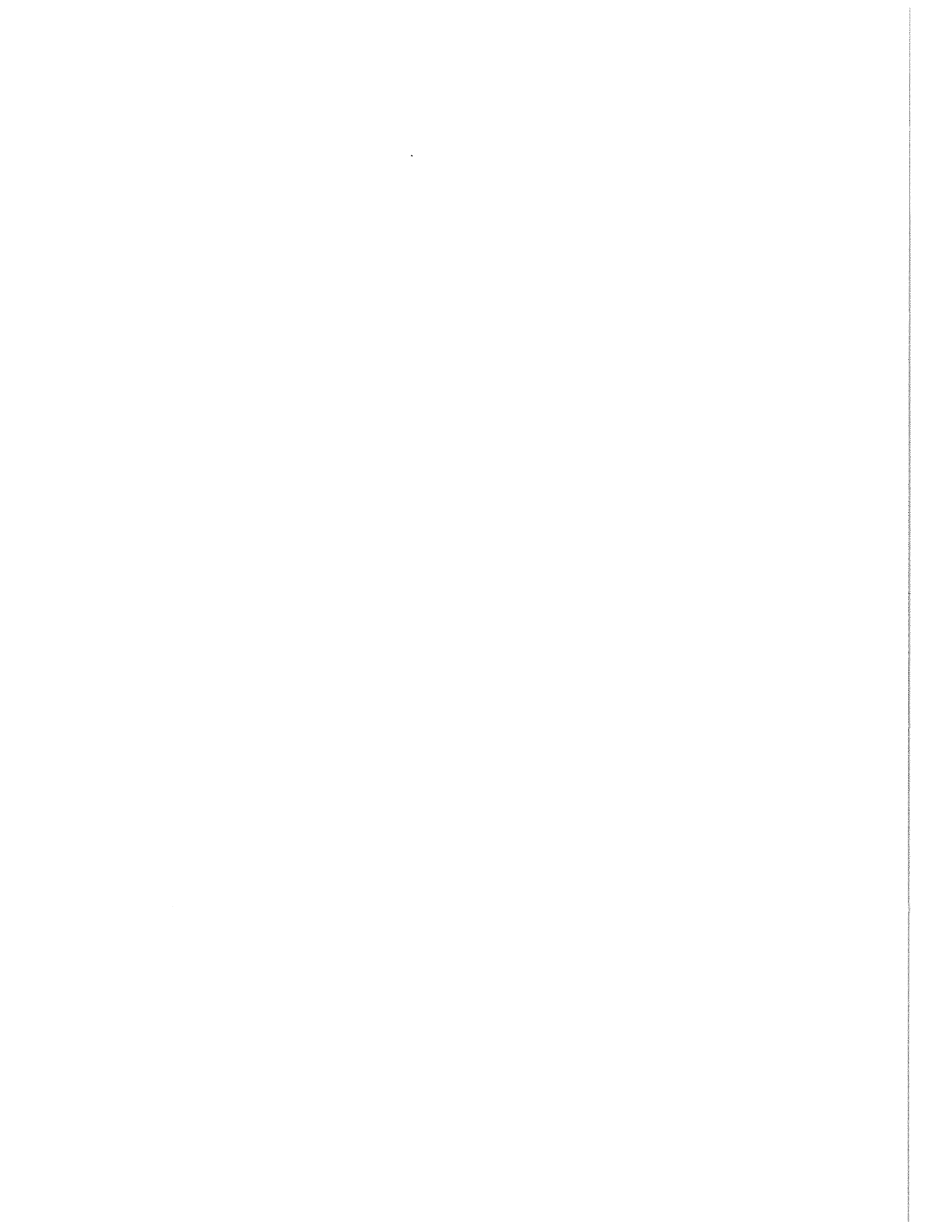
Priority improvements for facilities, recreation services, maintenance and management are identified in a five-year funding plan. These proposed improvements reflect the highest needs of Gresham residents identified throughout the community involvement process. Priority is also given to those improvements which support the goals of other City and regional planning efforts, such as SCORP, the Region 2040 Plan, the Metro Greenspaces Program, Envision Gresham, and the City of Gresham Downtown Plan.

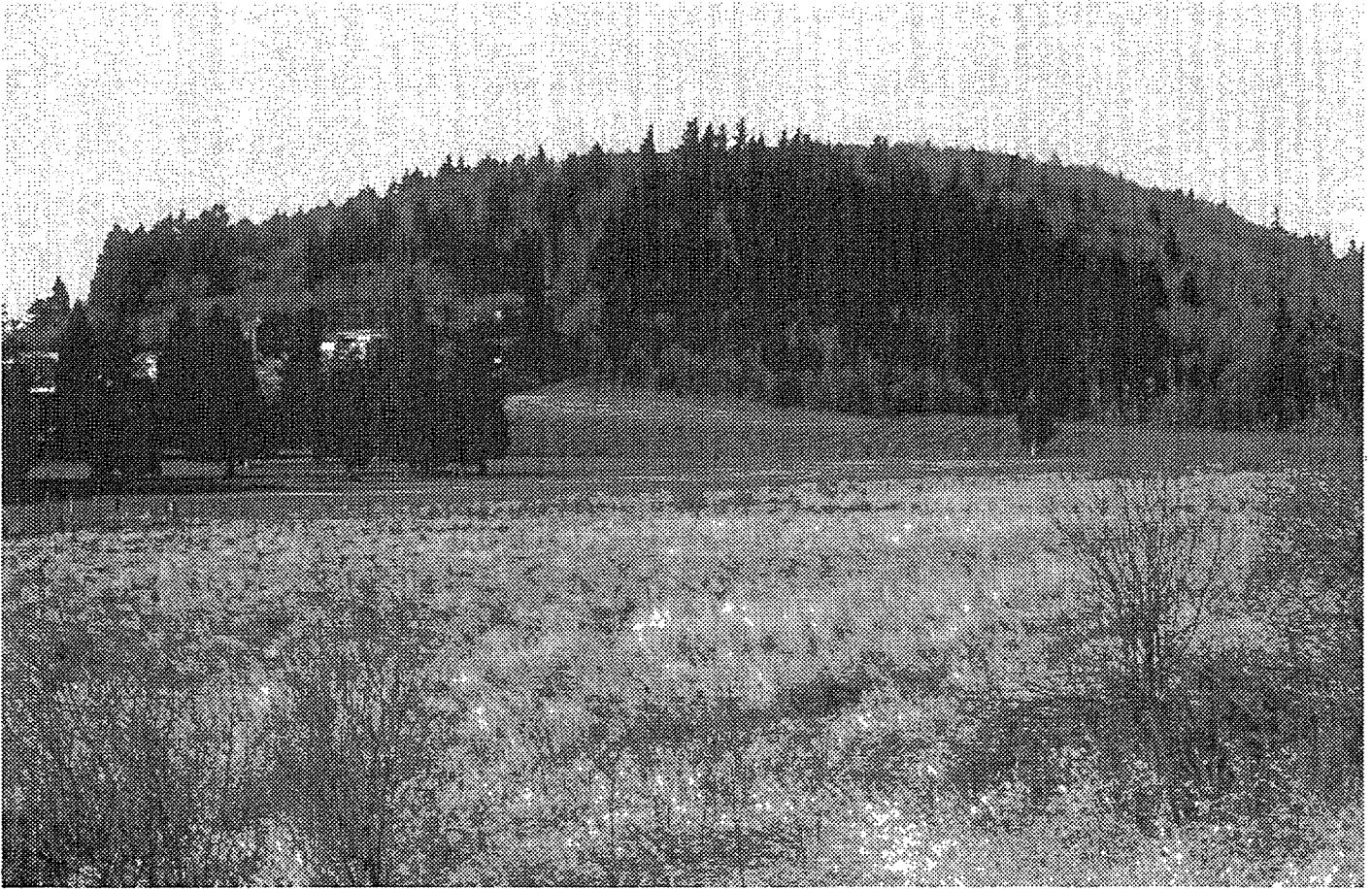
The implementation of proposed priority improvements will make a significant positive impact on the community's livability, through the personal, social, environmental, and economic benefits they will provide, but not without cost. Anticipated funding costs are outlined for all improvements. The total estimated cost for providing proposed facility improvements to meet the needs of the community to the year 2010 is estimated at over \$46 million. Anticipated maintenance costs have been calculated for all facility improvements, and are presented in the Master Plan. Additional staffing and service outsourcing will also be required to deliver the proposed level of facilities and services.

Potential funding sources and strategies are identified for providing needed facilities and services. These include the expansion of sponsorships, partnerships, and volunteer services; the creation of a nonprofit trust or special recreation district; increasing user fees; general fund monies; and grants and donations. The development of a bond measure and/or a tax base to support Parks and Recreation services is highly supported by the Parks and Recreation Citizen Advisory Committee and the Master Plan Subcommittee. The results of the Master Plan Telephone Survey indicate that this initiative may also be supported by a majority of Gresham residents.

Part I
Community Needs







1 INTRODUCTION

The City of Gresham's goal is to become Oregon's most livable city. In a recent statewide survey, Oregonians reported that natural beauty and recreation opportunities, sense of community, and the environment were the qualities of Oregon life they valued most highly. To provide these experiences to Gresham's residents, parks, open space, and recreation services have an important role to play now and in the future.

In the City of Gresham, protecting and enhancing the natural environment and providing recreational opportunities is the mission of the Parks and Recreation Division:

The Mission of the Gresham Parks and Recreation Division is to offer facilities and programs that invite the public's use. Our efforts shall enhance Gresham's quality of life through the significant benefits provided by recreation. We take an active role in delivering park and recreation services in a cost-effective manner. We strive to offer fully accessible services in partnership with others, encouraging volunteer involvement.

Parks, open space, and recreation services play an important role in shaping Gresham's future.

Purpose of the Master Plan

To achieve its mission, the Parks and Recreation Division is committed to a management strategy that is benefits-based. This newly emerging strategy ties parks and recreation services to broader social issues. The Master Plan identifies the personal, social, economic, and environmental benefits of parks and recreation that are most important to Gresham residents. The Master Plan describes how the City will provide parks and recreation opportunities to residents for the next 15 years – from 1995 through 2010, and builds on the 1988 Parks and Recreation Master Plan. Priority is given to those improvements which maximize benefits to residents and support the goals of other important City and regional planning efforts, such as the Region 2040 Plan, the Metro Greenspaces Program, Envision Gresham, and the City of Gresham Downtown Plan.

The Master Plan describes how the City will provide parks and recreation opportunities to residents through the year 2010.

During the year-long planning process that began in Summer 1994, community members of all ages and abilities, Parks and Recreation Citizens' Advisory Committee members (PRCAC), and members of the Master Plan Citizen Subcommittee helped shape this plan by:

- Evaluating current *services and operations* of the Parks and Recreation Division;
- Evaluating *current and future community needs* for parks, recreation services, open space, and trails;
- Identifying the *benefits* that Gresham parks and recreation opportunities provide to residents; and
- Developing recommendations and an *action plan* for the future that will provide the greatest benefit to residents.

Master Plan Objectives

During a series of initial meetings, Parks and Recreation Division staff, PRCAC members, community members, and staff from other City departments were asked to identify the key issues that the Parks, Recreation and Open Space Master Plan should address. These objectives guided the Master Plan development and included the following:

- Provide a variety of meaningful community involvement opportunities during the development of the Master Plan to reach as many citizens as possible;
- Plan to serve an expanding and changing population;
- Ensure coordination with other City and regional planning efforts;
- Develop a plan that will protect the environment;
- Plan for sufficient facilities maintenance;
- Address public safety issues;
- Consider current community needs and interests rather than traditional services;

- Address the recreational needs of residents who may be presently uninvolved or may have limited access to parks and recreation;
- Provide strategies to involve community members in park stewardship on an ongoing basis;
- Create partnerships to increase funding, expand facility use, and improve recreational opportunities; and
- Recognize that the Parks and Recreation Division's organizational structure will change.

This document describes Gresham residents' vision for the future of our City's parks, open space, trails, and recreation services.

*This Master Plan is
our vision for the
future.*







2 TRENDS AND FACTS

The character of Gresham is defined by our environment and the people that live here. This chapter describes our community and changes that are expected in the Gresham population. This information is important when forecasting future parks and recreation needs.

Community Profile

Gresham is the fourth largest city in Oregon. Although it is situated just east of Portland, Oregon's largest city, Gresham has a predominantly residential character. Its location, with the Mount Hood National Forest to the east and the Columbia River to the north, allows residents to enjoy some of Oregon's most significant natural resources.



The City covers a land area of about 22 square miles and includes natural features that are important to local residents and to the region. Because of the commitment of Gresham residents, many of Gresham's diverse natural features, including wetlands, riparian areas, forested uplands and buttes, are protected as public open space. Greenways such as Butler Creek, Kelly Creek, Johnson Creek and Fairview Creek are locally protected. The greenways provide habitat for a variety of

*The City of Gresham
is an important
regional center in
the Portland
Metropolitan area.*

native plants as well as birds and other wildlife. The improved water quality and other environmental benefits that greenways provide make these areas important regional recreation and natural resources. Other types of vegetation and wildlife can be found on the steep, wooded areas of Gresham Butte, Towle Butte, Hogan Butte, Butler Ridge, Grant Butte, and Jenne Butte. These buttes rise to about 1,000 feet in elevation, and are Gresham's natural landmarks. Along with Mt. Hood and, on clear days, Mount St. Helens, the buttes provide residents with scenic views.

Downtown Gresham is located near the northern base of Gresham Butte, and at the northern turn of Johnson Creek and the Springwater Trail. The thriving Historic Downtown owes much of its success to the successful integration of the built environment with Gresham's beautiful, natural setting. Within minutes, residents can go from their favorite restaurant or shop, through Main City Park, and, following the Springwater Trail, enjoy the sights and sounds of nature flourishing along Johnson Creek.

Urban development in Gresham is a relatively recent phenomenon. Gresham began in the late 1800s as a berry farming community. The city flourished in the early 1900s when Portland's rail lines were extended east. In the 1980s, Gresham again experienced rapid growth, and the light rail line connecting Portland and Gresham was completed. As recently as 1960, the City's population was just under 4,000. In the brief period between 1978 and 1991, Gresham's population increased from 28,850 to more than 71,000. Today, the Gresham economy is primarily service and retail based, and few signs of its agricultural heritage remain.

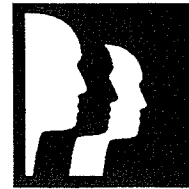
Recently several large, high-technology industries have moved to Gresham. These industries indicate a trend for future economic development in Gresham. These major employers, along with others who will move into the community in the future, are creating a strong economic base for our City.

Metro's 2040 Long Range Plan for the Portland metropolitan area and the City of Gresham's 2020 Vision Plan have envisioned higher density development, improved access to transit, and less reliance on the automobile for Gresham. The City will become an important regional center in the Portland Metropolitan area. For the future parks and recreation system, providing accessible parks and recreation services and protecting natural areas will be even more critical to balance higher density development and maintain the livability that we enjoy today.

Demographic Profile

To help determine future community needs, anticipated changes in the City population were studied. The following are the most important facts and trends:

- The population will increase dramatically, **almost doubling** from 68,235 in 1990 to 124,595 in 2010.
- Households will become **smaller and more diverse**. Diverse households which vary from traditional nuclear families include two-working parent households, single adults living alone, and single-parent households.
- Gresham residents are less likely to own their homes and **more likely to rent** than residents of the greater Portland area. Higher density rental housing increases the need for parks and recreational opportunities.
- In addition to traditional nuclear families, the Parks and Recreation Division will need to address the needs of:
 - People living in nursing homes and foster care homes;
 - Single parents;
 - Persons living alone; and
 - People with disabilities.
- There is a **large anticipated increase** in the number of Gresham households earning \$50,000 or more, from 21% of households in 1990 to 51.6% in 2010. This may be due to a rise in two-income households, many of whom may need childcare.
- The cultural and ethnic composition of Gresham will become **more diverse** in the next 15 years, with rapid growth expected among the Asian population, Hispanic population, and African-American population.

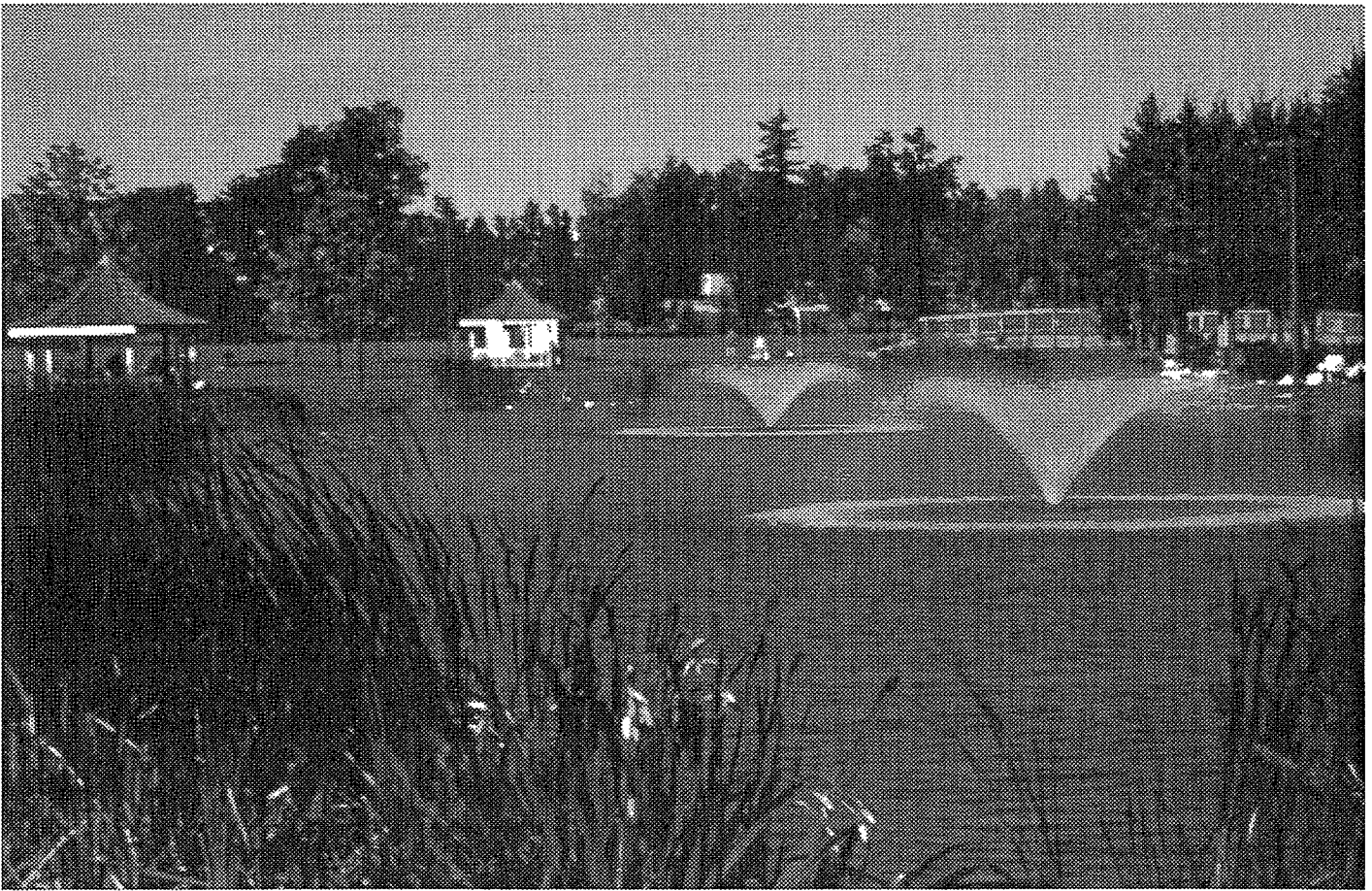


Gresham's population will grow dramatically and become more diverse.

Summary

As the City's population grows and becomes more diverse, parks and recreation services must also grow and change to meet the needs of the community. An abundance and tremendous diversity of natural features are here for all Gresham residents to enjoy. These natural resources are an important foundation of the community, contributing to a quality of life that people value and attracting future growth and development. The growth of our community has increased our parks, open space, and recreation needs. In turn, the Parks and Recreation Division has a pivotal role to play in shaping the changing character of the City. With continued community support, our resources will be protected for the enjoyment of future generations





3

RESOURCE INVENTORY AND EVALUATION

To determine future needs, we must understand our current parks and recreation system. An evaluation of the current system was completed, including:

- Parklands and recreation facilities;
- Recreation programs and services; and
- Management and operations.

Parklands and Recreation Facilities

Guided by the 1988 Master Plan, the Gresham Parks and Recreation Division has expanded parklands, including neighborhood parks, community parks and open space in an effort to meet community needs. A variety of parklands and recreation facilities are now provided or are proposed. Table 1 provides definitions of parkland facilities that are addressed in the Master Plan (page 11).

As of August 1995, the City of Gresham had 885 acres of parkland. This includes 15 neighborhood parks and 7 community parks. Four neighborhood parks and 4 community parks are currently undeveloped.



Gresham has expanded parklands in an effort to meet community needs.



Also included in the City's total parkland acreage is 649.9 acres of open space obtained for present and future generations through the City's successful open space acquisition program. The Springwater Trail Corridor, which is managed by the Parks and Recreation Division and owned by the City of Portland has also been included. Currently, residents can hike, bicycle, skate, or ride horseback on approximately 6 miles of trails. However, with the expected population increase to 124,000 residents in 2010, additional parks, open space and recreation facilities of every type will be needed.

To determine future needs for parklands and recreation facilities, a facilities inventory and evaluation was conducted. The study includes the following:

- *Facilities Inventory:* An inventory of existing and proposed parklands and recreation facilities;
- *Facility Needs Assessment:* An evaluation of future facility needs; and
- *Evaluation of Existing Facilities:* An evaluation of the condition of existing City neighborhood and community parks.

FACILITIES INVENTORY

The facilities inventory includes the following:

- *Neighborhood and Community Parks:* These are developed or partially developed neighborhood and community parks provided by the Parks and Recreation Division.
- *Proposed Facilities:* These are *proposed* City of Gresham recreation facility improvements which are included in the Parks and Recreation Division's *1996-2001 Capital Improvement Program*. Both *funded and unfunded* facilities are included.
- *Open Space:* This inventory lists natural areas owned by the Parks and Recreation Division as well as the Gresham portion of the Springwater Trail Corridor. The Springwater Trail is managed by the Parks and Recreation Division and owned by the City of Portland.
- *Other Open Space:* In addition to the Parks and Recreation Division's open space areas, other parklands which partially serve the needs of Gresham residents and provide wildlife habitat are inventoried. This includes nearby parks operated by other jurisdictions, private open space, cemeteries, reservoirs, and golf courses.
- *Facilities Operated by School Districts and Non-profit Organizations:* School districts and non-profit organizations provide a significant number of recreation facilities. These facilities are included in the inventory.

The inventory of parklands and recreation facilities is provided in Appendix A.

Parks, open space, and recreation facilities were inventoried.



**Table 1
Parkland Definitions**

Type of Facility	Definition	Benefits	Size	May Include	Does Not Include	Maintenance Level and Standard ^a
Neighborhood Park	Small park located within biking and walking distance of users. Includes Pocket Parks in denser urban areas, which are usually less than 1 acre.	<ul style="list-style-type: none"> ◆ Provides ACCESS to basic recreation opportunities for nearby residents of all ages ◆ Contributes to NEIGHBORHOOD IDENTITY 	1 to 13 acres	<ul style="list-style-type: none"> ◆ Children's play areas ◆ Sports facilities ◆ On-street parking ◆ Portable restrooms, when needed ◆ Public art ◆ Picnic areas ◆ Paths ◆ Lighting ◆ Lawn ◆ Community gardens 	<ul style="list-style-type: none"> ◆ Recreational facilities intended for large groups, i.e. sports tournaments ◆ Off-street parking ◆ Permanent restrooms 	Frequent to very frequent (NRPA Mode III), to maintain the appearance and functional use of facilities and support public safety
Urban Plaza	Multi-purpose paved area within high density urban developments and along transit corridors. Includes town squares.	<ul style="list-style-type: none"> ◆ Provides for the DAY-TO-DAY RECREATIONAL NEEDS of nearby residents and employees, as well as shoppers, transit-users, and recreators ◆ Provides space for COMMUNITY EVENTS ◆ Balances HIGH DENSITY development ◆ Communicates NEIGHBORHOOD CHARACTER 	Less than 1 acre	<ul style="list-style-type: none"> ◆ Multi-purpose paved areas ◆ Children's play areas ◆ Public art/Fountains ◆ Landscaping ◆ Seating ◆ Multipurpose performance space ◆ Small scale sports facilities, such as basketball hoops 	<ul style="list-style-type: none"> ◆ Recreational facilities that invite intensive or large group use, such as sports fields ◆ Off-street parking ◆ Lawns 	Very frequent (NRPA Mode I), to maintain the appearance and functional use of facilities and support public safety
Community Park	Larger park that provides active and passive recreational opportunities for all city residents. Accommodates large group activities.	<ul style="list-style-type: none"> ◆ Provides a variety of ACCESSIBLE RECREATION OPPORTUNITIES for all age groups ◆ Provides ENVIRONMENTAL EDUCATION opportunities ◆ Serves RECREATION NEEDS OF FAMILIES ◆ Provides opportunities for COMMUNITY SOCIAL ACTIVITIES 	13 to 50 acres	<ul style="list-style-type: none"> ◆ Children's play areas ◆ Competitive sports facilities ◆ Off-street parking (must include) ◆ Permanent restrooms ◆ Public art/Fountains ◆ Single and group picnic areas ◆ Paths ◆ Lighting ◆ Natural areas ◆ Botanical gardens ◆ Community centers ◆ Amphitheaters ◆ Festival space ◆ Swimming pools ◆ Interpretive facilities 	<ul style="list-style-type: none"> ◆ Permanent portable restrooms 	<p><i>Developed Areas</i> Very frequent (NRPA Mode II), to maintain the appearance and functional use of facilities and support public safety</p> <p><i>Natural Areas</i> Periodic (NRPA Mode IV), to support the natural character of the area, maintain functional use of facilities, and provide fire and hazard mitigation to support public safety.</p>
Open Space	Area of natural quality for protection of natural resources, nature-oriented outdoor recreation and trail-oriented activities. Includes greenways, which are linear open spaces along significant waterways.	<ul style="list-style-type: none"> ◆ Provides opportunities for REST AND RELAXATION ◆ Protects valuable NATURAL RESOURCES ◆ Protects WILDLIFE ◆ Contributes to the ENVIRONMENTAL HEALTH of the community 	Sufficient size to protect resources	<ul style="list-style-type: none"> ◆ Trails ◆ Trailhead amenities, such as small scale parking, portable restrooms, bike racks, trash enclosures, and picnic areas ◆ Benches ◆ Interpretive signs ◆ Native plants 	<ul style="list-style-type: none"> ◆ Facilities that do not directly support nature- and trail-oriented passive recreation ◆ Ornamental plants ◆ Lawns ◆ Parking (in greenways) 	Periodic (NRPA Mode IV), to support the natural character of the area, maintain the functional use of facilities, and provide fire and hazard mitigation to support public safety
Trails and Connectors	A public access route for commuting and recreational activities, such as walking, running, biking, skating, skateboarding, or horsebackriding. Includes sidewalks, bikeways, multi-use trails and paths.	<ul style="list-style-type: none"> ◆ Provides opportunities for REST AND RELAXATION ◆ Provides opportunities for TRAIL-ORIENTED ACTIVITIES ◆ Reduces AUTO-DEPENDENCY ◆ Connects COMMUNITY FACILITIES 	Sufficient size to protect resources and accommodate activities	<ul style="list-style-type: none"> ◆ Trails ◆ Walk-in trailheads ◆ Benches ◆ Interpretive signs ◆ Native plants 	<ul style="list-style-type: none"> ◆ Facilities that do not directly support nature- and trail-oriented passive recreation ◆ Ornamental plants ◆ Lawns 	Frequent to periodic (NRPA Mode III for Springwater Trail, NRPA Mode IV for other trails), to support the natural character of the area, maintain the functional use of facilities, and provide fire and hazard mitigation to support public safety

^a NRPA modes are described in Chapter 6 under Maintenance (page 77).

Reference:

Park Maintenance Standards, National Recreation & Park Assoc. (NRPA), 1986.

FACILITY NEEDS ASSESSMENT

The availability of park and recreation facilities and their ability to meet the recreational needs of the community is usually measured by *facility standards*. These standards are expressed quantitatively by the number of facilities needed to serve a certain number of residents (e.g., 15 acres of parkland per 1000 population, 1 soccer field per 2000 population, etc.).

To determine future facility needs, the amount of parkland acreage and number of recreation facilities provided in Gresham was compared to:

- The standards recommended in Gresham's 1988 Parks and Recreation Master Plan; and
- National standards recommended by the National Recreation and Park Association (NRPA).

The national standards were further refined to address regional recreation needs by comparing them with standards for comparable communities in Oregon and Washington.

Based on this evaluation and the results of the community involvement process, recommendations for Master Plan parkland and recreation facility standards were proposed. After review by community members, these standards were used to calculate anticipated community needs for the year 2010.

Tables 2 and 3 summarize the *recommended facility standards* for each type of parkland and recreation facility for the years 1995-2010 (pages 14 and 15). Based on these recommended standards, and the existing level of service, the anticipated community need is presented. It should be noted that the existing level of service for recreation facilities includes school facilities, many of which are in substandard condition, and may not adequately meet community needs (Table 3). Projected community needs are based on an estimated population of 124,000 by the year 2010. The Total Need 2010 represents additional community needs if all currently proposed projects, including those that are *unfunded*, are completed.

For parklands, no standards are proposed for urban plazas and trails (Table 2). Urban plazas should be provided in areas of high density development where neighborhood parks cannot be provided. Since trail-related activities are the most popular recreational activities among Gresham residents, it is recommended that trail opportunities be maximized while preserving natural resources. Trails have not yet been developed in most of the City's newly acquired open space.

Future needs were determined based on an estimated population of 124,000 by the year 2010.

**Table 2
Parkland Standards**

Facility	Existing Level of Service	Recommended Standards	Total Additional Need ^b 2010
		1995 Master Plan	pop. 124,000
Neighborhood Parks	11 parks @ 77.4 ac 1.04 ac/1000	1.3 acres/1000	60.4 acres
Urban Plazas	0	as needed to balance urban density	TBD
Community Parks	3 parks @ 46.2 ac .62 ac/1000	2 acres/1000	113.7 acres
Open Space	8 sites @ 649.9 ac ^a 8.8 ac/1000	10 acres/1000	470.1 acres
Trails and Connectors	0.07 mi/1000 5.8 miles	1/2 mile radius system connects facilities	TBD
Total	773.5 acres	13.3 ac/1000	644.2

^a Includes city owned open space and the Springwater Corridor, which is owned by the City of Portland.

^b Estimated population based on a straight line projection of projected rate of growth based on 1990 census.
Current population is based on approximated 1994 population.

TBD To be determined

**Table 3
Recreation Facility Standards**

Facility	Existing Level of Service ^A	Recommended Standards	Total Additional Need 2010 ^C pop. 124,000
		1995 Master Plan	
Softball Fields	19 1/3900	1/3000	18
Baseball Fields	42 1/1800	1/2500	5
Soccer Fields	34 1/2200	1/2000	18
Football Fields	11 1/6700	1/10,000	1
Running Tracks	11 1/6700	1/10,000	1
Basketball Courts	56 ^B 1/1300	1/1500	21
Tennis Courts	22 1/3400	1/4000	3
Play Equipment	23 1/3200	1/2500	22
Group Picnic Areas	2 1/37,000	1/10,000	8
Swimming Facilities	5 1/14,800	1/20,000	1
Botanical Gardens	1 1/74,000	ns	—
Amphitheaters	0	1/25,000 small 1/50,000 large	5 small 2 large
Community Centers	1 center 1/74,000	1/15,000	6

^A Includes school facilities, many of which are in substandard condition.

^B Full court = 1 facility; half court = .5 facilities.

^C Projected estimated population based on a straight line projection of projected rate of growth based on 1990 census.

ns No standard.

EVALUATION OF EXISTING FACILITIES

A site and facility evaluation was conducted by Parks and Recreation Division staff and the consultants in Fall 1994. The purpose of this task was to evaluate the current condition of parkland facilities. Prior to the evaluation, a survey form was prepared. Thirteen types of facilities were evaluated. These included:

- Buildings/Restrooms/Structures
- Sports Fields and Facilities
- Play Equipment
- Safety Surfacing (for play equipment)
- Site Furnishings
- Exterior Lighting
- Paths/Paving/Trails
- Signage
- Irrigation Systems
- Drainage Systems
- Vegetation
- Turf
- Parking

*Gresham's older
parks need
renovation to
continue to meet
residents' needs.*

General Findings

All parks are generally well maintained. Vegetation and turf appear well cared for, except where irrigation is not provided. Although a high level of vandalism is reported in certain facilities, damage is promptly repaired. Few signs of vandalism or litter are evident.

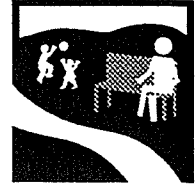
Major problems found during the site evaluation include:

- Aging facilities that require replacement, such as:
 - Children's play areas; and
 - Site furnishings;
- Sites that need redesign or development, such as:
 - Main City Park;
 - Thom Park; and
 - Pat Pfeifer Park;
- The need to establish Parks and Recreation Division design guidelines and standard construction details to guide future planning and design;
- The need to establish Parks and Recreation Division maintenance standards;
- Safety issues, such as designs that may encourage vandalism and crime, and safety hazards in children's play areas; and
- Accessibility improvements needed to meet Americans with Disabilities Act (ADA) requirements.

Addressing these issues should be a high priority during Master Plan implementation.

Neighborhood Parks

Neighborhood parks are in fair to good condition. Many sites have mature vegetation which creates a pleasant recreation setting. Most sports facilities are in adequate to good condition. However, other facilities, such as site furnishings and play equipment, are in poor condition and require replacement. Some parks, such as Thom Park and Butler Creek Park, are inviting sites for vandalism and crime because of poor visibility from the street. In addition, several parks, such as Columbia View, Davis, Hollybrook, Kirk, and North Gresham, are undeveloped or only partially developed. A plan that addresses neighborhood park improvements as well as new development is needed. When sites are improved or redeveloped, the Parks and Recreation Division should address visibility and other factors that affect community safety.



Community Parks

The three developed community parks illustrate the range of conditions that can be found in Gresham parks:

- *Red Sunset Park:* The award-winning Red Sunset Park is in very good condition overall, and represents the highest standards found in the Parks and Recreation System. The park was completed in 1990.
- *Main City Park:* Main City Park is in poor to fair condition. The park was developed in the late 1960's. Some sports facilities at Main City Park are in very good condition and valuable natural areas can be found along Johnson Creek. However, extensive redesign and renovation is needed for most design elements, such as the play area, group picnic areas and landscaping. The former City maintenance shop is presently empty and should be renovated for future use. The natural areas also need restoration. Main City Park is periodically used for community cultural events and concerts. However, the park was not specifically designed for these purposes. Improvements could greatly enhance the site's ability to accommodate cultural events, bringing residents together as a community.
- *Pat Pfeifer Barrier-Free Park:* Pat Pfeifer Barrier-Free Park is in very poor condition. This park was acquired from Multnomah County in 1987, and is far below the City's current standards. Facility improvements could improve the function of both the park and the adjacent Police Activities League Youth Center.



The current condition of our three developed community parks ranges from very poor to very good.

The condition of community parks that serve a broad population base is very important in meeting the recreational needs of residents. The benefits provided by high quality facilities include building community pride and contributing to the quality of life in Gresham. Therefore,

improvement of community parks is needed and should be a high priority.

Further information about existing Parks and Recreation Division facilities is provided in the *Master Plan Facilities Inventory and Site Evaluation* report, which is available from the Parks and Recreation Division.



Recreation Programs and Services

In the past, the Parks and Recreation Division has focused on providing *facilities* and has played a relatively minor role in providing recreation *programs*. However, citizens indicated a strong interest in increasing the availability of recreation programs in Gresham during the Master Plan community involvement process.

The Recreation Program Evaluation component of the Master Plan process includes:

- An inventory of available recreation programs;
- A survey of comparable cities in Oregon and Washington; and
- An assessment of community needs for recreation programs and services based on the community involvement process and interviews with Parks and Recreation Division staff.

RECREATION PROGRAM INVENTORY

To date, the Parks and Recreation Division has *not directly* provided recreation programs. It has served primarily as a facilitator, providing marketing and/or facilities in partnership with other agencies that provide recreation programs serving Gresham residents. The City has provided partial financial support for *only one recreation program*, the Summer Fun Program. This six-week youth recreation program is administered and operated by the YMCA. Other youth and adult sports programs are provided through partnership efforts (Appendix B). The Parks and Recreation Division added its first half-time Recreation Coordinator position in September 1994.

A number of other agencies provide recreation programs to residents. In June 1994, a survey of *public and nonprofit* recreation services providers was conducted to:

- Determine the recreation programs available in the Gresham area; and
- Identify unmet recreational needs.

A survey was mailed to 44 agencies. These included 26 primary providers which were identified as key recreation and/or human service agencies. From these, twenty-three responses were received. The eighteen other agencies selected were identified as secondary providers

Recreation program providers were surveyed to identify available programs and unmet community needs.

which deliver related human services and which might be important networking agencies in the future. Ten of these agencies responded.

Most of the agencies each serve over 500 participants annually. Of the programs offered by primary providers, about half are year-round and the other half seasonal. Many of the seasonal programs are sports-related. Among secondary providers, most programs are year-round. Most primary providers offer youth sports and educational programs. Among secondary providers, most stated that they provide *educational or community service* programs.

The recreation program inventory is provided in Appendix B.

COMPARISON TO OTHER CITIES

Table 4 compares the level of recreation services provided by the City of Gresham with those provided by other cities in Washington and Oregon (Page 21). Findings include:

- The Gresham Parks and Recreation Division is understaffed in comparison to the agencies surveyed.
- Gresham provides far fewer recreation services than other cities of similar size.
- Through partnerships, the Parks and Recreation Division has reached a large number of residents with minimum expenditures. The recreation programs provided in part by the Parks and Recreation Division serve approximately 7,700 annually.
- Most comparable cities provide comprehensive recreation services serving all ages and abilities.
- Most cities use funds from property taxes, user fees, grants, and partnerships as funding sources for their recreation programs, and provide scholarships or sliding-scale fees to low-income residents.

Most comparable cities surveyed provide comprehensive recreation services for all ages.

Funding Sources


User fees are a primary funding source for all recreation programs in the other cities surveyed. Many of the programs are fully self-supporting. Four of the recreational agencies surveyed reported that all or most of their programs were self-supporting except for administrative costs. For the other agencies which supplied this information, the following was found:

- Most adult programs are 90% to 100% self-supporting.
- Senior programs are 50% to 100% self-supporting.
- Preschool programs are 35% to 75% self-supporting.
- School age programs are generally 50% to 90% self-supporting.
- Teen programs are 30% to 60% self-supporting.
- For the two agencies reporting information on *segregated* disabled programs, these programs are only 10% to 20% self-supporting.
- Swimming programs appear to be less fully self-supporting, but specific information was not available.

RECREATION SERVICES NEEDS ASSESSMENT

Besides youth sports, few recreation programs are available to Gresham residents (Appendix B). Major findings of the evaluation of recreation services indicate that:

Recreation services should be increased to meet community needs.



- Based on the evaluation of community need and demand, the Parks and Recreation Division should *expand recreation services*.
- Gradual program development should include *information and referral services, partnership efforts* to expand programs, and the development of *programs operated or co-administered by the City*.
- Program priorities should include programs for *children and youth of all ages, senior programs, and programs serving residents with disabilities*.
- To accomplish these goals, an *incremental increase in staffing* will be necessary.
- To some extent, recreation programs can be self-supporting.

**Table 4
Recreation Programs--Comparison to Other Cities**

	Service Area Population	# of Agency Recreation Program Staff		# of Programs			Ages & Abilities Served (check all that apply)								Program Funding Sources (check all that apply)					Assistance Programs (check all that apply)		
				Agency Recreation Programs	Contract Programs	Total Participants Served	Preschool	school age		Youth 10 - 14	Teens	Adult	Seniors	Disabled	Property Taxes	User Fees	Grants	Bond Measures/ Levies	Partnerships	Scholarships	Sliding Scale Fees	
								Before/ After School	Summer Programs													
City of Albany	40K	18	13	400+	2	35K	■	■	■	■	■	■	■	*	■	■	■	■	■	■	■	
City of Beaverton Tualatin Hills Park and Recreation District	165K	104	600+	3000	60	NA	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
City of Corvallis	55K	8	16	250	60	10K	■		■	■	■	■	■	*	■	■	■		■	■	■	■
City of Eugene	117K	29	300	2000	0	45K	■	■	■	■	■	■	■	■	■	■	■		■	■	■	■
City of Gresham ¹	74K	0	1	0	13	8K		■	■	■	■	■			■	■	■		■	■		
City of Hillsboro	60K	NA	NA	200	10	7K	■	■	■	■	■	■	■	*	■	■	■	■	■	■	■	■
City of Medford	50K	2.5	70	1000	7	1K			■	■	■	■	■	NA	■	■	■	■	■	■	■	■
City of Salem	140K	10	300	40	3	60K			■	■	■	■	■	*	■	■	■	■	■			■
City of Springfield Willamalene Park District	50K	26	450	1200	2	20K		■	■	■	■	■	■	*	■	■	■		■	■	■	■
City of Vancouver WA	65K	50	100+	1200	60	26K	■	■	■	■	■	■	■	**	■	■	■		■	■	■	■

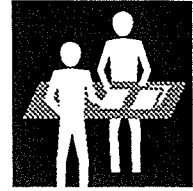
NA Information not available.

¹ Gresham's Parks & Recreation Division has not provided any direct recreation services; The data represents programs offered through partnerships.

For additional information, refer to the Recreation Program Evaluation, Appendix B.

* Integrated program
** Both integrated and segregated programs

Management and Operations



CITY OF GRESHAM

Gresham has a council-manager form of government. The city manager, hired by and reporting directly to the City Council, oversees all City departments and their staff. A nonpartisan mayor is elected by the citizens of Gresham. The city government is composed of seven departments which report directly to the City Manager. Table 5 illustrates the organization of Gresham's city government (Page 24).

DEPARTMENT OF ENVIRONMENTAL SERVICES

The Department of Environmental Services is responsible for providing Gresham residents with clean water, safe streets, waste and recycling services, stormwater management, and accessible parks and open space. Parks and Recreation is a Division of the Department of Environmental Services, along with the following:

- Water Services;
- Transportation;
- Sanitary Sewer and Wastewater Treatment Services;
- Solid Waste and Recycling Services; and
- Storm and Surface Water.

The Parks and Recreation Division also works with other city agencies, including the Police and Fire Departments, and the Community Development Department.

PARKS AND RECREATION DIVISION

Table 6 illustrates the organization of the Parks and Recreation Division (Page 25). Seventeen people are currently employed in the Parks and Recreation Division, three of whom are half time employees.

General staffing responsibilities include the following:

- *Facilities:* All planning, acquisition, design and public involvement for the development of parklands and recreation facilities is the responsibility of three full-time equivalent positions, including one full-time landscape architect, two half-time park planners, and a property acquisition specialist.
- *Recreation Services:* One half-time employee serves as Recreation Coordinator.
- *Management:* Currently, management of the Parks and Recreation Division is the responsibility of one full-time employee. Two full-time support staff provide administrative assistance to the Manager and all other Parks and Recreation Division staff.

Parks and Recreation is a Division of the Department of Environmental Services:

Table 5
City of Gresham Organization

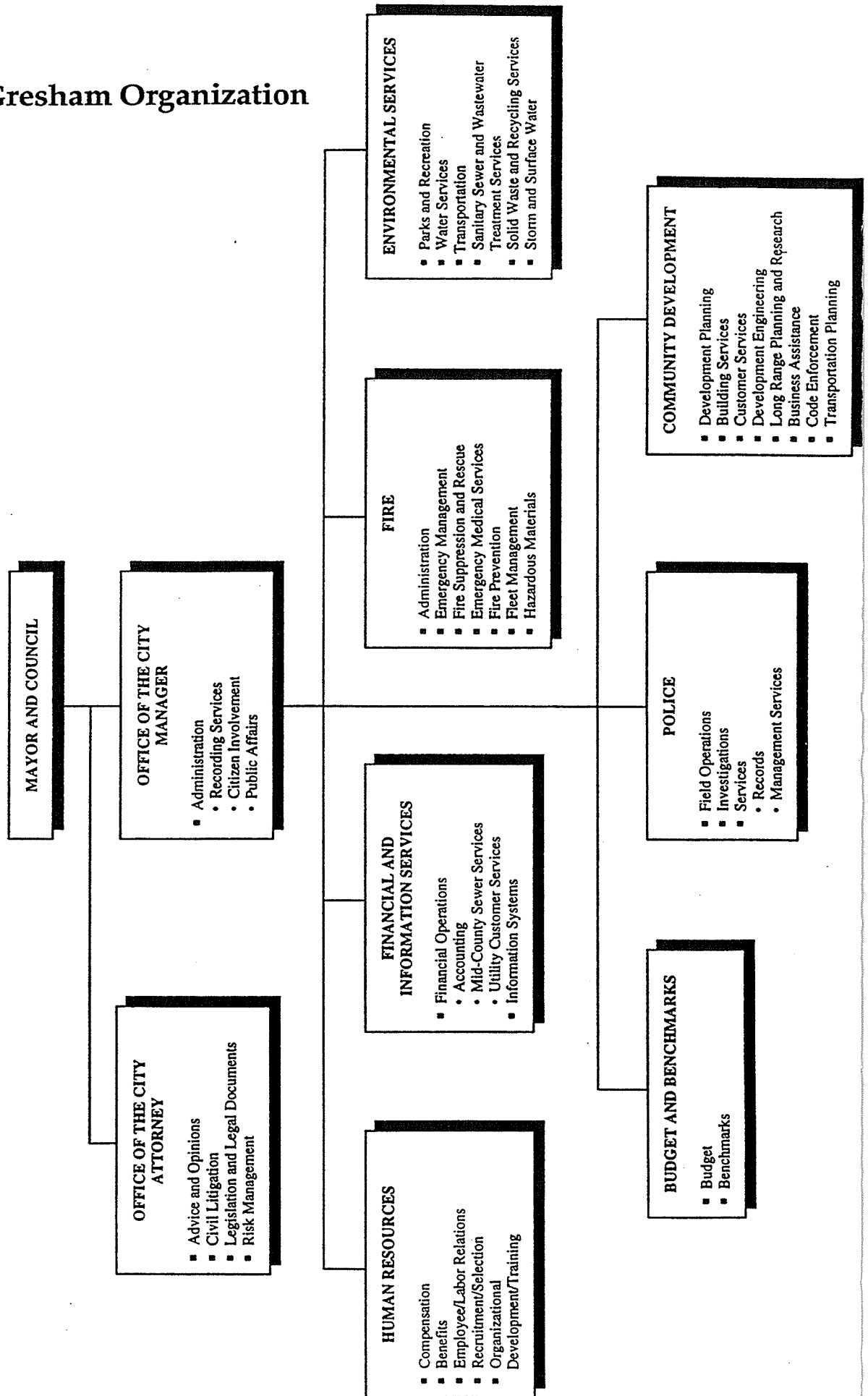
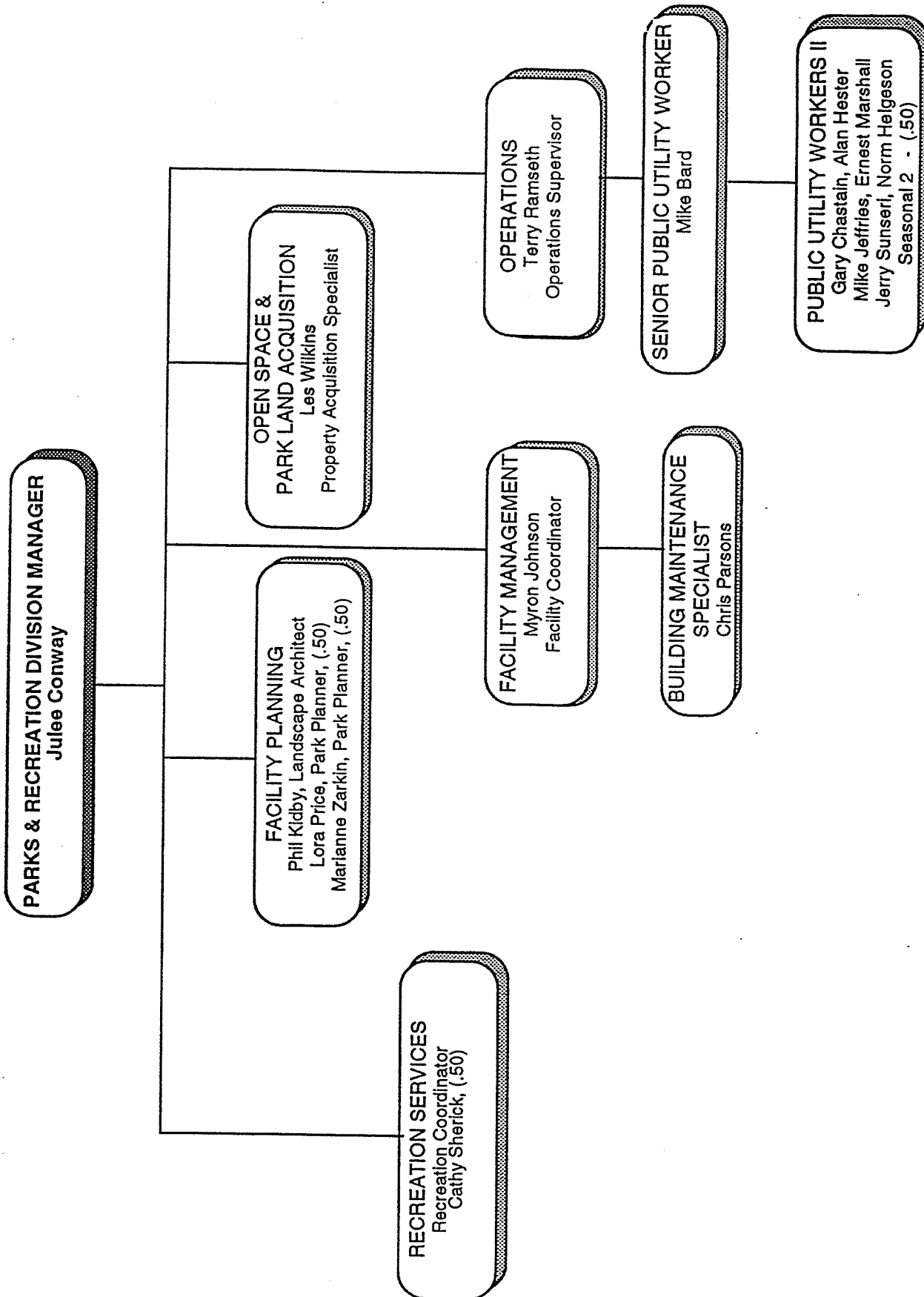


Table 6

Parks and Recreation Division Organization



- *Operations:* The maintenance and operation of all parklands and facilities are the responsibility of one full-time Operations Supervisor, one Senior Public Utility Worker and seven full-time employees. Two to four additional part-time maintenance staff are hired on a seasonal, as-needed basis. The buildings maintenance and facility management employees serve the entire city, and are supervised by the Parks and Recreation Division Manager.

EVALUATION OF CURRENT OPERATIONS

The Parks and Recreation Division did not exist when the 1988 Master Plan was written. Parks and recreation responsibilities were handled by two park planners, four parks maintenance staff, and one support staff. While staffing has increased since the 1988 Master Plan, the current staff level is low and is barely adequate to respond to day-to-day operations. Limited staff time is left for planning and the present level of staffing will not accommodate future expansion of programs and services.

*Staffing is
inadequate to meet
current needs.*

Another factor which limits the effectiveness of the Parks and Recreation Division is inadequate staff time for other important community services. These include:

- *Volunteer Coordination:* Due to the number of volunteer opportunities and agencies requesting volunteer projects, all staff participate to some degree in recruiting volunteers and organizing volunteer projects. Few policies are in place to guide volunteer involvement. Without a designated staffperson to assume responsibility, the effectiveness of these projects varies. Overall, the City is not receiving the greatest possible return from volunteers.
- *Community Involvement Opportunities:* Community involvement is planned for each project. Formal policies for community involvement that incorporate the commitment shown by Parks and Recreation Division staff are needed.
- *Public Information and Referral Services:* All staff provide information and referral, although this is not a formal service provided by the Parks and Recreation Division. Support staff handle many referral calls.
- *Management of Existing Facilities:* There is no City-wide management and reservation system for the many facilities used for community recreation, including Parks and Recreation Division facilities, school facilities, and others. This limits the effectiveness of this public service. Support staff make facility reservations for the Parks and Recreation Division facilities, such as sports fields and picnic shelters. The increasing demand for Parks and Recreation Division facilities is placing a larger burden on existing staff to provide this reservation service.

- *Public Safety:* The Parks and Recreation Division shares responsibility for public safety in parks, open space, trails and community centers with the City police and fire departments. In 1995, the Parks and Recreation Division developed a Park Ranger program, contracting with a private firm for park facility patrol. A Citizen Park Ambassador program was recently developed. The Park Ambassador program provides training to citizen volunteers who monitor park use and answer questions from park users. The Citizen Ambassador program is a joint effort of the Police Department and the Parks and Recreation Division. Both of these successful programs should be continued and expanded.

Two new programs were developed to address safety concerns.


Maintenance Staffing Levels

Of special concern is the increased workload of parks maintenance staff. Maintenance staffing levels have not increased to address the continued expansion and improvement of parklands and increased park use. Each full-time employee is currently responsible for the maintenance of twice as much parkland acreage as in 1988. Because of this increased workload, many Gresham parks are beginning to show the effects of reduced maintenance. In addition to maintaining parklands and recreation facilities, maintenance staff are also responsible for the maintenance of several other City facilities, such as City Hall and City parking lots in Downtown Gresham; park improvements and renovation; volunteer project assistance; response to citizen complaints; and construction inspection assistance. These other responsibilities, along with mandatory staff training, comprise about 25% of the maintenance workload.

The increased workload of maintenance staff is a concern.

If Gresham's existing parkland facilities were to be maintained to meet recommended national maintenance standards, an additional five full-time equivalent (FTE) positions would be needed, for a total of thirteen maintenance staff (Table 7). Costs are based on a facilities maintenance evaluation prepared by Parks and Recreation Division maintenance staff, and a review of parks maintenance practices in other cities in the area.

Improvements in parkland facilities, recreation services, maintenance, and management are needed.



SUMMARY

The evaluation of the current parks and recreation system helped to formulate Master Plan recommendations that reflect community values, needs and interests. Major findings of this evaluation include:

- More facilities of all types will be required to meet future needs;
- Many existing older facilities will need renovation;
- Recreation programs and services should be expanded to meet community demand;
- Outsourcing should continue to be utilized to optimize resources; and
- Improvements in management and operations will be required to provide cost effective and efficient services that meet future challenges.

Table 7

Current Maintenance Staffing Needs

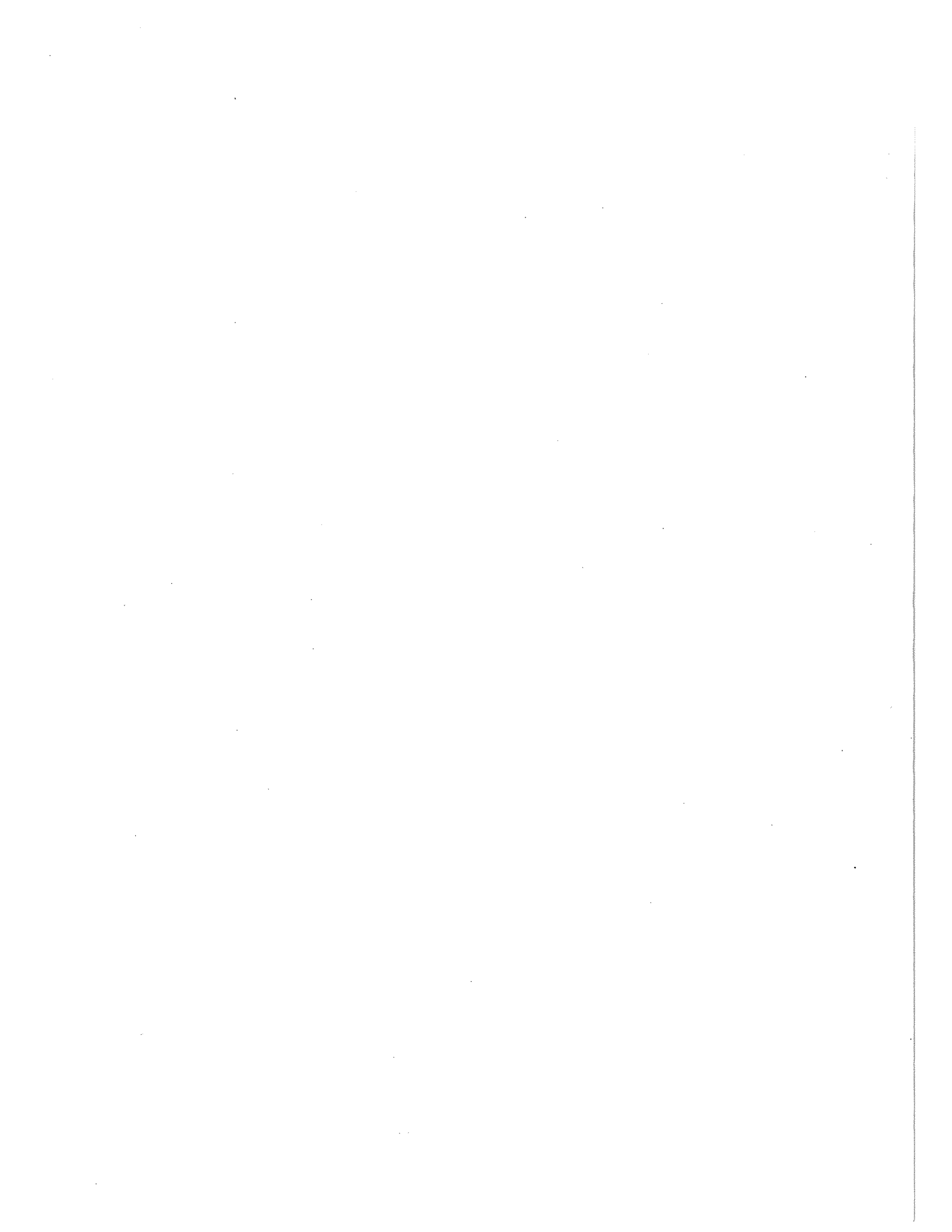
Facility	Maintenance Costs ^A	FTE Staff or Outsource Equivalent
Neighborhood Parks/Urban Plazas	\$201,990	
Community Parks	\$358,500	
Open Space	\$361,140	
Trails	\$13,075	
General Improvements	\$0	
Other ^B	\$233,676	
TOTAL NEED	\$1,168,381	13
Budget and Staffing Fiscal Year 95-96	\$816,679	8
Additional Need	\$351,702	5

^A Estimated costs to meet nationally recognized maintenance standards.

^B Includes:

- 1) Downtown parking lots and City Hall maintenance;
- 2) Park amenity improvements and installations;
- 3) Park renovation projects;
- 4) Volunteer project assistance;
- 5) Citizen response follow-up;
- 6) C.I.P. project review and inspection assistance;
- 7) Maintenance support for sport groups; and
- 8) Mandatory training.

All figures represent current 1995 dollars and do not account for inflation.





4

COMMUNITY INVOLVEMENT

To encourage citizen involvement in the development of the Master Plan, residents were provided many opportunities to express ideas and obtain information. These included public meetings, presentations, focus groups, youth forums, questionnaires, newsletters, and public information displays. To reach residents who might not otherwise participate, residents were also surveyed by telephone.

Residents were asked questions about:

- The benefits they receive from parks and recreation opportunities;
- Facility, operation, and recreation services improvements they feel are needed;
- Future planning priorities;
- How to fund improvements; and
- Their vision of the City of Gresham's future parks and recreation system.

More than 700 residents were involved in the development of the Master Plan.



A citizens'
subcommittee
reviewed Master
Plan findings and
developed
recommendations.

Community Involvement and Public Information

The following is a summary of community involvement and outreach efforts:

- *Interviews with Community Leaders:* Twelve interviews were conducted with community leaders in Gresham, including representatives from citizens' groups, public education, the medical industry, planning agencies, business, public safety, and cultural minority communities.
- *Community Workshops:* In October 1994, three workshops were held focusing on different geographical locations within the city: Downtown City Center, West Gresham, and East Gresham. An additional workshop was held in June 1995 to get community input on proposed Master Plan recommendations.
- *Diversity Focus Group:* A focus group workshop was conducted to identify the parks and recreation needs of residents with limited incomes, residents who represent the City's cultural diversity, seniors, and residents with disabilities. Discussion centered on how the Parks and Recreation Division could assure these residents the same level of access to and benefit from recreational opportunities enjoyed by all Gresham residents.
- *Other Presentations:* Several presentations on the progress of the Master Plan were made to the Gresham City Council, the Planning Commission and the PRCAC. The PRCAC Master Plan Subcommittee, composed of citizens appointed by the City Council, participated in five meetings to review Master Plan findings in-depth, make recommendations, and set planning priorities. Additional community involvement efforts included:
 - Questionnaires sent to an additional 40 human service providers;
 - *Do-It-Yourself Workshop Kits*, which were sent to Neighborhood Associations and 44 local civic organizations;
 - Two newsletters were widely distributed to inform residents of community involvement opportunities and progress made in developing the Master Plan;
 - Meetings with:
 - Gresham Butte Neighborhood Association;
 - North Central Neighborhood Association;
 - Elder Safety Coalition;
 - Gresham 2020 Action Planning Committee;
 - School District Superintendents from the 3 districts;
 - Community Policing Zone Commanders;
 - Community Policing East, West and Central Zone memberships; and
 - Gresham Senior Center.

- A Youth Involvement Guide was developed and distributed to school districts;
- Youth Forums were held with over 125 high school youth from Gresham-Barlow, Centennial, and Reynolds School Districts; and
- On three weekends in Spring 1995, a public information display was staffed at the Gresham Farmers' Market, where input on plan recommendations was obtained from hundreds of residents.

Over 125 high school youth contributed to the Master Plan.

FINDINGS

- Residents consider population growth to be the greatest challenge facing the City of Gresham.
- System-wide planning to meet the needs of anticipated growth is viewed as a key responsibility of the Parks and Recreation Division.
- Future planning should emphasize the provision of both recreation facilities and programs.
- To increase community livability, the Parks and Recreation Division must serve more diverse populations, identify strategies to improve public safety, and decrease the negative impacts of higher density development.
- Community involvement in Parks and Recreation Division planning and operations should be increased.
- The parks and recreation system should be inclusive, providing diverse recreational opportunities for all residents.
- Facility maintenance should be improved.

Telephone Survey

Major findings of the telephone survey of over 300 residents include the following:



FACILITY USE

Residents' use of parks, recreation services, open space, and trails has substantially increased since 1988, the date of the last Master Plan.

- Eighty-three percent (83%) of respondents have visited public parks, designated natural areas, or trails in Gresham in the last year.
- Walking/hiking (30%), children's play (14%), bicycling (11%), and picnic/barbecue (9%) are the most popular individual activities among residents.
- Trail-related activities considered as a group, including walking/hiking, running/jogging, dogwalking, bicycling, and roller-skating, are the most popular activities among Gresham residents (49%).
- By contrast, only 16% of Gresham residents reported participating in all team and spectator sports combined, such as volleyball, football, baseball, softball, basketball, and soccer.

FACILITY IMPROVEMENTS

Many residents would like to see improvements in parklands and in many types of recreation facilities. A large percentage of residents voiced support for improvements in:

- Senior centers;
- Community centers;
- Basketball courts;
- Botanical and/or community gardens;
- Swimming pools;
- Children's play areas;
- Outdoor concert areas;
- Tennis courts; and
- Natural areas and greenways.

Telephone survey participants were generally less supportive (50% to 53%) of improvements to sports fields (softball, baseball, soccer, and football fields) than improvements to other types of facilities.

RECREATION SERVICES IMPROVEMENTS

There is a very high interest in expanding recreation *programs and services* in Gresham.

- Each of the recreation programs included in the survey was rated by residents as important or very important at least 73% of the time, indicating a very high interest in the *expansion of recreation programming* in the City of Gresham.
- Recreation programs for people with disabilities (98%), youth sports (97%), teen activities (95%), wildlife and nature education (95%), and senior programs (95%) were most frequently identified as important or very important to residents.
- Over 90% of respondents rated recreation programs designed specifically for children (youth sports, teen activities, and after school programs) as important or very important.

There is a very high interest among residents in expanding recreation programs and services.

FUTURE PLANNING DIRECTIONS

Residents felt the following planning directions should be given highest priority by the Parks and Recreation Division:

- Developing recreation programs in partnership with schools and other agencies (this objective received the highest rating);
- Improving older existing parks;
- Increasing park security and supervision; and
- Acquiring more land in order to protect natural areas and expand greenways.

Developing major buildings, such as community centers and senior centers received a lower rating than other planning directions.

Developing parks and plazas in business centers received the lowest level of public support. However, these strategies were still rated as a *high or medium priority* by over half of the survey respondents.

FUNDING

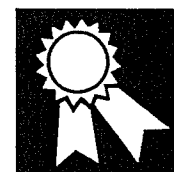
Each of the potential funding sources for parklands and recreation facilities improvements included in the survey was supported by a *majority* of respondents. The percent of respondents who either strongly supported or supported the funding source is shown in parentheses. The sources, listed in order from most supported to least supported, include:

- *Sponsorship* of parks and programs by local corporations and organizations (96%);
- Giving parks and recreation programs high priority when allocating *general fund monies from property taxes* (84%);
- *User fees* (78%);
- *Bond measures* (74%);
- *Initiatives which earmark property tax funds* for specific parks and recreation system improvements (72%);
- *Initiatives which earmark property tax funds* for parks maintenance (72%); and
- *Increasing fees charged to developers* when land is developed (69%).

Residents supported the use of a variety of funding sources to improve parks and recreational facilities.

The Benefits of Parks and Recreation

During the Master Plan telephone survey and throughout the community involvement process, residents were asked to identify what they considered to be the primary benefits of parks and recreation services.



TELEPHONE SURVEY RESULTS

The open-ended answers of telephone survey respondents about the benefits provided by parks and recreation could be classified as follows:

- *Personal* benefits received the most responses (47%);
- *Social* benefits were also highly rated (30%);
- *Environmental* benefits were valued by some residents (21%); and
- There were no mentions of *economic* benefits, despite documented evidence of the positive impacts of parks and recreation.

In identifying benefits, residents most frequently commented on:

- Availability, accessibility, and variety of parks (personal benefit);
- Preservation of nature, open space, landscape, etc. (environmental benefit); and
- Safety (social benefit).

OTHER COMMENTS

Throughout the community involvement process, residents identified many other important benefits provided by parks and recreation services. These comments included the following:

Residents identified the personal, social, and environmental benefits provided by parks and recreation.

Personal

- Facilitates unstructured recreational use by children and adults;
- Provides learning opportunities;
- Supports child development;
- Enhances health and well-being; and
- Increases self-esteem.

Social

- Provides settings for social interaction;
- Fosters city and community identity;
- Enhances community livability;
- Provides opportunities to enjoy the outdoors with others;
- Encourages acceptance and integration of diverse community members; and
- Provides employment and volunteer opportunities.

Environmental

- Preserves natural heritage; and
- Provides environmental education opportunities.

Summary

Over 700 residents participated in the Master Plan development process. These residents provided valuable insight into community needs, and confirmed the benefits that parks and recreation provide to our community. These benefits include enhancing personal growth and community livability, and preserving the natural environment for future enjoyment. Through their participation in the development of the Master Plan, community members helped shape a vision for the future of the parks and recreation system. The recommendations presented in the Master Plan grew out of this vision.

Parks and recreation enhance community livability.

Part II
The Plan







5 A VISION

Based on the Master Plan community involvement process and initial findings, ten key issues facing the Parks and Recreation Division were identified. These issues are:

- Developing a vision for a parks and recreation system;
- Establishing design and construction standards;
- Developing new neighborhood and community parks;
- Renovating existing neighborhood and community parks;
- Fostering community stewardship of open space;
- Developing an integrated trail system;
- Expanding recreation services;
- Maintaining and improving maintenance efficiency;
- Providing public information and opportunities for community involvement; and
- Enhancing public safety through planning, design and management.

To address these issues, a guiding vision was needed. The vision for a Future Parks and Recreation System emerged from the Master Plan community involvement process, and formed the basis for Master Plan recommendations in the areas of *facilities, recreation services, maintenance, and operations and management.*

A vision for the future grew out of community involvement in the development of the Master Plan.

Vision for A Future Parks and Recreation System

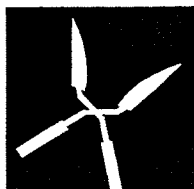
Parks and recreation is an essential service that enhances the quality of life in the Gresham community by fostering personal health, strengthening community, preventing crime, protecting the environment, and contributing to a healthy economy. The City will provide an integrated, neighborhood-based parks and recreation system that:



**Parkland
Facilities**



**Recreation
Services**



Maintenance



Management

- Provides **sufficient facilities and programs** to meet the needs of Gresham's growing population.
- Interconnects parks, open space, and trails to **maximize access to programs and facilities**.
- Ensures the **equitable distribution** of recreation resources throughout Gresham's neighborhoods.
- Provides **equal access** to diverse recreational opportunities for all residents, regardless of age, physical and mental ability, culture, and economic ability.
- Builds a **sense of community** through shared recreational experiences and volunteer involvement.
- Involves **residents as active participants and partners** in all aspects of parks and recreation.
- Builds and maintains **partnerships** to optimize funding and facility resources, and to improve recreational opportunities.
- Fosters **community stewardship** of our natural resources, through environmental education, outdoor experiences, and volunteer opportunities.
- **Reduces auto-dependency and enhances recreational opportunities** by providing a connected system of inviting trails and bikeways.
- Provides for effective and economically **sound management of public resources**.
- **Protects the community's investment** by providing quality facility maintenance.
- Provides a **safe environment** in cooperation with community policing efforts and by increasing park activity through recreation programs.
- **Informs the community** about Gresham's parks and recreation opportunities and the benefits provided.



6 RECOMMENDATIONS

This portion of the Master Plan presents recommendations for implementing the Vision for a Future Parks and Recreation System. Master Plan recommendations address the following areas:

- Parkland Facilities;
- Recreation Services;
- Maintenance; and
- Management.

For each of these areas, the following information is provided:

- A brief *description* of the proposed recommendation;
- An *issue statement* describing trends, standards, and observations that affected decision-making;
- Primary *benefits* associated with providing the facility or service;
- Suggested *benchmarks* by which to measure progress. Specific numerical goals for each benchmark should be recommended by Parks and Recreation Division staff during goal-setting workshops, and reviewed and adopted by the City Council as part of the annual Management Plan process; and
- An *action plan* that lists priority improvements.

*Master Plan
recommendations
will implement the
Vision for the Future.*

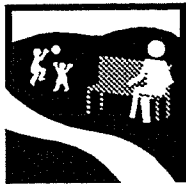


Parkland Facilities

Parkland facilities include:

- Neighborhood Parks and Urban Plazas;
- Community Parks;
- Open Space; and
- Trails and Connectors.

Definitions for each facility type are provided in Table 1 (page 11). General recommendations are provided for each type of facility. Following, the criteria used to identify priority improvements for each facility type is described. Specific recommendations for priority facility improvements are presented in Table 9 on pages 55 - 61.



Neighborhood parks are located within biking or walking distance from users.

NEIGHBORHOOD PARKS AND URBAN PLAZAS

To meet future demands for parks and recreation facilities, existing neighborhood parks should be renovated and new neighborhood parks should be developed to ensure equitable distribution throughout the community.

Issue Statement

Neighborhood parks form the foundation of Gresham's parks and recreation system, providing accessible recreation opportunities to all residents. When planning to meet current and future needs, the following should be considered:

- Many existing neighborhood parks require renovation or redevelopment to improve park condition and functionality, meet current safety requirements, and provide access for people with disabilities.
- Some new sites for neighborhood parks have been acquired, but remain undeveloped due to lack of funding.
- Some neighborhoods are underserved by neighborhood parks. Residents of underserved neighborhoods do not have a neighborhood park within 1/2-mile of their residence or must cross heavily traveled streets to reach neighborhood parks. Underserved neighborhoods are shown on the Planning Area map (page 53).
- As the City of Gresham grows, approximately 60.4 acres will be required to meet future needs, or about eight new neighborhood parks.
- Increases in population will mean increased density in many Gresham neighborhoods. Sufficient area for neighborhood parks may not be available in high density areas.
- New types of parklands, such as urban plazas and pocket parks, may be required to meet recreational needs in high density residential and commercial areas.

- To promote efficient use of public funds, residents support the joint use of community facilities, such as public school sites and corporate properties, to meet residents' neighborhood park needs.

Benefits

Neighborhood Parks

- Provides **access** to basic recreation opportunities for nearby residents of all ages; and
- Contributes to **neighborhood identity**.

Urban Plazas

- Provides for the **day-to-day recreational needs** of nearby residents and employees, as well as shoppers, transit-users and recreators;
- Provides space for **community events**;
- Balances the impacts of **high density** development; and
- Communicates **neighborhood character**.

Neighborhood Park Recommendations

To meet current and future needs for neighborhood parks, the following are recommended:

- Renovate **existing neighborhood parks** to improve park condition, increase recreational opportunities, meet current safety requirements, and provide access for people with disabilities;
- Improve **access to basic recreation opportunities** for all Gresham residents by:
 - Developing existing, **undeveloped neighborhood parks**;
 - Developing **additional neighborhood parks** in underserved neighborhoods;
 - Developing **urban plazas and pocket parks** in high density neighborhoods; and
- Pursue **joint use opportunities** with schools and other public and private agencies to increase residents' access to recreational opportunities and promote efficient use of public funds.

Urban plazas will balance the impacts of high density development.

The Parkland Facilities Action Plan in Table 9 includes a recommended list of specific future improvements for neighborhood parks and urban plazas (page 55 - 61).

Benchmarks

- 1.3 acres of neighborhood parks per 1000 residents are provided for public use.
- Percent of residents who live within 1/2-mile radius of a neighborhood park or urban plaza.

- Percent of residents who do not have to cross a heavily traveled street or who have sufficient pedestrian crossings to access a neighborhood park.



COMMUNITY PARKS

To meet future demands for parks and recreation facilities, existing community parks should be renovated and new community parks should be developed.

Issue Statement

Because of their unique features and opportunities, community parks invite City-wide use and accommodate larger groups. They may include such features as natural areas with interpretive trails, historically significant areas, performance spaces, competitive sports fields, and group picnic areas. The design of community parks is based on the unique features of the site and the site's context. When planning for future community park needs, the following should be considered:

- Of all the park types, the greatest shortage in Gresham is in community parks – a current deficit of 101.8 acres or about 5 parks below the recommended standards. This amount reflects the amount of developed community park acreage needed to meet the needs of Gresham's current population. Because of this shortage of parkland, access to parks is limited and it is increasingly difficult to reserve areas for group activities, such as team sports and group picnics.
- Because of the limited availability of community parks, some neighborhood parks, such as North Gresham and Rockwood Central, have been used for organized sports activities that would normally take place in community parks.
- All three existing community parks require renovation to improve park condition, increase park function, meet current safety requirements, and provide access for people with disabilities. Two of these, Main City and Pat Pfeifer Parks, need substantial redevelopment due to their age and heavy use.
- The existing community parks are small in size – an average of 15 acres as compared to NRPA standards of 25 acres per park. These smaller parks offer less opportunities as they accommodate fewer users and activities.
- Parkland acreage for three additional community parks has been acquired, but none have been developed because they are at best partially funded. These include the Sports Park, SW Community Park, and SE Community Park.
- The historic Zimmerman House could provide a community park that emphasizes Gresham's history and the history of agriculture in the area. No funding has been identified for restoring the property or acquiring additional acreage near the site.

*Community parks
have unique features
that invite use by all
City residents.*



- As the City of Gresham grows, additional park acreage will be required to meet future needs. Approximately 113.7 additional acres, or about 2 to 3 new parks, will be needed.
- Increases in population will mean increased density in many Gresham neighborhoods. Adequate space for community parks may not be available within the existing City limits in the future. Additional land may become available as the City's urban growth boundary expands.
- To promote efficient use of public funds, residents support the joint use of community facilities, such as public school sites and/or other properties, to meet residents' community park needs.
- Community parks are used as neighborhood parks by residents who live nearby. Therefore, community parks can meet some neighborhood park needs.

Benefits

- Provides a variety of **accessible recreation opportunities** for all age groups;
- Provides **environmental education** opportunities;
- Serves the **recreational needs of families**; and
- Provides opportunities for **community social activities**.

Community Park Recommendations

To meet current and future needs for community parks, the following are recommended:

- Renovate **existing community parks** to improve park condition, expand recreation opportunities, meet current safety requirements, and provide access for people with disabilities;
- Improve **access to a variety of recreation opportunities** for all Gresham residents by:
 - Developing existing, **undeveloped community parks**;
 - Developing **additional community parks** to meet identified needs; and
- Pursue **joint use opportunities** with schools and at other public and private facilities to increase residents' access to recreational opportunities and promote efficient use of public funds.

The Facilities Action Plan in Table 9 includes a recommended list of future improvements for community parks (page 55 - 61).

Benchmarks

- 2 acres of community parks per 1000 residents are provided for public use.

Community parks provide a variety of active and passive recreation opportunities.



*Open space
protects our
community's natural
resources.*

OPEN SPACE

The Parks and Recreation Division should continue to serve as stewards of Gresham's natural areas, and foster open space stewardship among residents.

Issue Statement

Gresham's open space protects a variety of valuable resources, including wetlands, greenways along creeks and streams, forested uplands, agricultural lands, and buttes. As the population continues to grow, remaining natural resources will be lost to development unless a plan for future protection is created. At the same time, demand for recreational use of open space will increase.

The City of Gresham has implemented a successful open space program, acquiring over 602 acres of open space for the future enjoyment of residents as of August 1995. The protection of open space has been identified as a critical goal of community, regional, and statewide planning efforts. Protecting the remaining natural resources and meeting residents' future needs for open space recreation will require prompt action, and should consider the following:

- Based on recommended parklands standards, 470.1 additional acres of open space will be required to meet open space needs in the year 2010.
- Protection of wildlife habitat, improved water quality, and the provision of trail-related recreation may be attained without direct land acquisition. Agreements with large land holders, such as private residential developers and commercial and industrial developments, can also protect important open space.
- Studies of resource areas are needed to identify and inventory critical natural and historic resources.


Benefits

- Provides opportunities for **rest and relaxation**, and opportunities for **trail-related recreation**;
 - Contributes to improved **water quality** and **wildlife habitat**;
 - Reduces the impacts of **increasing urban development**; and
 - Fosters **community stewardship** of the environment.
-

Open Space Recommendations

- Ensure the **protection** of a minimum of 470.1 additional acres of open space to meet open space needs in the year 2010;
- Utilize a variety of **open space protection measures**, including:
 - **Direct land acquisition** to maximize public accessibility; and
 - Developing partnerships and **joint protection agreements** with large land holders, especially when public access is not a priority but where other open space benefits, such as improved water quality, wildlife habitat, or visual resource protection can be provided;
- Protect **diverse open space types**, including wetlands, riparian areas, forested uplands, buttes, and agricultural land, to protect Gresham's natural resources and to achieve regional and statewide planning goals;
- Pursue opportunities to reclaim previously developed but **underutilized urban properties** as open space to balance the impacts of increasing urban density;
- Coordinate **open space acquisition** efforts with the efforts of other city agencies, surrounding communities, and the Metro Greenspaces Program, to optimize both economic and environmental benefits;
- Pursue open space opportunities presented by the **expansion of the urban growth boundary**, in particular Metro's Urban Reserve area south of Gresham;
- Develop strategies to enhance Gresham's connection with the **Columbia River** area, either directly or in coordination with other communities and agencies, to provide access to this important natural resource;
- Explore **potential partnerships** with other City agencies, such as utilizing reservoir areas for joint use public open space to provide view points and access; and
- Conduct **natural resource studies** in open space to assure protection of valuable resources and to optimize recreation opportunities.
- Develop **open space management guidelines** to assure long term maintenance of environmental quality.

Wetlands, forests, buttes, and agricultural land should be preserved.



The Facilities Action Plan in Table 9 includes a recommended list of future actions to improve open space stewardship (page 55 - 61).

Benchmarks

- Ten acres of open space per 1000 residents are protected.
- Number of acres of open space protected through joint use/protection agreements.
- Number of acres of open space protected.
- Number of habitat acres which are enhanced or restored.
- Miles of streams, creeks, or tributaries which are enhanced or restored.



Trail-related activities are the most popular recreation activities among residents.

TRAILS AND CONNECTORS

A comprehensive trail system which is integrated with the City's pedestrian and bicycle plan should be developed to expand trail-related recreation opportunities and to provide connections to important community facilities.

Issue Statement

Trail-related activities, such as hiking, horseback riding, biking, roller-skating, walking and running, are the most popular recreation activities among Gresham residents. According to the Master Plan telephone survey, about 49% of residents participate in these activities while only 16% participate in team sports. The popularity of trails was emphasized by residents throughout the Master Plan community involvement process, which confirms similar findings noted in recent statewide surveys. Because of the popularity of trail-related recreation, the Parks and Recreation Division should optimize the development of trails and connectors, which include sidewalks, bikeways, and trails for a variety of uses. When planning trail and connector development as part of the Trails Master Plan, begun in 1995, the following should be considered:

- In 1993, 375,000 user trips were estimated on Gresham's 1.75-mile paved portion of the Springwater Trail. This number far exceeds the user capacity recommended by the national standards for urban trails and indicates a need for further trail development.
- Few trails have been developed in the City's newly purchased open space areas. Partial funding for such projects has been allocated through the 1995-96 Capital Improvement Program, and development of a Trail Master Plan began in 1995.
- According to the 1993 Gresham Transportation Choices Survey, people will use alternatives to their single occupant vehicles if given safe and convenient choices, such as trails.
- Nationally, more than one-third of weekday users of trails are commuters.
- Both the State of Oregon and the City of Gresham are striving to reduce automobile use and encourage alternative transportation modes. Trails and bikeways that can be used for crosstown or regional transportation are needed to help achieve these goals.

- Gresham's trails should accommodate a wide variety of users, including commuters and recreational bicyclists, pedestrians, people with disabilities, horseback riders, rollerbladers, skateboarders, etc.
- A comprehensive trail system should connect parks and open space with neighborhoods and with other important community facilities, such as schools, libraries, transit facilities, and employment centers.
- A comprehensive pedestrian and bikeway system should integrate sidewalks, on- and off-street bikeways, multi-use trails, and paths. Table 8 describes the types of trails and connectors which make up a comprehensive system (page 49).
- Trail and bikeway development should be coordinated with other agencies such as the City's Transportation Planning Division, the State of Oregon, METRO, Multnomah County, and the Cities of Portland, Troutdale, and Fairview.

Benefits

- Improves **access** to parks and recreation services, which are critical to the **quality of life** of all Gresham residents;
- Provides opportunities for **rest and relaxation** through **trail-related recreation**;
- Reduces **auto-dependency**, and contributes to the improved **environmental health** of the community; and
- Connects **parkland facilities** and links homes, work places, and other community facilities.

Trail and Connector Recommendations

- Develop **trails in open space** to connect community facilities and to provide access to scenic views and natural amenities;
- Develop **multi-use trails** to serve both recreation and commuting uses;
- Develop **partnerships** for trail and bikeway development with other agencies, including the City of Gresham Transportation Division, and surrounding communities to coordinate planning efforts and maximize benefits:
 - Work with neighboring communities, utility districts, businesses, and other agencies to obtain connecting trail easements for a comprehensive trail system;
 - Develop maintenance and management agreements to clarify the responsibilities of each agency or community for various trails and connectors;
 - Coordinate with the City of Gresham Transportation Planning Division and other regional transportation planning efforts to develop bikeways and alternatives to the private automobile;

Trails are used for recreation and as an alternative to automobile transportation.

Trails should accommodate a wide variety of activities.

- Approve and support the development of Gresham's portion of the 40-Mile Loop;
- Secure abandoned railroad rights-of-way wherever possible for major trail routes;
- Utilize service and maintenance access roads for recreation trails whenever feasible, such as water reservoir access roads, utility easements, and fire service roads;
- Coordinate trail improvements with proposed stormwater management improvements in creek corridors; and
- Develop a **Trail Master Plan** to guide the planning and design of trail facilities to meet the needs of all users:
 - Provide an interconnected pedestrian and bicycle system that links Gresham's parks and open spaces and connects them to regional trails, neighborhoods, transit corridors, and workplaces;
 - Provide varied trail types and user experiences, such as multi-use urban trails, soft-surfaced trails in natural areas, and commuter trails;
 - Provide for a variety of users, such as pedestrians, horseback riders, bicyclists, rollerbladers, skateboarders, and people with disabilities;
 - Provide a varied level of challenge to serve all users and age groups;
 - Provide loop trail opportunities whenever possible;
 - Develop trailhead areas, when necessary, that are adequate for the anticipated user capacity;
 - Develop design standards for appropriate support facilities, such as parking, restroom facilities, bike racks, and drinking fountains;
 - Provide maintenance and emergency access;
 - Develop trail signage standards for informational, directional, and regulatory signage;
 - Develop design guidelines that address safety and security of trail users and residents of adjoining properties;
 - Plan for safe crossings where trails cross existing streets;
 - Integrate the Trail Master Plan with the City's future street plan.

The Facilities Action Plan in Table 9 includes a recommended list of future actions to improve trails and connectors (page 55 - 61).

Benchmarks

- Percent of residents who live within 1/2-mile of a pedestrian trail.
- Percent of residents who live within 1/2-mile of a bikeway.
- Number of trail users, including:
 - Pedestrians;
 - Bicyclists;
 - Wheelchair users; and
 - Equestrians.

**Table 8
Trail and Connector Definitions**

Connector Types	Definition	Benefits	Linkages	Potential User Groups	Accessibility	Potential Support Facilities	Maintenance Level and Standard
A Sidewalk							
	A walkway with a hard, smooth surface, separated from the roadway with a curb, or a curb and planting strip.	<ul style="list-style-type: none"> ◆ Provides a HIGH LEVEL OF PHYSICAL ACCESSIBILITY ◆ Reduces AUTO-DEPENDENCY 	<ul style="list-style-type: none"> ◆ Links neighborhood housing to destinations within the neighborhood ◆ Provides access within neighborhood and community parks ◆ Links neighborhoods to community destinations, including park and recreation facilities ◆ Provides linkages to transit system 	<ul style="list-style-type: none"> Pedestrians Wheelchair users Rollerbladers Skateboarders 	Accessible	<ul style="list-style-type: none"> ◆ Pedestrian crosswalks ◆ Curb ramps ◆ Seating ◆ Lighting ◆ Trash receptacles ◆ Signage/traffic signals ◆ Vehicle control barriers ◆ Landscaping 	Moderate (NRPA Mode III) to maintain the appearance and functional use of the facilities and to support public safety.
B Bikeways							
1. Shared Roadway	An on-street bikeway with lanes shared by bicyclists and motorists, or a shoulder bikeway.	<ul style="list-style-type: none"> ◆ Reduces AUTO-DEPENDENCY ◆ Provides opportunities for BICYCLE-RELATED RECREATION 	<ul style="list-style-type: none"> ◆ Links neighborhood housing to destinations within the neighborhood ◆ Links neighborhoods to bike lanes and multi-use trails ◆ Provides linkages to transit system 	Bicyclists	N/A	◆ Signage	Periodic, to maintain the functional use of the roadway and support public safety
2. Bike Lane	An on-street bikeway with a portion of the roadway designated for preferential use by bicyclists.	<ul style="list-style-type: none"> ◆ Reduces AUTO-DEPENDENCY ◆ Provides opportunities for BICYCLE-RELATED RECREATION ◆ Provides for BIKE USER SAFETY 	<ul style="list-style-type: none"> ◆ Links neighborhoods to community destinations, including park & recreation facilities ◆ Provides linkages to transit system 	<ul style="list-style-type: none"> Bicyclists Rollerbladers Skateboarders 	N/A	◆ Signage/traffic signals	Periodic, to maintain the functional use of the roadway and support public safety.
C Trails							
1. Multi-use Hard-surfaced	A hard-surfaced trail separated from motor vehicle traffic by an open space, or barrier. Its route may be aligned with or independent of the street right-of-way.	<ul style="list-style-type: none"> ◆ Reduces AUTO-DEPENDENCY ◆ Provides opportunities for REST AND RELAXATION ◆ Provides opportunities for TRAIL-RELATED RECREATION ◆ Provides ENVIRONMENTAL EDUCATION opportunities ◆ Provides a FULLY ACCESSIBLE NATURE EXPERIENCE for people with disabilities ◆ Maximizes BIKE USER AND PEDESTRIAN SAFETY 	<ul style="list-style-type: none"> ◆ Links neighborhoods to community destinations, including park & recreation facilities ◆ Connects community park and recreation facilities ◆ Provides linkages to transit system 	<ul style="list-style-type: none"> Pedestrians Wheelchair users Bicyclists Rollerbladers Skateboarders 	Accessible	<ul style="list-style-type: none"> ◆ Pedestrian crosswalks ◆ Curb ramps ◆ Seating ◆ Lighting ◆ Signage/traffic signals ◆ Vehicle control barriers ◆ Landscaping ◆ Trailhead amenities such as small scale parking, portable restrooms, bike racks, trash receptacles, and picnic areas 	High (NRPA Mode II), to support the natural character of the area, maintain the functional use of facilities, and support public safety.
2. Multi-use Soft-surfaced	A soft-surfaced trail separated from motor vehicle traffic by an open space, or barrier. Its route may be aligned with or independent of a street right-of-way.	<ul style="list-style-type: none"> ◆ Provides opportunities for REST AND RELAXATION ◆ Provides opportunities for TRAIL-RELATED RECREATION ◆ Provides ENVIRONMENTAL EDUCATION opportunities ◆ Maximizes ENVIRONMENTAL COMPATIBILITY 	<ul style="list-style-type: none"> ◆ Provides access to and within parks and open space ◆ Links neighborhoods to community destinations, including park and recreation facilities 	<ul style="list-style-type: none"> Pedestrians Wheelchair users Mountain Bikers Horseback riders 	Varied challenge levels	<ul style="list-style-type: none"> ◆ Seating ◆ Signage ◆ Vehicle control barriers ◆ Landscaping ◆ Trailhead amenities such as small scale parking, portable restrooms, bike racks, trash receptacles, and picnic areas 	High (NRPA Mode II), to support the natural character of the area, maintain the functional use of facilities, and support public safety.
3. Path	A narrow trail designed for uses such as hiking, equestrian use, or mountain biking. May be hard- or soft-surfaced. Includes paths in neighborhood and community parks.	<ul style="list-style-type: none"> ◆ Provides opportunities for REST AND RELAXATION ◆ Provides opportunities for TRAIL-RELATED RECREATION ◆ Provides ENVIRONMENTAL EDUCATION opportunities ◆ Maximizes ENVIRONMENTAL COMPATIBILITY 	◆ Provides access to and within parks and open space	<ul style="list-style-type: none"> Pedestrians Wheelchair users Mountain bikers Horseback riders 	Varied challenge levels	<ul style="list-style-type: none"> ◆ Seating ◆ Signage ◆ Trailhead amenities such as small scale parking, portable restrooms, bike racks, trash receptacles, and picnic areas 	Minimum (NRPA Mode VI), to support the natural character of the area, maintain the functional use of facilities, and support public safety

References:

Oregon Bicycle and Pedestrian Plan, Oregon Department of Transportation, December 1994.
 Gresham Bicycle/Pedestrian Plan, City of Gresham Parks Community & Economic Development Department
 Springwater Trail Master Plan, City of Gresham Parks and Recreation Division, 1991.
 Park Maintenance Standards, National Recreation & Park Assoc. (NRPA), 1986.

Universal Access to Outdoor Recreation, MIG Communications, 1994.
 Americans with Disabilities Act, Title III, 28 CFR Part 36, U. S. Department of Justice, 1991.
 Recommendations for Accessibility Guidelines: Recreational Facilities and Outdoor Developed Areas
 U.S. Architectural and Transportation Barriers Compliance Board, 1994.

PARKLAND FACILITY ACTION PLAN

The findings of the Resource Inventory and Evaluation combined with the results of the community involvement process indicate that new neighborhood and community parks, and additional open space and trails *will be necessary* to meet Gresham residents' needs as the population grows.

To evaluate where the need for additional parklands is greatest, the city was divided into six recreation planning districts to include: Northwest (NW), North (N), West (W), Central (C), South (S), and Southeast (SE). Planning district boundaries are illustrated on the map on page 53.

In each of these districts, underserved neighborhoods have been identified. An **underserved neighborhood** is defined as:

- A neighborhood in which residents are not within 1/2-mile of either a neighborhood or a community park; or
- A neighborhood where a major street separates residents from park facilities.

Twenty underserved neighborhoods throughout the six planning districts are identified. These areas are shown on the map on page 53.

Through a series of meetings held with the Parks and Recreation Citizens' Advisory Council, the Master Plan Subcommittee, community members, and Parks and Recreation Division staff, facility improvements were recommended to address all underserved neighborhoods. In addition to developing new facilities, improvements also include:

- Renovating existing facilities; and
- Pursuing joint use opportunities.

Once suggested improvements were identified for all planning areas, the Master Plan Subcommittee established criteria by which to prioritize suggested improvements. Highest priority was given to improvements that addressed the following:

- Neighborhoods with high population density;
- Neighborhoods with economic disadvantages;
- High resident demand for facility improvements;
- Absence of agencies providing joint use opportunities, such as schools;
- Limited access to other facilities, such as trails and open space; and
- Identified need for Americans with Disabilities Act (ADA) improvements.



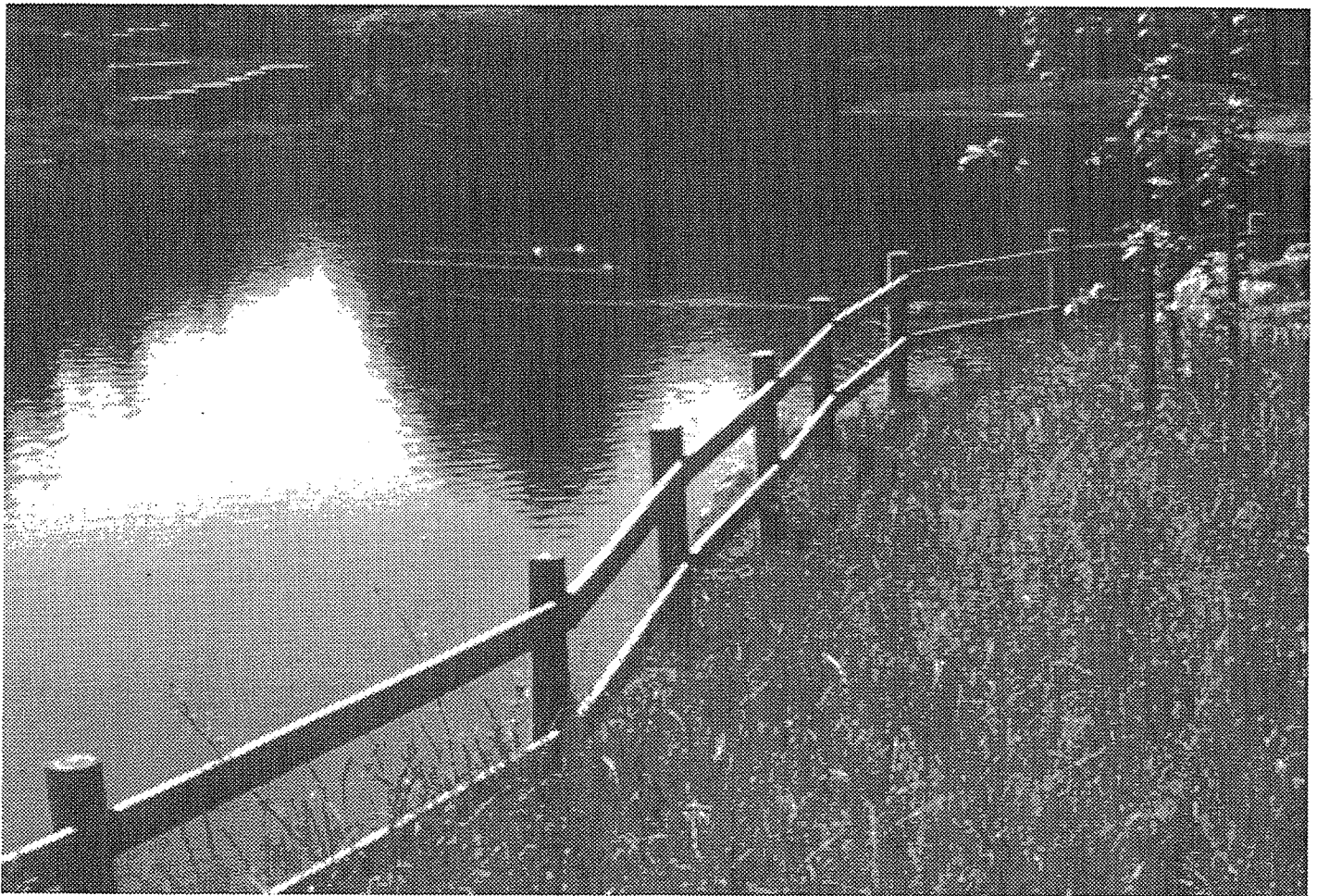
*Suggested parkland
facility
improvements were
prioritized.*

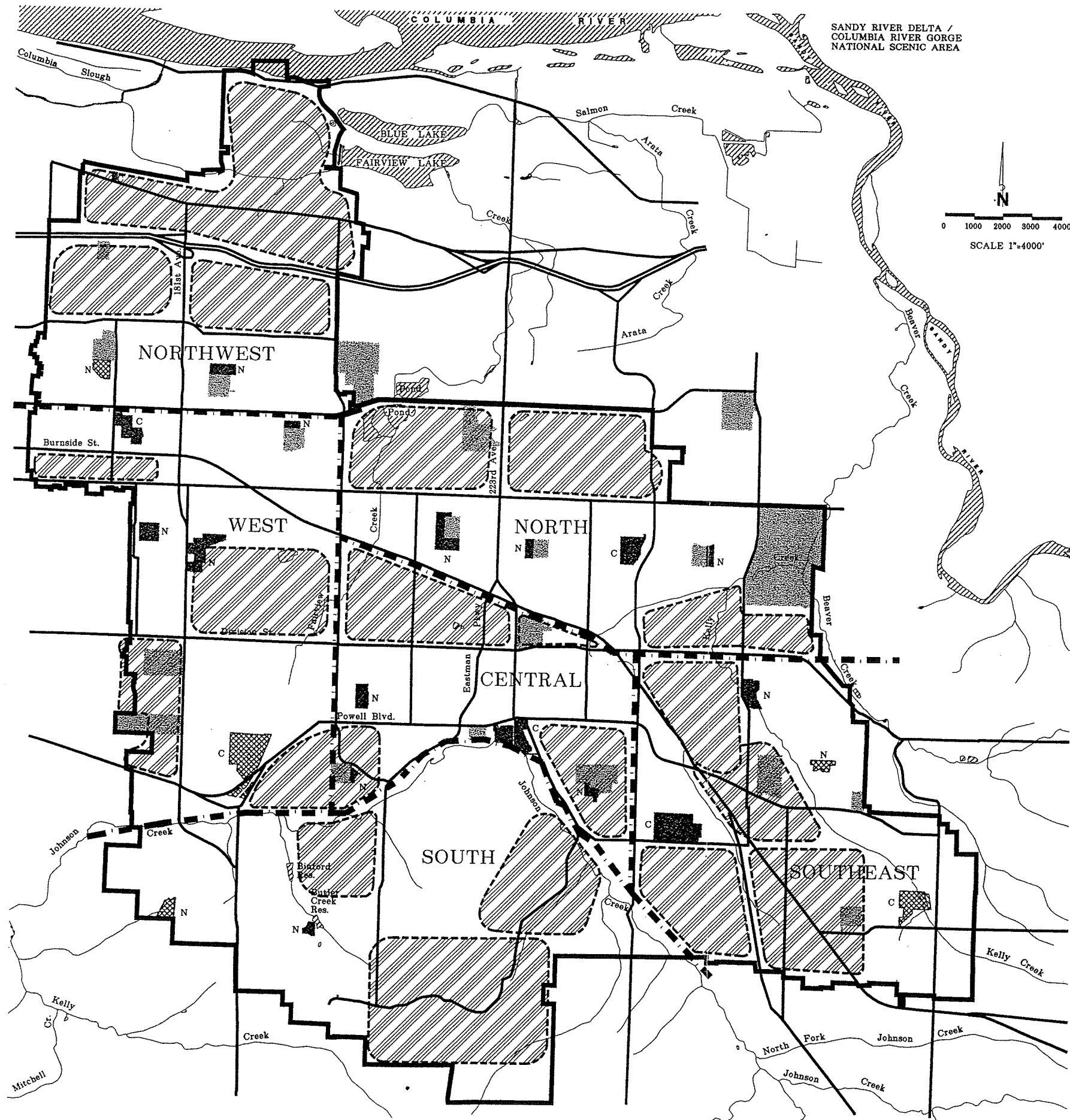


Using this criteria, a Parkland Facility Action Plan was developed to address community needs to the year 2010 (Table 9). For each planning area, the Action Plan includes a list of recommended improvements for the following facilities:

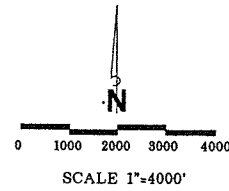
- Neighborhood Parks and Urban Plazas;
- Community Parks;
- Open Space;
- Trails; and
- Joint Use Opportunities.

The priority level (1 through 3, with 1 being the highest priority) of each recommended improvement is identified. City-wide improvements, such as ADA improvements and renovating children's play areas, are listed as General improvements, and are identified on page 61.





SANDY RIVER DELTA /
COLUMBIA RIVER GORGE
NATIONAL SCENIC AREA



LEGEND

PLANNING AREA BOUNDARIES	
JOINT USE FACILITY	
MAJOR STREET	
WATERWAY	
CITY LIMIT	
UNDERSERVED AREAS	
	Existing Existing Undeveloped
NEIGHBORHOOD PARK	
COMMUNITY PARK	

PLANNING AREAS



CITY OF GRESHAM
DEPARTMENT OF ENVIRONMENTAL SERVICES
PARKS & RECREATION DIVISION

Prepared by:
MIG, Inc. 199 E. 5TH Ave, Eugene, OR 97401 (541) 683-3193

Table 9

Parkland Facility Action Plan

Area	Action	Priority		
		1	2	3
NW North of Glisan/ West of Birdsdale	Neighborhood Parks/Urban Plazas			
	Develop Columbia View Neighborhood Park	✓		
	Develop additional facilities at Kirk Park	✓		
	Open Space			
	Acquire open space along the Columbia Slough			✓
	Trails			
	Pursue joint use and development of a trail network in industrial sites along Columbia Slough	✓		
	Develop trails to connect neighborhoods to Gresham/Fairview Trail and 40-Mile Loop	✓		
	Develop trails in NW Open Space	✓		
	Joint Use Opportunities			
	Pursue joint use of John Deere Company facility		✓	
	Pursue joint use of Wilkes School		✓	

Table 9 (continued)

Parkland Facility Action Plan

Area	Action	Priority		
		1	2	3
<p style="text-align: center;">N</p> <p>South of Glisan/ North of Burnside</p>	Neighborhood Parks/Urban Plazas			
	Acquire property for a neighborhood park	✓		
	Acquire property for a neighborhood park		✓	
	Community Parks			
	Develop Zimmerman House site as a historical park		✓	
	Redevelop North Gresham neighborhood park as a community park		✓	
	Trails			
	Develop trail connections to Mt. Hood Community College	✓		
	Encourage corporate land owners to develop trails and connections within private open space	✓		
	Open Space			
	Encourage corporate land owners to develop private open space protection programs	✓		
	Joint Use Opportunities			
	Pursue joint use agreement with North Gresham School	✓		
	Expand joint use agreements with Mt. Hood Community College for programs and facility use	✓		

Table 9 (continued)

Parkland Facility Action Plan

Area	Action	Priority			
		1	2	3	
W	Neighborhood Parks/Urban Plazas				
	South of Glisan/	Develop urban plazas in Rockwood Neighborhood	✓		
	North of Powell/	Acquire property for neighborhood park	✓		
	West of Birdsdale	Develop low cost interim facilities at Vance Park			✓
		Complete Rockwood Central Park parking areas	✓		
	Community Parks				
		Develop Southwest Community Park	✓		
		Develop pedestrian access improvements to Pat Pfeifer Park		✓	
		Redevelop Pat Pfeifer Park to meet the needs of teens	✓		
	Trails				
		Develop Gresham/Fairview Trail	✓		
		Develop trails within Grant Butte Open Space	✓		
	Joint Use Opportunities				
		Pursue joint use agreements with Centennial Middle and Centennial High Schools		✓	
		Pursue joint ventures, such as PAL Center, Portland Lutheran School		✓	

Table 9 (continued)

Parkland Facility Action Plan

Area	Action	Priority		
		1	2	3
C	Neighborhood Parks/Urban Plazas			
	South of Burnside/ Develop urban plazas and neighborhood pocket parks as part of Downtown Plan in Historic Downtown Gresham	✓		
	North of Powell/ Develop urban plazas in Civic Neighborhood	✓		
	West of Hogan/ Develop a neighborhood park at proposed detention pond site in Civic Neighborhood			✓
	East of Birdsdale Redevelop Thom Park		✓	
	Renovate Bella Vista Park			✓
	Develop additional facilities at Hollybrook Park and improve park access			✓
	Community Parks			
	Redevelop Main City Park as city-wide recreation facility, as part of Downtown Plan	✓		
	Develop outdoor amphitheater at Main City Park		✓	
	Develop community center in former maintenance facility at Main City Park		✓	
	Open Space			
	Acquire property adjacent to Thom Park		✓	
	Trails			
	Develop Urban Path Connections such as the Northside Trail	✓		
	Develop fitness/walking trails	✓		
	Joint Use Opportunities			
	Pursue joint use agreement with Hollydale School		✓	
	Pursue joint use/programming agreement with Gresham High School		✓	

Table 9 (continued)

Parkland Facility Action Plan

Area	Action	Priority		
		1	2	3
<p style="text-align: center;">S</p> <p>South of Powell/ West of Hogan</p>	Neighborhood Parks/Urban Plazas			
	Acquire property for a neighborhood park		✓	
	Acquire property for a South Central neighborhood park		✓	
	Develop Jenne Butte Neighborhood Park		✓	
	Trails			
	Develop trail network within Gresham Butte/Towle Butte/Hogan Butte/Butler Ridge Open Space	✓		
	Develop trail network within Jenne Butte Open Space	✓		
	Extend trails in Butler Creek Greenway to connect to Springwater Trail	✓		
	Develop trails to connect neighborhoods to open space and greenways	✓		
	Develop trailheads along Springwater Trail, such as at Linnemann Station site	✓		

Table 9 (continued)

Parkland Facility Action Plan

Area	Action	Priority		
		1	2	3
SE South of Division/ East of Hogan	Neighborhood Parks/Urban Plazas			
	Develop neighborhood pocket parks in densely developed areas, such as Powell, Hogan, and Kane Roads		✓	
	Redevelop Kane Road Park		✓	
	Acquire property for neighborhood parks (3 needed)	✓		
	Develop East Gresham Neighborhood Park		✓	
	Community Parks			
	Develop the Sports Park	✓		
	Develop Southeast Community Park	✓		
	Acquire additional property adjacent to Southeast Community Park	✓		
	Develop a community center at Kane Road Park		✓	
	Trails			
	Develop trails in Kelly Creek Greenway from Kane Road Park to City limits	✓		
	Open Space			
	Acquire additional open space along Kelly Creek riparian corridor and in upland meadows	✓		
	Joint Use Opportunities			
	Pursue joint use agreement with Russell Middle School	✓		
	Pursue joint use agreement with Kelly Creek Grade School	✓		
	Pursue joint use agreement with Powell Valley Grade School	✓		

Table 9 (continued)
Parkland Facility Action Plan

Area	Action	Priority		
		1	2	3
General	Community Parks			
	Acquire approx. 90 additional acres for community parks ^A	✓		
	Trails			
	Develop trails to provide comprehensive trail system	✓		
	Open Space			
	Acquire additional open space, including reclaimed urban properties	✓		
	Joint Use			
	Expand joint use agreements with school districts for facility use and programming	✓		
	Pursue joint use agreements with Fire Department for facility use of Fire Stations	✓		
	Pursue joint use agreements with Water Division for facility use at reservoir sites	✓		
	Other			
	Redevelop parks and recreation facilities to meet ADA requirements	✓		
	Develop facilities to support garden-based recreation programs	✓		
Renovate existing playgrounds	✓			

^A Based on anticipated need of 113.7 acres by the year 2010
(See Table 2: Parkland Standards)

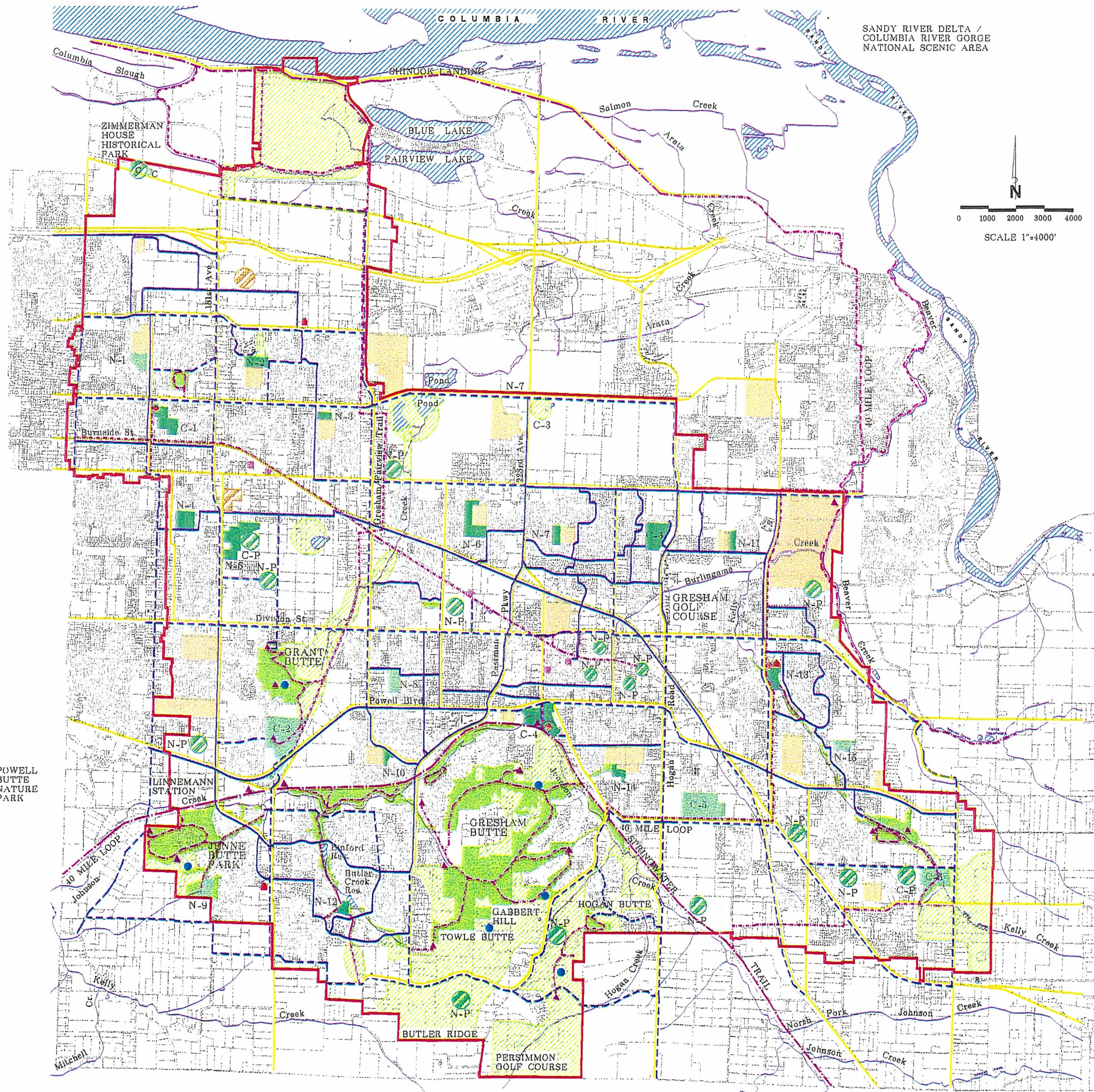
PARKS, RECREATION AND OPEN SPACE MAP

The map on page 63 illustrates Gresham's existing parks and open space, and Master Plan recommendations for facility improvements. The map includes the following information:

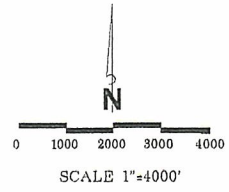
- *Neighborhood Parks:* Existing neighborhood parks are indicated in green and labeled **N**. Darker green areas indicate already developed neighborhood parks. Acquired, but currently undeveloped neighborhood parks are lighter green. In areas considered underserved by neighborhood and community parks, proposed parks are shown as a green striped circle, and labeled **N-P**. Exact sites for these parks have not yet been determined.
- *Community Parks:* Community Parks are shown in the same way as neighborhood parks, except they are labeled **C**. As in the case of neighborhood parks, exact sites for proposed community parks, shown as green striped circles, have not yet been determined.
- *Urban Plaza:* Urban plazas have been proposed in densely developed Gresham neighborhoods, such as the Rockwood area, Downtown Gresham and Southeast Gresham. Proposed urban plazas are indicated by a purple square.
- *Joint Use Facility:* Schools and other facilities which provide opportunities for joint use by the Parks and Recreation Division are shown in pale orange. Orange striped circles indicate potential joint use opportunities which should be pursued by the Parks and Recreation Division.
- *Open Space:* Property acquired by the City of Gresham for use as public recreational open space is indicated in olive green.
- *Open Space Resource:* These are areas indicated by an olive green hatched pattern. This overlay is used to identify areas where significant natural resources are located, and where the potential benefits of providing open space are greatest. Future open space protection should be considered in these areas and pursued through a variety of means, including direct acquisition and/or development of joint protection programs with private land owners.
- *Bikeways, Trails and Trailheads:* The existing system of trails and bikeways is shown. Preliminary proposals for new trails, trailhead access points and bikeways are shown to illustrate desirable potential interconnections between City parks and open spaces, regional parks and recreational facilities.
- *Other Facilities:* Existing and proposed community centers, City of Gresham fire stations, and City reservoir sites are indicated. Fire stations represent potential joint use facilities for use as community centers. Reservoir sites present unique opportunities as viewpoints for trail development and open space protection.

Other community facilities that could be used for recreation are identified for joint use potential.





SANDY RIVER DELTA /
COLUMBIA RIVER GORGE
NATIONAL SCENIC AREA



LEGEND

	Existing	Existing Undeveloped	Proposed
NEIGHBORHOOD PARK			
COMMUNITY PARK			
URBAN PLAZA			
JOINT USE FACILITY			
OPEN SPACE			
OPEN SPACE RESOURCE			
BIKEWAY			
TRAIL			
TRAILHEAD			
COMMUNITY CENTER			
FIRE STATION			
DOWNTOWN PLAN AREA			
MAJOR STREET			
WATERWAY			
RESERVOIR			
CITY LIMIT			

NEIGHBORHOOD PARKS

N-1 COLUMBIA VIEW	N-9 JENNE BUTTE
N-2 KIRK	N-10 HOLLYBROOK
N-3 DAVIS	N-11 HALL
N-4 ROCKWOOD CENTRAL	N-12 BUTLER CREEK
N-5 VANCE	N-13 KANE ROAD
N-6 NORTH GRESHAM	N-14 THOM
N-7 ASPEN HIGHLANDS	N-15 EAST GRESHAM
N-8 BELLA VISTA	N-P PROPOSED

COMMUNITY PARKS

C-1 PAT PFEIFER	C-5 SPORTS
C-2 SOUTHWEST	C-6 SOUTHEAST
C-3 RED SUNSET	C-P PROPOSED
C-4 MAIN CITY	

**PARKS,
RECREATION,
& OPEN SPACE
MASTER PLAN**



CITY OF GRESHAM
DEPARTMENT OF ENVIRONMENTAL SERVICES
PARKS & RECREATION DIVISION

Prepared by:
MIG, Inc. 199 E. 5TH Ave, Eugene, OR 97401 (541) 688-3193

Recreation Services

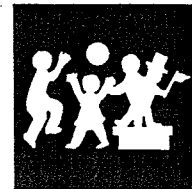
The City should expand recreation services to provide a variety of programs which are accessible to all Gresham residents.

Issue Statement

In the past, the City has not directly provided recreation programs. A survey of other cities of comparable size in Oregon and Washington, shown in Table 4 found that most provide a comprehensive recreation program serving all age groups (page 21). Residents who participated in the Master Plan telephone survey selected developing recreation programs as a high priority for the Parks and Recreation Division. The survey participants thought that programs for children and youth, senior adults, and people with disabilities were especially important. To meet community needs and provide a level of service similar to that provided in comparable communities, the City of Gresham needs to expand recreation services. Table 10 describes recommended recreation services for seniors, adults, teens, schoolage children, pre-school age children, families, and people with disabilities (page 69-70). Services that meet the needs of diverse cultural groups are also recommended. For each user group, the benefits of recreation services, priority programs and services, and potential partnerships to pursue when developing these services are identified.

When planning future recreation services, the following should be considered:

- The City's population is changing and becoming more diverse. The needs of all residents should be addressed when planning recreation services, including residents from diverse cultural groups and varied economic levels, and residents living in group homes.
- All City programs must be accessible to people with disabilities to meet the intent of the federally-mandated Americans with Disabilities Act. Including people with disabilities in programs offered to the entire community (inclusive programs) should be emphasized over special programs designed solely for residents with disabilities.
- Registration fees should be affordable to all residents.
- Both structured programs and unstructured use of community recreation facilities are important to meet the needs of all residents.



Expanding recreation programs and services is a high priority.

Benefits

- Provides opportunities for **community involvement and socialization**;
- Improves **emotional and physical health** and provides for effective **stress management**;
- Contributes to **human development**;
- Provides a source of **self esteem** and positive self-image;
- Builds **strong families**, the foundation of a stronger society; and
- Provides **positive lifestyle choices** and alternatives to self-destructive behavior.

Recreation Services Recommendations

- Provide **neighborhood-based programs** that are easily accessible to all residents;
- Design **consumer-driven services** that are responsive to changing community needs;
- Provide **diverse recreation programs** that serve a variety of interests, including cultural, athletic, environmental, social, and educational programs;
- Offer **structured and unstructured recreational activities** to meet varied interests;
- Identify **underserved populations**, including the economically disadvantaged, people with disabilities, and seniors, and develop programs to meet their needs;
- Emphasize **fully inclusive recreational opportunities** for people of all abilities;
- Develop programs that **reduce the negative impacts** of population growth;
- Build and maintain **partnerships** to increase funding, expand facility use, maximize participation, and improve recreational opportunities such as:
 - Providing swimming programs, wildlife and nature education, and after school programs with **schools**;
 - Facilitating community-wide events with **business** sponsorship;
 - Developing programs that enhance health and well-being with **health providers**;
 - Providing programs for seniors and residents with disabilities with **human service organizations**;
 - Developing community service programs with **civic organizations**, such as school parent groups and neighborhood associations;

Structured and unstructured recreational activities should be offered.

- Creating cooperative agreements with **private recreation service providers**, such as Gresham Golf Course and Persimmon Golf Course, to expand recreation opportunities for community members;
- Developing cooperative programs with **other governmental jurisdictions**, such as METRO, Cities of Portland, Fairview and Troutdale, Multnomah County, State of Oregon Department of Parks and Recreation, and U.S.D.A. Forest Service;
- Pursuing partnerships with **churches** to increase available programs;
- Assure that recreation services are **financially accessible** for all participants by providing scholarships, discounts, waivers, sliding scale fees, sponsorships, and work service opportunities when needed;
- Provide an **adequate number of qualified staff** to implement the recreation services plan;
- Promote **self-supporting and/or revenue generating** recreation services to maintain and expand services; and
- Identify appropriate **user fees** for each type of recreation service to develop self-supporting programs, considering the following as targets:
 - Seniors - 75% self-supporting;
 - Adults - 90% self-supporting;
 - Teens - 50% self-supporting;
 - Schoolage - 75% self-supporting;
 - Preschool - 50% self-supporting;
 - Families - 60% self-supporting;
 - People with Disabilities - 10% self-supporting; and
 - Diverse Cultural Groups - 50% self-supporting.

User fees can partially support most recreation services.

Benchmarks

- Percent of residents served by Parks and Recreation Division programs.
- Percent increase in enrollment in Parks and Recreation Division programs.
- Percent of participants re-enrolling in Parks and Recreation Division programs.
- Number of positive responses to recreation service customer satisfaction questionnaires.
- Percent to which each program is self-supporting.
- Percent of programs which are revenue generating.



RECREATION SERVICES ACTION PLAN

To develop an action plan to guide the implementation of recreation services, recommended services for each user group were prioritized by the Parks and Recreation Citizens' Advisory Committee, Master Plan Subcommittee, and Parks and Recreation Division staff. Table 11 illustrates the recommended action plan for recreation services (page 71 - 76). The priority level (1 through 3, with 1 being the highest) of each recommended improvement is identified.

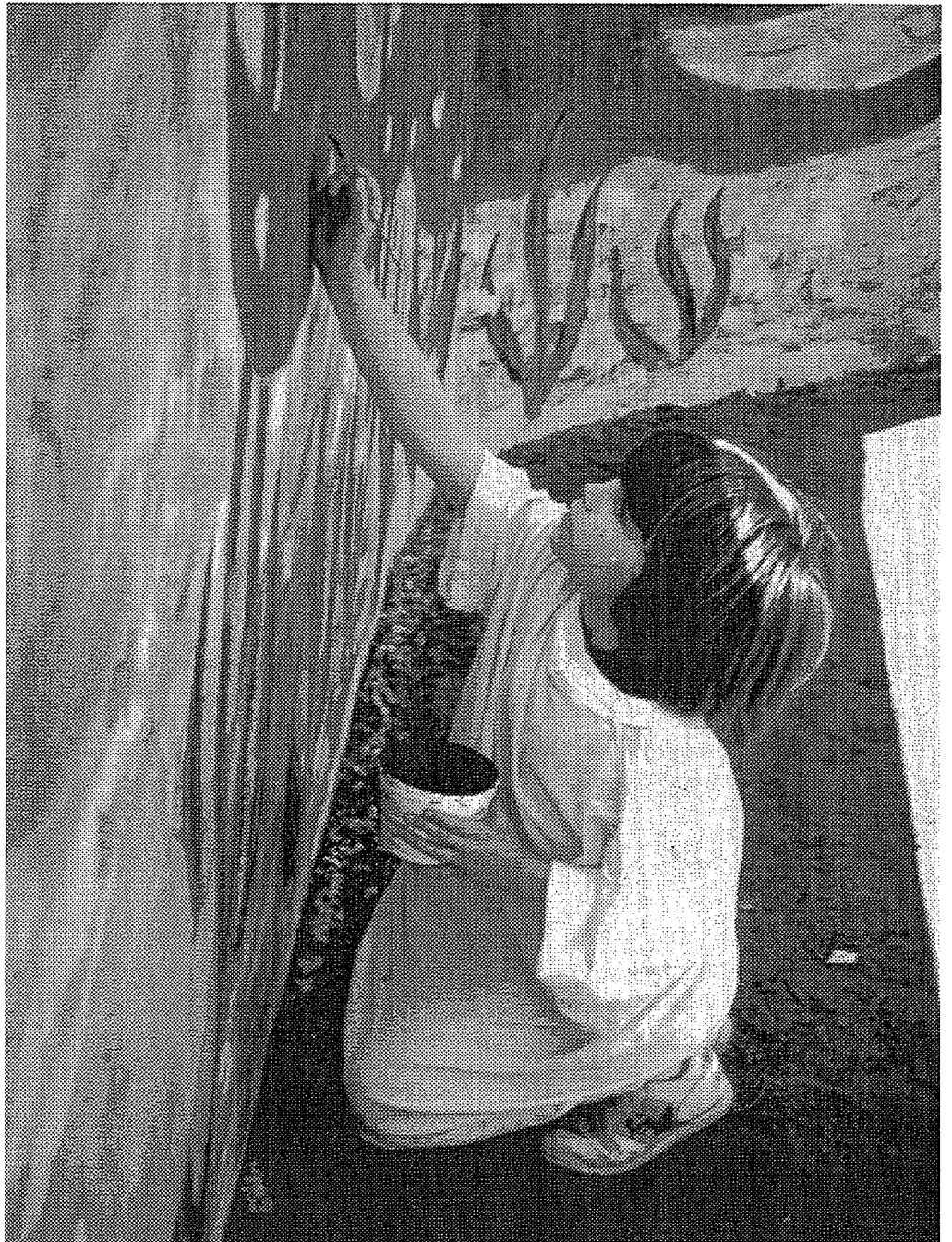


Table 10
Recommended Recreation Services

User Groups	Benefits	Priority Programs/ Services	Partnerships
Senior Adults	<ul style="list-style-type: none"> ◆ Reduces ALIENATION AND LONELINESS. ◆ Provides opportunities for COMMUNITY INVOLVEMENT AND SOCIAL INTERACTION. ◆ Improves emotional and physical HEALTH. 	Intergenerational Programs Health/Fitness Environmental Education Dance Tours/Trips Games Classes Clubs Trail and Open Space Use Swimming Arts/Cultural Events Volunteer Services Community Gardening	Gresham Senior Center Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions Childcare Providers School Districts Civic/Service Organizations
Adults	<ul style="list-style-type: none"> ◆ Improves emotional and physical HEALTH. ◆ Provides opportunities for COMMUNITY INVOLVEMENT AND SOCIAL INTERACTION. ◆ Provides LEADERSHIP opportunities. 	Environmental Education Classes Community Service Arts/Cultural Events Volunteer Services Health/Fitness Dance Sports/Sports Tournaments Trail and Open Space Use Swimming Running/Jogging	Adult Sports Groups Mount Hood Community College Gresham Senior Center Assisted Living Centers Business Health Providers Churches Private Providers Athletic Clubs/Organizations Other Governmental Jurisdictions
Teens (12-18 years)	<ul style="list-style-type: none"> ◆ Provides POSITIVE LIFESTYLE CHOICES and alternatives to self-destructive behavior. ◆ Provides source of SELF ESTEEM AND POSITIVE SELF IMAGE. ◆ Provides LEADERSHIP opportunities. ◆ Improves SOCIAL SKILLS. 	Environmental Education Employment/Training Trips Volunteer Services Arts/Cultural Events Health/Fitness Dance Before/After School programs Unstructured/Drop-in programs Sports/Sports Tournaments Trail and Open Space Use Swimming Rollerblading	School Districts Mt. Hood Comm. College PAL Center YMCA Youth Sports Providers Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions
Schoolage (5-12 years)	<ul style="list-style-type: none"> ◆ Enhances CHILD DEVELOPMENT. ◆ Builds productive and contributing CITIZENS. ◆ Fosters ENVIRONMENTAL AND COMMUNITY STEWARDSHIP. ◆ Improves SOCIAL SKILLS. ◆ Provides source of SELF ESTEEM AND POSITIVE SELF IMAGE. 	Arts/Cultural Events Crafts Trips Environmental Education Safety Classes Before/After School Programs Holiday Activities Sports/Sports Tournaments Trail and Open Space Use Swimming Summer Fun Program	School Districts PAL Center YMCA Youth Sports Providers Assisted Living Centers Businesses Health Providers Churches Private Providers/Childcare Mt. Hood Community College Multnomah Co. Library Other Governmental Jurisdictions

Table 10 (continued)

Recommended Recreation Services

User Groups	Benefits	Priority Programs/ Services	Partnerships
<p>Pre-school (2-5 years)</p>	<ul style="list-style-type: none"> ◆ Fosters ENVIRONMENTAL AND COMMUNITY STEWARDSHIP. ◆ Builds COMMUNITY PRIDE. ◆ Builds productive and contributing CITIZENS. 	<p>Music Reading/Storytime Varied Schedules Environmental Education Water Safety Tours Intergenerational Programs Sports/Sports Tournaments Trail and Open Space Use Swimming</p>	<p>YMCA Multnomah Co. Library Gresham Senior Center School Districts Mt. Hood Comm. College Assisted Living Centers Businesses Health Providers Churches Private Providers/Childcare Other Governmental Jurisdictions</p>
<p>Families</p>	<ul style="list-style-type: none"> ◆ Builds strong FAMILIES, the foundation of a stronger society. ◆ Provides POSITIVE LIFESTYLE CHOICES and reduces anti-social behavior. ◆ Reduces ALIENATION AND LONELINESS. 	<p>Environmental Education Arts/Cultural Events Holiday Activities Trips/Tours Trail and Open Space Use Swimming Community Gardening</p>	<p>School Districts YMCA Chamber of Commerce Downtown Development Assoc. Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions</p>
<p>People with Disabilities</p>	<ul style="list-style-type: none"> ◆ Promotes emotional and physical HEALTH and REHABILITATION. ◆ Provides opportunities for SOCIAL INTERACTION. ◆ Provides opportunities to gain life satisfaction through INDEPENDENCE. ◆ Provides source of SELF ESTEEM AND POSITIVE SELF IMAGE. 	<p>Adaptive Programs Inclusive Programs Specialized Programs Environmental Education Sports/Sports Tournaments Trail and Open Space Use Swimming</p>	<p>School Districts Special Olympics Guide Dogs for the Blind Easter Seals Gresham Senior Center Assisted Living Centers Employment Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions</p>
<p>Diverse Cultural Groups</p>	<ul style="list-style-type: none"> ◆ Promotes ETHNIC AND CULTURAL HARMONY. ◆ Builds STRONG COMMUNITIES. ◆ Builds STRONG FAMILIES, the foundation of a stronger society. 	<p>Inclusionary Programs Special Events Holiday Events Sports/Sports Tournaments Trail and Open Space Use Swimming</p>	<p>Programa Hispano Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions</p>

Table 11

Recreation Services Action Plan

User Group	Action	Priority		
		1	2	3
Senior Adults	Develop Intergenerational program			✓
	Develop Health/Fitness program		✓	
	Develop Environmental Education program		✓	
	Provide Dance classes			✓
	Develop Senior Adult Trip Committee	✓		
	Facilitate Games for Senior Adults			✓
	Provide Classes of interest to Senior Adults			✓
	Facilitate Clubs for Senior Adults	✓		
	Develop Programs to Promote Trail and Open Space Use	✓		
	Facilitate Swimming program	✓		
	Develop Arts/Cultural Events program			✓
	Provide opportunities for Volunteer Services		✓	
	Develop Community Gardening program		✓	

Table 11 (continued)

Recreation Services Action Plan

User Group	Action	Priority		
		1	2	3
Adults	Continue Adult Basketball program	✓		
	Develop Adult Volleyball program	✓		
	Develop Environmental Education program	✓		
	Provide Classes of interest to Adults			✓
	Provide Community Service opportunities		✓	
	Develop Arts/Cultural Events program			✓
	Provide opportunities for Volunteer Services		✓	
	Develop Health/Fitness program		✓	
	Provide Dance classes			✓
	Facilitate Adult Sports program in partnership with other providers	✓		
	Facilitate Sports Tournaments	✓		
	Develop Program to Promote Trail and Open Space Use	✓		
	Facilitate Swimming program	✓		
Integrate running programs with park facilities		✓		

Table 11 (continued)

Recreation Services Action Plan

User Group	Action	Priority		
		1	2	3
Teens (12-18 yrs)	Develop Environmental Education program	✓		
	Provide Employment Training opportunities		✓	
	Facilitate Teen Trips program		✓	
	Provide opportunities for Volunteer Services	✓		
	Develop Arts/Cultural Events program			✓
	Develop Health/Fitness program		✓	
	Facilitate Teen Dance program		✓	
	Develop Before and After School programs		✓	
	Provide Unstructured and Drop-in programs	✓		
	Develop Sports program	✓		
	Facilitate Sports Tournaments	✓		
	Develop Programs to Promote Trail and Open Space Use	✓		
	Facilitate Swimming Program	✓		
	Develop Rollerblading program		✓	
	Increase Community Center programming	✓		
Develop a Teen Council	✓			

Table 11 (continued)

Recreation Services Action Plan

User Group	Action	Priority		
		1	2	3
Schoolage (5-12 yrs)	Develop Arts/Cultural Events program		✓	
	Develop Crafts program			✓
	Develop Trips program		✓	
	Develop Environmental Education program	✓		
	Develop Youth Safety program	✓		
	Provide Classes of Interest to Schoolage Youth		✓	
	Develop Before and After School programs		✓	
	Facilitate Holiday Activities		✓	
	Facilitate Youth Sports programs	✓		
	Facilitate Sports Tournaments	✓		
	Develop Programs to Promote Trail and Open Space Use	✓		
	Facilitate Swimming program	✓		
	Expand Current Summer Fun program	✓		

Table 11 (continued)

Recreation Services Action Plan

User Group	Action	Priority		
		1	2	3
Pre-school (2-5 yrs)	Develop Music program	✓		
	Facilitate Reading/Storytime program	✓		
	Develop Child Care program with varied schedule	✓		
	Develop Environmental Education program		✓	
	Provide Water Safety course		✓	
	Develop program for Educational Tours		✓	
	Develop Intergenerational program			✓
	Facilitate Sports Tournaments		✓	
	Develop Programs to Promote Trail and Open Space Use	✓		
	Facilitate Swimming program	✓		
Families	Develop Environmental Education program	✓		
	Develop Arts/Cultural Events program		✓	
	Facilitate Holiday Activities			✓
	Develop Trip/Tour program		✓	
	Develop Programs to Promote Trail and Open Space Use	✓		
	Facilitate Swimming program	✓		
	Develop Community Gardening program	✓		

Table 11 (continued)

Recreation Services Action Plan

User Group	Action	Priority		
		1	2	3
People with Disabilities	Provide Adaptive programs	✓		
	Develop Inclusive programs	✓		
	Develop Specialized Programs		✓	
	Develop Environmental Education Program		✓	
	Facilitate Sports Tournaments	✓		
	Develop Programs to Promote Trail and Open Space Use	✓		
	Facilitate Swimming program	✓		
Diverse Cultural Groups	Develop Inclusive Programs	✓		
	Develop Special Events program	✓		
	Facilitate Holiday Events		✓	
	Facilitate Sports Tournaments	✓		
	Develop Programs to Promote Trail and Open Space Use	✓		
	Facilitate Swimming program	✓		

Maintenance

As the parks and recreation system expands and maintenance responsibilities increase, maintenance efficiency should be improved to minimize costs and protect the community's investment in parklands and recreation facilities.

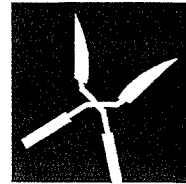
Issue Statement

Maintenance responsibilities have expanded without comparable staffing increases. The net result has been that the total acreage per full time maintenance employee has doubled since the 1988 Master Plan and overall maintenance levels have been reduced. The current parkland acreage per full time employee is 99 acres. In addition to increased workload, other changes have affected maintenance services and these issues should be addressed, including:

- New types of parklands, such as open space and greenways, have been acquired and the maintenance needs of these areas should be defined.
- Damage due to vandalism has greatly increased maintenance work loads.
- With population growth and increased use, progressively higher levels of maintenance may be required for all parklands and facilities.
- Policies need updating and procedures require evaluation to stay in line with recommended park management practices.
- The automation of maintenance management should be completed to increase efficiency.
- Policies for the use of volunteers and the development of additional joint use agreements should be created to make the best use of these maintenance resources.

The first step in streamlining maintenance practices is the adoption of parkland maintenance standards. Recommended maintenance standards for each type of park, based on a low to moderate level of maintenance, are shown in Table 12 (page 79). Maintenance levels are based on maintenance modes prescribed by the National Recreation and Park Association (NRPA) in *Park Maintenance Standards* (NRPA, 1986). This document was developed with the participation of over 600 professionals around the nation to standardize approaches to maintenance and enable the parks profession to produce cost data which is comparable between agencies. NRPA maintenance modes are ranked I through VI, based on level of maintenance, type of park, and level of use. A general description of each NRPA maintenance mode follows:

- *Mode I:* State of the art maintenance applied to a high quality, diverse landscape. Usually associated with high traffic urban areas



Maintenance needs have expanded without comparable staffing increases.

such as public squares, malls, governmental grounds or high visitation parks.

- *Mode II:* High level of maintenance associated with well developed park areas with reasonably high visitation.
- *Mode III:* Moderate level of maintenance associated with locations with moderate to low levels of development, and moderate to low levels of visitation.
- *Mode IV:* Moderately low level of maintenance, usually associated with a low level of development, low visitation, undeveloped areas or remote parks.

For each parkland type, Table 12 describes the recommended maintenance standard, benefits of maintenance, anticipated level of use, and maintenance responsibility.

Benefits

- Increases **public safety** and promotes increased park use by the community, which will further serve to reduce **vandalism and criminal activity**;
- Contributes to the protection of the **natural environment**;
- Protects the **community's investment** in parklands and facilities;
- Contributes to **community pride**; and
- Provides opportunities for **community service** and **stewardship** of community resources.

Maintenance Recommendations

- **Incorporate maintenance standards** recommended by the National Recreation and Park Association (NRPA) to guide the provision of maintenance services for all parkland and facility types to:
 - Provide high quality parklands and recreation facilities that meet the physical demands of public use;
 - Ensure public safety;
 - Protect and enhance the natural environment;
 - Eliminate unnecessary and costly tasks; and
 - Provide an appropriate level of maintenance for each parkland and facility type;
- **Inform the public** about maintenance goals for each parkland and facility type so that community members will have appropriate expectations regarding facility maintenance;

Standards should be adopted to guide maintenance services.

Table 12
Parkland Maintenance Standards

Type of Facility	Maintenance Standard	Benefits	Level of Use	Responsibility
Neighborhood Park	Frequent to very frequent-- NRPA Mode III	<ul style="list-style-type: none"> ◆ Maintains appearance and functional use ◆ Supports public safety 	Moderate to low	Parks and Recreation Volunteers
Urban Plaza	Very frequent-- NRPA Mode I	<ul style="list-style-type: none"> ◆ Maintains appearance and functional use ◆ Supports public safety 	High	Parks and Recreation Business Partners
Community Park	<i>Developed areas</i> Very frequent-- NRPA Mode II <i>Natural areas</i> Periodic-- NRPA Mode IV	<ul style="list-style-type: none"> ◆ Maintains appearance and functional use ◆ Supports public safety <i>Natural areas:</i> ◆ Supports the natural character of the area ◆ Provides fire mitigation ◆ Eliminates hazards 	High	Parks and Recreation Volunteers
Open Space	Periodic-- NRPA Mode IV	<ul style="list-style-type: none"> ◆ Supports the natural character of the area ◆ Maintains functional use of facilities ◆ Maintains viewsheds ◆ Provides fire mitigation ◆ Eliminates hazards ◆ Supports public safety 	Moderate	Parks and Recreation Stormwater Division Volunteers
Trails and Connectors	Frequent to periodic <i>Open space trails--</i> NRPA Mode IV <i>Multi-use hard-surfaced trails--</i> NRPA Mode III	<ul style="list-style-type: none"> ◆ Supports the natural character of the area ◆ Maintains functional use of facilities ◆ Provides fire mitigation ◆ Eliminates hazards ◆ Supports public safety 	Moderate to high	Parks and Recreation Transportation Division Volunteers

NRPA Maintenance Modes

Mode I: State of the art maintenance applied to a high quality diverse landscape. Usually associated with high traffic urban areas such as public squares, malls, governmental grounds or high visitation parks.

Mode II: High level of maintenance associated with well developed park areas with reasonably high visitation.

Mode III: Moderate level of maintenance associated with locations with moderate to low levels of development, and moderate to low levels of visitation.

Mode IV: Moderately low level of maintenance, usually associated with a low level of development, low visitation, undeveloped areas or remote parks.

Reference

Park Maintenance Standards, National Recreation & Park Assoc.(NRPA), 1986.

Volunteer projects,
contractual services,
and automated
management will
reduce costs.

- Define **operational procedures** for all maintenance tasks to increase efficiency, including:
 - Inspection requirements for recreation facilities and design elements;
 - Routine maintenance;
 - Repairs and eradication of vandalism;
 - Maintenance of equipment used by staff;
 - Landscape maintenance;
 - Open space and greenway maintenance;
 - Trail maintenance;
 - Fire hazard prevention;
 - Monitoring the health of natural resources;
 - Enhancing and restoring natural resources;
 - Integrated pest management to eliminate or reduce chemical use;
 - Water conservation; and
 - Recordkeeping;
- Complete the **open space parcel directory** to expedite response to customer requests;
- Integrate maintenance and durability requirements into the design of new parks and facilities through the development and use of **design standards** to develop more durable and more easily maintained facilities;
- Clarify the roles of Parks and Recreation Division **staff and other city agencies**, such as the Stormwater and Transportation Divisions of the Department of Environmental Services to define workloads;
- Computerize the **management program for park maintenance** to:
 - Analyze current maintenance costs;
 - Schedule staff and evenly distribute workloads throughout the year;
 - Allow accurate projection of future costs;
 - Provide justification for time and costs;
- Identify tasks which could be performed more cost effectively by **contractual services** to optimize cost efficiency;
- Maximize **partnerships** and the use of volunteers to reduce workloads, including:
 - Adopt-a-Park or Adopt-a-Trail programs; and
 - Service organizations, leagues, and clubs;
- Identify and prioritize appropriate **volunteer projects** to enable staff to locate potential partners and volunteers:
 - Identify necessary skills; and
 - Identify needed time commitment;

- Provide **an adequate staffing level** to implement recommended maintenance standards to protect the public from hazards and protect the community's investment; and
- Identify **maintenance funding** when funds for parkland acquisition and development are acquired to ensure adequate funding for maintenance.

Benchmarks

- Completion of operational procedures for maintenance tasks.
- Implementation of the automated park management program.
- Increase in park use.
- Development of an annual list of potential volunteer projects.
- Number of hours of volunteer participation in maintenance activities.

MAINTENANCE ACTION PLAN

The Maintenance Action Plan is presented in Table 13 (page 82). Since improvements in maintenance efficiency are essential to improving overall efficiency and protecting the community's investment in parklands and facilities, all improvements are rated as high priority.

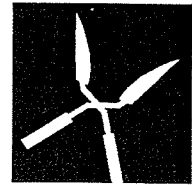


Table 13

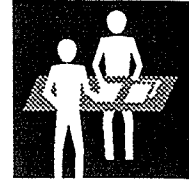
Maintenance Action Plan

Action	Priority		
	1	2	3
Develop operational procedures for all maintenance tasks	✓		
Complete open space parcel directory to expedite response to customer requests	✓		
Implement operational procedures for all maintenance tasks	✓		
Meet with representatives of other city agencies to clarify responsibilities	✓		
Implement the computerized management program for park maintenance	✓		
Identify and prioritize appropriate projects for volunteers	✓		
Provide adequate staffing levels to implement maintenance standards	✓		
Identify appropriate maintenance tasks for contract staff	✓		

Management

The role of management is to ensure that adequate fiscal and human resources are available to implement the vision for Gresham's future parks and recreation system, and to ensure that tasks are carried out efficiently to provide the greatest possible benefit to the public. The Master Plan includes recommendations for:

- Facility Design and Management;
- Public Safety; and
- Public Information and Community Involvement

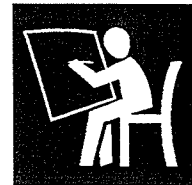


FACILITY DESIGN AND MANAGEMENT

New standards and procedures are needed to improve the quality and efficiency of facility design and management.

Issue Statement

According to Master Plan telephone survey results, the availability, accessibility, and variety of parks is the most valued benefit provided to Gresham residents by parks and recreation services. Through the experience of planning, designing, constructing, maintaining, and evaluating existing facilities, Parks and Recreation Division staff have learned many lessons, upon which future efforts can be based. New policies and procedures can now be incorporated into practice to take the Parks and Recreation Division into the year 2010.



Benefits

- Provides for **sound management** of public resources;
- Provides for the **availability, accessibility, and variety** of parks and recreation opportunities; and
- Enhances **public safety**.

Facility Design and Management Recommendations

- Develop **design and construction standards** to improve public safety, increase public access, and to incorporate lessons learned from the maintenance and operation of existing facilities;
- Establish procedures for **construction inspection** of newly developing facilities to ensure quality control;
- Develop a **single management base for facility scheduling** for all of Gresham's sport fields and recreation facilities, including schools and other joint use facilities, to better serve residents' needs;
- Plan and develop **recreation facilities** within neighborhood and community parks to meet recommended standards (Table 3);

New standards and procedures will improve the quality and efficiency of facility design and management.

- Establish **development and maintenance requirements** for private developments adjacent to parks, open space, and trails to protect parklands;
- Establish a **wildlife management** program to respond to wildlife incidents in open space; and
- Conduct natural resource studies and monitor **natural resources** on a regular basis to evaluate conditions and to determine whether management programs, including maintenance and education, are effective in addressing environmental impacts and user conflicts.

Benchmarks

- Number of facility users annually.
- Cost of vandalism annually.
- Number of injuries in parks and recreation facilities annually.
- Number of parks that meet Americans with Disabilities Act Guidelines (ADAAG).



*A safe environment
will be provided for
park users.*

PUBLIC SAFETY

The design, construction, maintenance, and management of the parks and recreation system should serve to provide a safe environment for users.

Issue Statement

Public safety includes crime prevention and community policing; fire prevention and management; and protection from personal injury that may result from facility hazards or inadequate supervision of recreation programs. The following should be considered:

Crime Prevention and Community Policing

- For many Gresham residents, personal safety in parks and on trails is a major concern.
- Of all crimes committed by youth in Gresham, youth 13 to 14 years old committed the largest number of crimes of any age group. Vandalism and theft are the two most frequent youth crimes in Gresham. In 1994, the maintenance and repair costs associated with vandalism in Gresham's parks were at least \$50,000.
- The Gresham Police Department continues to maintain community policing as a priority for the Department, focusing on youth, schools and neighborhoods;
- The Parks and Recreation Division has recently established a Park Ranger program, which has been contracted to a private security firm. In addition, the Citizen Ambassador Program has been developed in partnership with the Gresham Police Department. Thus far, the results of these programs have been very positive.

Fire Prevention and Management

- The Parks and Recreation Division must establish fire prevention and management strategies for Gresham's open space system, in cooperation with the Fire Department.

Risk Management

- Policies and procedures which guide inspection of park facilities and inspection recordkeeping should be improved to ensure public safety and reduce City liability.
- With the development of recreation services, policies and procedures are needed to ensure adequate supervision and appropriate leadership techniques that address personal and group liability.

Benefits

- Promotes increased park use by the community, which will further serve to **reduce vandalism and criminal activity**;
- Protects the community's **investment** in parks and recreation, and contributes to **community pride**;
- Provides opportunities for **community involvement**, and **shared management and ownership of resources**; and
- Enhances the **health and well-being** of residents.

Public Safety Recommendations

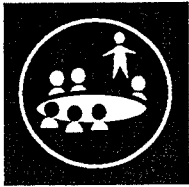
- Continue to **build alliances** with the Police and Fire Departments to address safety and crime issues;
- Promote **positive use of parklands and recreation facilities** in order to discourage crime;
- Develop **fire prevention and management policies** and code enforcement for open space in conjunction with the Fire Department to protect natural resources and ensure the safety of nearby residents;
- Continue the **Park Ranger** and **Citizen Ambassador Programs**;
- Develop additional programs to increase public safety, such as Adopt-A-Park, neighborhood patrols, and partnering residents together for recreational activities;
- Evaluate **design and construction standards** for their effectiveness in enhancing public safety and discouraging vandalism;
- Implement a **comprehensive safety inspection and recordkeeping program** to ensure public safety;

Increased park use will help to reduce vandalism and crime.

- Incorporate **policies and procedures** into recreation service delivery to enhance participant safety; and
- Collect **crime and vandalism statistics** in conjunction with the Police Department to track public safety trends at Parks and Recreation Division facilities.

Benchmarks

- Number of crimes committed at park and recreation facilities per year.
- Cost of vandalism per year.
- Number of accident claims per year.
- Number of residents participating in recreation programs per year.
- Increased use of park and recreation system.



Community involvement and outreach efforts will be expanded.

PUBLIC INFORMATION AND COMMUNITY INVOLVEMENT

An ongoing effort to involve and inform Gresham residents is needed to ensure that citizens' needs for parks and recreation opportunities will be met.

Issue Statement

Residents are more aware of Parks and Recreation Division services than in 1988. This increase in community awareness is the result of staff outreach efforts, as well as the provision of new parkland facilities, such as the Springwater Trail. Volunteer involvement in the Parks and Recreation Division has also grown to over 5,500 hours in 1994. This volunteer service is valued at over \$60,000. Limited staff resources have been a barrier to expanding community involvement, public information, and volunteerism. The Parks and Recreation Division needs to continue to expand community involvement and outreach efforts to:

- Inform residents about the benefits of parks and recreation;
- Provide information about community recreation facilities and services;
- Keep pace with community needs and interests;
- Build community support for maintaining and expanding recreational opportunities; and
- Involve Gresham's diverse population, including youth, senior adults, people with disabilities, and ethnic minorities, in the Parks and Recreation Division.

Benefits

- Provides Parks and Recreation Division staff with an understanding of **community needs**;
- Fosters a sense of **community stewardship** of parks and open space;
- Develops **leadership** and community service skills;
- Extends the **operating budget** of the Parks and Recreation Division; and
- Builds community **awareness and support** for Gresham's Parks and Recreation System.

Public Information Recommendations

- Provide **accurate and timely information** to the public to increase awareness regarding:
 - Facilities;
 - Recreation services;
 - Maintenance objectives and services;
 - User safety and responsibilities;
 - Volunteer opportunities;
 - Public involvement opportunities;
- Expand the Parks and Recreation Division's **information and referral program** to increase residents' use and awareness of regarding other local, regional and statewide recreational opportunities;
- Develop a **computerized database** for information and referral use to increase staff efficiency;
- Develop additional **public information brochures and maps** to address:
 - Recreation services;
 - Environmental education opportunities;
 - Open space and trails;
 - Benefits of parks and recreation;
 - Volunteer and public involvement opportunities;
 - User safety and user responsibilities;
- Use **television, radio, and the news media** to publicize activities and services and broaden outreach efforts;
- Make **public presentations** to inform and update residents about parks and recreational opportunities and Parks and Recreation Division activities;
- Make **educational presentations** to students in area elementary, middle and high schools; and

Community stewardship of parks and open space will be fostered through outreach efforts..

- Provide public information in formats that are usable by populations with **special information needs**, such as Braille, audio and translated formats.

Community Involvement Recommendations

- Involve **community members** in open space stewardship programs to increase residents' sense of ownership of natural areas, including Adopt-a-Park and cleanup, planting, and maintenance efforts;
- Develop **policies and procedures** for involving the public in Parks and Recreation Division activities, such as Adopt-a-Park, to increase program effectiveness, including:
 - Project planning;
 - Project implementation;
 - Project monitoring and evaluation;
 - Facility maintenance;
 - Recreation program volunteers;
 - Public safety programs;
- Continue to involve the public in **parks and recreation planning** to increase community ownership of parklands and recreation services;
- Continue to utilize **neighborhood associations** for neighborhood-based planning efforts to reach all areas of the community;
- Continue **existing community involvement efforts**, through the Parks and Recreation Citizens' Advisory Committee, public workshops and presentations, booths at community events, and surveys to maintain effective outreach measures;
- Expand opportunities to involve the public in **implementing plans** for facility development, recreation services, maintenance, and stewardship activities, such as:
 - Adopting a park or a segment of trail or open space;
 - Trail construction;
 - Environmental restoration or enhancement;
 - Facility maintenance, such as painting, litter removal, etc.;
 - Park patrol;
 - Recreation program planning, leadership or program support activities;
 - Information and referral; and
 - Administrative assistance, such as mailing, answering phones, fundraising;
- Involve the community in **evaluating facilities, programs, and management activities** through workshops, surveys, and post-construction evaluations to help structure future efforts;

Neighborhood associations will be utilized to reach all residents.



- Create a **volunteer coordinator** position to maximize efforts to involve the public and manage these activities more efficiently; and
- Evaluate ongoing community involvement and continue to **explore and implement new approaches**.

Benchmarks

- Number of presentations made annually by Parks and Recreation Division staff to community groups.
- Number of hours of public participation in planning, implementing, or evaluating Parks and Recreation Division facilities and services.
- Number of brochures distributed by the Parks and Recreation Division annually.

MANAGEMENT ACTION PLAN

Table 14 illustrates the recommended action plan for Parks and Recreation Division management (page 90 - 91).

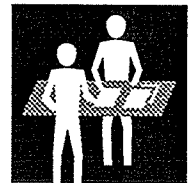


Table 14

Management Action Plan

Action	Priority		
	1	2	3
Facility Design and Management			
Develop design and construction standards	✓		
Establish construction inspection procedures	✓		
Develop a computerized management base for City-wide facility management	✓		
Establish and enforce development requirements for private development adjacent to parklands	✓		
Establish a wildlife management program to respond to wildlife incidents in open space		✓	
Conduct natural resource studies to evaluate conditions	✓		
Develop parks system maintenance standards	✓		
Develop and implement urban forestry program		✓	
Develop joint use agreements with schools	✓		
Public Safety			
Develop fire prevention and management strategies for open space	✓		
Increase use of parks and recreation facilities	✓		
Continue park ranger program	✓		
Continue citizen ambassador programs	✓		
Implement a comprehensive safety inspection and recordkeeping program	✓		
Develop policies and procedures to enhance the safety of recreation program participants		✓	
Track public safety trends at Parks and Recreation Division facilities	✓		

Table 14 (continued)

Management Action Plan

Action	Priority		
	1	2	3
Public Information			
Expand the information and referral program	✓		
Develop a computerized data base for information and referral	✓		
Develop public information brochures and maps	✓		
Use television, radio, and the news media		✓	
Make public presentations to inform residents	✓		
Make educational presentations at area schools		✓	
Provide public information in formats that are usable by population with special information needs		✓	
Community Involvement			
Involve community members in open space stewardship programs	✓		
Develop community involvement policies and procedures	✓		
Continue to involve the public in parks and recreation planning	✓		
Further utilize neighborhood associations for neighborhood-based planning	✓		
Expand opportunities to involve the public in implementing facility development plans	✓		
Involve the public in evaluating facilities, programs and management activities	✓		
Create a volunteer coordinator position	✓		
Evaluate ongoing community involvement efforts	✓		





7

FIVE-YEAR FUNDING PLAN

To successfully implement the Master Plan recommendations, and expand parks and recreation facilities and services, an adequate budget for materials and staff is needed. To accommodate future growth, a Five-Year Funding Plan has been developed that addresses the following Parks and Recreation Division operations:

- Parkland Facilities;
- Recreation Services;
- Parkland Maintenance; and
- Management.

Tables 15 through 19 present the proposed Five-Year Funding Plan. For each area of operations, the funding plan addresses fiscal years 1996-1997 through 2000-2001. In the case of facilities, all projects not completed within the first five years have been budgeted for completion by the year 2010.

Recommendations for potential funding sources identified by the Parks and Recreation Citizens' Advisory Committee (PRCAC) follow the Management Funding Plan.

Funding is needed to realize Gresham's vision for a future parks and recreation system.



The availability,
accessibility, and
variety of parks is
highly valued by
residents.

Parkland Facility Funding Plan

The funding plan for priority facility improvements is provided in Table 15 (page 96 - 98). This table corresponds to the Parkland Facility Action Plan presented in Table 9 (page 55 - 61). Improvements are organized into the following categories:

- Neighborhood Parks/Urban Plazas;
- Community Parks;
- Open Space;
- Trails/Connectors; and
- General Improvements.

Table 15 includes:

- *Planning Area:* This column indicates the planning area where each facility improvement is located. Improvements have been listed in the following order: Northwest, North, West, Central, South, and Southeast. Planning area boundaries are indicated on the map on page 53.
- *Facility:* This column lists previously budgeted capital improvement projects, as well as Master Plan recommendations for facility improvements. Descriptions of Master Plan recommendations can be found in the Parkland Facility Action Plan (Table 9).
- *Total Estimated Cost:* This column represents the total estimated cost for development and/or renovation of each facility. Estimated development costs reflect the anticipated ratio of developed area vs. natural area at each specific site. Acquisition costs have been included when applicable. Estimated costs are based upon current actual costs for development and acquisition within the Parks and Recreation Division, and were compared with a survey of costs from other recreation providers. The following figures were used:
 - \$19,000 per acre land acquisition costs;
 - \$115,000 per developed acre for development or redevelopment of neighborhood and community parks;
 - \$150,000 per acre for urban plaza development;
 - \$1,050,000 per community center development;
 - \$100,000 per mile of open space trail development;
 - \$350,000 per mile for development of the Springwater Trail and the Gresham/Fairview Trail; and
 - \$150,000 per playground renovation at neighborhood parks, \$300,000 for community parks.

- *Proposed Five-Year Funding Plan and 2010:* Proposed budgets to implement the priority improvements are shown in the next five columns. Project costs not budgeted in the five year funding plan are shown in the final column for the year 2010. In addition to the criteria established by the Master Plan Subcommittee (page 51), priority is given to improvements that address the following:
 - The need for renovations to address important safety concerns and to protect existing community investments; and
 - Priorities of the City of Gresham 2020 Vision Plan and Metro's 2040 Regional Plan.
- *Subtotal/Funded/Net Need:* Subtotals of estimated costs are shown for each type of improvement for both *funded* and *unfunded* projects. To calculate net need, funded project totals have been subtracted from the subtotal of estimated costs.

**Table 15
Parkland Facility Funding Plan**

Pmg. Area	Facility	Total Est. Cost	Proposed 5-Year Funding Plan					2010	Notes
			1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001		
Neighborhood Parks/Urban Plazas									
NW	Columbia View Park	\$264,500			\$117,708	\$146,792		\$0	
NW	Kirk Park	\$300,756		\$150,756				\$150,000	
N	Aspen Highlands Park	\$0						\$0	
N	Hall Park	\$0						\$0	
N	North NP #1 (site undetermined)	\$727,000			\$152,000			\$575,000	A
N	North NP #2 (site undetermined)	\$727,000					\$152,000	\$575,000	A
W	Davis Park	\$346,868	\$50,000					\$0	D
W	Rockwood Central Park	\$59,160			\$59,160			\$0	B
W	Rockwood Urban Plazas	\$250,000	\$156,015	\$93,985				\$0	A,C
W	Vance Park replacement	\$0						\$0	
W	West NP (site undetermined)	\$727,000				\$152,000	\$575,000	\$0	A
C	Downtown Plan Urban Plazas/Gateways	\$676,000						\$676,000	A
C	Downtown Plan neighborhood pocket parks (4)	\$1,000,000			\$250,000		\$500,000	\$250,000	A,C
C	Civic Neighborhood Urban Plaza	\$240,000						\$240,000	A,C
C	Civic Neighborhood Detention Pond Area	\$382,000						\$382,000	A
C	Bella Vista Park	\$575,000				\$575,000		\$0	B
C	Hollybrook Park play area	\$150,000						\$150,000	B
C	Thorn Park	\$287,500						\$287,500	B
S	Butler Creek Park	\$0						\$0	
S	Jenne Butte Park	\$782,000				\$782,000		\$0	
S	South Central Neighborhood Park	\$765,000					\$575,000	\$0	A,D
S	South NP (site undetermined)	\$727,000			\$152,000			\$575,000	A
SE	Southeast neighborhood pocket park	\$134,000						\$134,000	A
SE	Kane Road Park	\$345,000						\$345,000	B
SE	East Gresham Neighborhood Park	\$632,500						\$632,500	
SE	Southeast NP #1 (site undetermined)	\$727,000			\$152,000		\$575,000	\$0	A
SE	Southeast NP #2 (site undetermined)	\$727,000					\$152,000	\$575,000	A
SE	Southeast NP #3 (site undetermined)	\$727,000						\$727,000	A
SUBTOTAL		\$12,279,284	\$206,015	\$244,741	\$882,668	\$1,655,792	\$2,529,000	\$6,274,000	
FUNDED		\$786,868							
NET NEED		\$11,492,416							

**Table 15
Parkland Facility Funding Plan**

Plng. Area	Facility	Total Est. Cost	Proposed 5-Year Funding Plan					2010	Notes
			1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001		
Community Parks									
N	North Gresham Park	\$517,500				\$102,000		\$415,500	B
N	Red Sunset Community Park	\$0						\$0	
N	Zimmerman House Historical Park	\$1,119,500				\$580,000		\$539,500	A
W	Pat Pfeifer Community Park renovation	\$1,541,000		\$246,940	\$1,294,060			\$0	B
W	Southwest Community Park	\$1,955,000		\$79,213	\$226,787	\$250,002	\$1,398,998	\$0	
W	Fairview Creek Headwaters Enhancement	\$288,148		\$100,000	\$188,148			\$0	
C	Main City Park renovation with Amphitheater	\$1,150,000			\$127,500	\$1,022,500		\$0	B
C	Main City Park Recreation Center	\$1,050,000	\$202,038	\$202,038				\$455,920	D
SE	Sports Park	\$7,000,000	\$1,301,096	\$2,001,702				\$3,681,013	D
SE	Southeast Community Park	\$1,222,450			\$111,996	\$247,554	\$260,100	\$602,800	
SE	Southeast Community Center	\$1,050,000						\$1,050,000	
	Community Parks (2-3 undetermined sites)	\$8,623,300				\$600,000		\$8,023,300	A
SUBTOTAL		\$25,516,898	\$1,503,134	\$2,629,893	\$1,948,491	\$2,802,056	\$1,659,098	\$14,768,033	
FUNDED		\$1,317,089							
NET NEED		\$24,199,809							
Open Space									
	Existing open space	\$0							
	General open space preservation *	\$8,931,900	\$154,064					\$7,027,822	D
	Includes: Columbia Slough, Grant Butte, Fairview Creek Kelly Creek Riparian Corridor, Kelly Creek Upland Meadows, and Gresham/Towle/Hogan Butte/Butler Ridge								
	* May include purchase, foreclosures, dedications, donations, joint use and/or easements								
SUBTOTAL		\$8,931,900	\$154,064	\$0	\$0	\$0	\$0	\$7,027,822	
FUNDED		\$1,954,078							
NET NEED		\$6,977,822							

**Table 15
Parkland Facility Funding Plan**

Pkg. Area	Facility	Total Est. Cost	Proposed 5-Year Funding Plan					2010	Notes																																							
			1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001																																									
Trails/Connectors																																																
	Open Space Trail Development ^E	\$1,371,042	\$788,001	\$469,041																																												
NW	NW Open Space	E																																														
W	Grant Butte/Fairview Creek	E																																														
S	Gresham/Towle/Hogan Butte/Butler Ridge	E																																														
S	Jenne Butte	E																																														
S	Butler Creek	\$172,889	\$72,889	\$100,000																																												
SE	Kelly Creek	E																																														
S	Springwater Trail	\$588,178	\$300,000	\$288,178																																												
W	Gresham/Fairview Trail	\$2,201,000		\$29,988				\$2,171,012																																								
	Urban Path Connections	\$100,000						\$71,332																																								
C	Northside Path			\$28,668																																												
SUBTOTAL		\$4,433,109	\$1,160,890	\$915,875	\$0	\$0	\$0	\$2,242,344																																								
FUNDED		\$2,160,777																																														
NET NEED		\$2,272,332																																														
General																																																
	ADA Rehabilitation Projects	\$134,489	\$24,990		\$59,122			\$0	D																																							
	Community Gardens	\$50,000					\$50,000	\$0																																								
	Playground Renovation	\$1,200,000			\$1,200,000			\$0																																								
SUBTOTAL		\$1,384,489	\$24,990	\$0	\$1,259,122	\$0	\$50,000	\$0																																								
FUNDED		\$134,489																																														
NET NEED		\$1,250,000																																														
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Total Est. Cost</th> <th>1996-1997</th> <th>1997-1998</th> <th>1998-1999</th> <th>1999-2000</th> <th>2000-2001</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>Facility Totals</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>TOTAL</td> <td>\$52,545,680</td> <td>\$3,049,093</td> <td>\$3,790,509</td> <td>\$4,090,481</td> <td>\$4,457,848</td> <td>\$4,238,098</td> <td>\$30,312,199</td> </tr> <tr> <td>FUNDED</td> <td>\$6,353,301</td> <td>\$1,747,997</td> <td>\$1,281,910</td> <td>\$359,266</td> <td>\$247,554</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>NET NEED</td> <td>\$46,192,379</td> <td>\$1,301,096</td> <td>\$2,508,599</td> <td>\$3,731,215</td> <td>\$4,210,294</td> <td>\$4,238,098</td> <td>\$30,312,199</td> </tr> </tbody> </table>										Total Est. Cost	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001	2010	Facility Totals								TOTAL	\$52,545,680	\$3,049,093	\$3,790,509	\$4,090,481	\$4,457,848	\$4,238,098	\$30,312,199	FUNDED	\$6,353,301	\$1,747,997	\$1,281,910	\$359,266	\$247,554	\$0	\$0	NET NEED	\$46,192,379	\$1,301,096	\$2,508,599	\$3,731,215	\$4,210,294	\$4,238,098	\$30,312,199
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NET NEED	\$46,192,379	\$1,301,096	\$2,508,599	\$3,731,215	\$4,210,294	\$4,238,098	\$30,312,199																																									

Notes:

- A Total Estimated Costs include both development and property acquisition costs.
- B Existing facilities which require renovation. Total estimated costs reflect costs of renovation only.
- C Joint Project: Total Estimated Costs reflect Parks and Recreation Division improvements only.
- D Anticipated need in 2010 reflects five-year CIP and current 1995-1996 budget dollars
- E Open space trail development estimated cost includes the estimated costs of developing trails in: NW Open Space, Grant Butte/Fairview Creek, Gresham Towle/Hogan Butte/Butler Ridge, Jenne Butte and Kelly Creek.

All figures represent 1995 dollars and do not account for inflation.

Recreation Services Funding Plan

Developing recreation services is primarily a function of staff and materials. The Five-Year Funding Plan to expand recreation services is illustrated in Table 16 (page 100).

- *Administrative Staff:* For each year, the total number of full-time equivalent (FTE) administrative staff is indicated along with cost per year, assuming an average cost of \$45,000 per year.
- *Program Staff:* For each fiscal year, the total number of full-time equivalent (FTE) program staff is indicated along with the cost per year, assuming an average cost of \$20,000 per year.
- *Staffing Total:* This indicates the total staffing cost for administrative and program staffing per year.
- *Direct Service Costs:* Direct service costs include equipment, supplies, and contracts. Costs are based on an evaluation of current costs and direct service budgets for recreation services provided in cities of comparable size.
- *Subtotal:* The subtotal combines staffing and direct service costs for each year.
- *Target Income for User Fees:* A portion of the cost of recreation services should be recovered from user fees. This row of the table proposes a percentage of income generated from user fees for each of the five fiscal years.
- *Total:* This number represents the total budget required to implement Recreation Services improvements per year. The total was calculated by subtracting the percent of income generated from user fees from the subtotal of staffing and direct costs.

RECREATION SERVICES IMPLEMENTATION SCHEDULE

In addition to the Five-Year Funding Plan, Table 17 illustrates how specific programs will be implemented over the next five years (page 101 - 106). This table includes the following:

- *User Groups:* Recommended priority actions by user group served. Eight user groups are included: senior adults; adults; teens; schoolage; pre-school; families; people with disabilities; and diverse cultural groups.
- *Action:* Lists the specific program or service to be implemented.
- *Five-Year Implementation Schedule:* Stars indicate the year in which initial program development will start. Half-circles indicate the year in which each program or service will reach fifty percent program development. Full program development is indicated with a solid circle.



Recreation services encourage interaction between diverse community members.

Table 16

Funding Plan: Recreation Services

	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001
Administrative Staff	1	2	2	3	3
Cost/year	\$45,000	\$90,000	\$90,000	\$135,000	\$135,000
Program Staff	2	2	2	3	4
Cost/year	\$40,000	\$40,000	\$40,000	\$60,000	\$80,000
Staffing Total^A	\$85,000	\$130,000	\$130,000	\$195,000	\$215,000
Direct Service Costs	\$25,000	\$30,000	\$35,000	\$55,000	\$65,000
SUBTOTAL	\$110,000	\$160,000	\$165,000	\$250,000	\$280,000
Target Income for User Fees	10%	20%	30%	40%	50%
TOTAL^B	\$99,000	\$128,000	\$115,500	\$150,000	\$140,000

^A This need to be fulfilled through city hires, as well as through contractual services.

^B This amount is in addition to the 1995-96 FY Budget of \$81,346, which supports one .5 full time equivalent employee (.5 FTE) and direct service costs.

All figures represent 1995 dollars and do not account for inflation.

Table 17

Recreation Services Implementation Schedule

User Group	Action	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001	2010
Senior Adults	Develop Intergenerational program		*		◐	●	
	Develop Health/Fitness program	*	◐	●			
	Develop Environmental Education program		*	◐	●		
	Provide Dance classes		*	●			
	Develop Senior Adult Trip Committee	●					
	Facilitate Games for Senior Adults		*	◐	●		
	Provide Classes of interest to Senior Adults		*		◐	●	
	Facilitate Clubs for Senior Adults		*	◐	●		
	Develop Programs to Promote Trail and Open Space Use	*		◐	●		
	Facilitate Swimming program	*	◐	●			
	Develop Arts/Cultural events program			*	◐	●	
	Provide opportunities for Volunteer Services	*		◐	●		
	Develop Community Gardening program			*	◐	●	

- * Initial program development
- ◐ Fifty percent program development
- Full program implementation

Table 17 (continued)

Recreation Services Implementation Schedule

User Group	Action	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001	2010
Adults	Continue Adult Basketball program	●					
	Develop Adult Volleyball program	*	◐	●			
	Develop Environmental Education program		*	◐	●		
	Provide Classes of interest to Adults			*	◐	●	
	Provide Community Service opportunities	*		◐	●		
	Develop Arts/Cultural Events program		*	◐	●		
	Provide opportunities for Volunteer Services	*		◐	●		
	Develop Health/Fitness program		*	◐	●		
	Provide Dance classes			*	◐	●	
	Facilitate Adult Sports program in partnership with other providers	*	◐	●			
	Facilitate Sports Tournaments		*	◐	●		
	Develop Program to Promote Trail and Open Space Use		*	◐	●		
	Facilitate Swimming program	*	●				
	Integrate Running Program with park facilities			*	◐	●	

- * Initial program development
- ◐ Fifty percent program development
- Full program implementation

Table 17 (continued)

Recreation Services Implementation Schedule

User Group	Action	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001	2010
Teens (12-18 yrs)	Develop Environmental Education program	*	◐	●			
	Provide Employment training opportunities				*	●	
	Facilitate Teen Trips program	*	◐	●			
	Provide opportunities for Volunteer Services	*	◐	●			
	Develop Arts/Cultural Events program			*	◐	●	
	Develop Health/Fitness program	*	◐	●			
	Facilitate Teen Dance program			*	◐	●	
	Develop Before and After School programs		*	◐	●		
	Provide Unstructured and Drop-in programs	*	◐	●			
	Develop Sports program	●					
	Facilitate Sports Tournaments	●					
	Develop Program to Promote Trail and Open Space Use		*	◐	●		
	Facilitate Swimming program	●					
	Develop Rollerblading program	*	◐	●			
	Increase Community Center programming	*	●				
Develop a Teen Council	●						

* Initial program development

◐ Fifty percent program development

● Full program implementation

Table 17 (continued)

Recreation Services Implementation Schedule

User Group	Action	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001	2010
Schoolage (5-12 yrs)	Develop Arts/Cultural Events program			*	◐	●	
	Develop Crafts program	*	◐	●			
	Develop Trips program		*	◐	●		
	Develop Environmental Education program	*	◐	●			
	Develop Youth Safety program		*	◐	●		
	Provide Classes of interest to Schoolage Youth	*	◐	●			
	Develop Before and After School programs	*	◐	●			
	Facilitate Holiday Activities	*	◐	●			
	Facilitate Youth Sports programs	*	◐	●			
	Facilitate Sports Tournaments		●				
	Develop Program to Promote Trail and Open Space Use			●			
	Facilitate Swimming program	●					
	Expand current Summer Fun program	●					

- * Initial program development
- ◐ Fifty percent program development
- Full program implementation

Table 17 (continued)

Recreation Services Implementation Schedule

User Group	Action	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001	2010
Pre-school (2-5 yrs)	Develop Music program		*	◐	●		
	Facilitate Reading/Storytime program	*	◐	●			
	Develop Child Care program with varied schedule	*	◐	●			
	Develop Environmental Education program	*	◐	●			
	Provide Water Safety course	*	◐	●			
	Develop program for Educational Tours				*	●	
	Develop Intergenerational program		*	◐	●		
	Facilitate Sports Tournaments			*	◐	●	
	Develop Program to Promote Trail and Open Space Use		*	◐	●		
	Facilitate Swimming program	*	●				
Families	Develop Environmental Education program	*	◐	●			
	Develop Arts/Cultural Events program		*	◐	●		
	Facilitate Holiday Activities		*	◐	●		
	Develop Trip/Tour program		*	◐	●		
	Develop Program to Promote Trail and Open Space Use	*	◐	●			
	Facilitate Swimming program	*	●				
	Develop Community Gardening program			*	◐	●	

- * Initial program development
- ◐ Fifty percent program development
- Full program implementation

Table 17 (continued)

Recreation Services Implementation Schedule

User Group	Action	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001	2010
People with Disabilities	Provide Adaptive programs		*	◐	●		
	Develop Inclusive programs	*	●				
	Develop Specialized Programs			*			●
	Develop Environmental Education program			*	◐	●	
	Facilitate Sports Tournaments		*	◐	●		
	Develop Program to Promote Trail and Open Space Use		*	◐	●		
	Facilitate Swimming program		●				
Diverse Cultural Groups	Develop Inclusive Programs		*	◐	●		
	Develop Special Events program	*	●				
	Facilitate Holiday Events	*	●				
	Facilitate Sports Tournaments		*	◐	●		
	Develop Program to Promote Trail and Open Space Use		*	◐	●		
	Facilitate Swimming program	*	●				

- * Initial program development
- ◐ Fifty percent program development
- Full program implementation

Maintenance Funding Plan

The Funding Plan for maintenance services is illustrated in Table 18 (page 109). Maintenance staff and material costs were calculated for the following areas:

- Neighborhood Parks/Urban Plazas;
- Community Parks;
- Open Space;
- Trails/Connectors; and
- General Improvements.

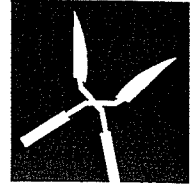
In addition, other non-routine responsibilities of the maintenance staff have been included in the funding plan, which are estimated to be approximately 25% of facility maintenance costs. Other responsibilities of the maintenance staff include:

- Downtown parking lots and City Hall maintenance;
- Park amenity improvements and installations;
- Park renovation projects;
- Volunteer project assistance;
- Citizen response follow-up;
- Capital Improvement Project review and inspection assistance;
- Maintenance support for sport groups; and
- Mandatory training.

Total staffing costs were calculated using an average of \$37,000 per maintenance staff (which includes benefits and payroll taxes).

The Five-Year Maintenance Funding Plan is based on the following:

- Estimated maintenance costs were developed by conducting a time and materials study using established National Recreation and Park Association (NRPA) maintenance standards. An informal survey of facility maintenance costs in cities of comparable size in Oregon was also conducted to determine local standards. Based on this research, the following costs per acre were used to develop estimated maintenance costs per year:
 - \$600 per acre for open space and undeveloped park sites;
 - \$4,500 per acre for neighborhood parks; and
 - \$6,000 per acre for community parks;
 - \$4,500 per mile for soft-surface trails; and
 - \$9,000 per mile for paved, multi-use trails, such as the Springwater Trail.
- The cost of maintaining existing facilities was also calculated using the above estimates. These costs indicate that the actual current maintenance budget and staffing level is currently not adequate to meet NRPA or local standards. An estimated 13 staff would be needed to meet standards.



*Maintenance
protects the
community's
investment in parks
and recreation.*

- For fiscal years 1996-97 to 2000-2001, the maintenance costs for any land acquired or projects developed was calculated using the methods above. These costs were then added to current costs.
- Total maintenance costs for currently acquired and/or developed parklands and costs for each of the five fiscal years is presented.
- The existing maintenance budget of \$816,679 is shown, and used to calculate the additional need to meet current and future maintenance standards.
- The number of staff needed to perform required maintenance is estimated, based on historical data and research indicating that staffing is approximately half of the maintenance budget.

**Table 18
Parkland Maintenance Funding Plan**

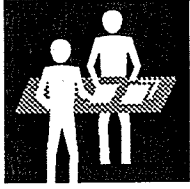
Facility	Actual Budget FY 95-96	Current Costs ^A	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001
Neighborhood Parks/ Urban Plazas	--	\$201,990	\$223,590	\$228,660	\$261,060	\$290,030	\$381,550
Community Parks	--	\$358,500	\$478,500	\$592,060	\$592,060	\$787,500	\$787,500
Open Space	--	\$361,140	\$382,740	\$382,740	\$382,740	\$382,740	\$382,740
Trails	--	\$13,075	\$13,075	\$105,750	\$105,750	\$105,750	\$105,750
General Improvements	--	\$0	\$0	\$0	\$0	\$0	\$4,500
Other ^B	--	\$233,676	\$274,476	\$327,303	\$335,403	\$391,505	\$415,510
TOTAL	\$816,679	\$1,168,381	\$1,372,381	\$1,636,513	\$1,677,013	\$1,957,525	\$2,077,550
Additional Need	\$351,702	--	\$555,702	\$819,834	\$860,334	\$1,140,846	\$1,260,871
Total Staffing (FTE) or Outsource Equivalent	8	13	15	18	18	21	23

^A Current costs are based on established maintenance standards. See Table 7, page 29.

^B Includes:

- 1) Downtown parking lots and City Hall maintenance;
- 2) Park amenity improvements and installations;
- 3) Park renovation projects;
- 4) Volunteer project assistance;
- 5) Citizen response follow-up;
- 6) C.I.P. project review and inspection assistance;
- 7) Maintenance support for sport groups; and
- 8) Mandatory training.

All figures represent current 1995 dollars and do not account for inflation.



Our goal is to provide effective and economically sound management of public resources.

Management

To implement the Master Plan recommendations, an increase in staffing will be required. The Five-Year Funding Plan for staffing is illustrated in Table 19 (page 111), and addresses future needs for the following positions:

- Manager;
- Park planners and landscape architects;
- Parklands acquisition specialist;
- Support staff; and
- Volunteer coordinator.

Park planners and landscape architect positions were estimated using one full-time equivalent position for every \$400,000 in proposed capital improvements annually (Table 15). Staffing costs for all positions are based on current estimated staff salaries for each position. All management improvements will be implemented by existing staff, except for the development of brochures and the contract for park rangers. These are currently funded and are not reflected as additional needs. As responsibilities grow, additional management and clerical staff may be needed. These are not reflected in the cost estimate.

Table 19

Management Funding Plan: Staffing

Position	Current Staffing	1996 - 1997	1997 - 1998	1998 - 1999	1999 - 2000	2000 - 2001
Manager	1	1	1	1	1	1
Park Planner/ Landscape Arch.	2	3	4	5	5	5
Parklands Acquisition Specialist	1	1	1	1	1	1
Support Staff	2	2	2	2	2	2
Volunteer Coordinator	0	1	1	1	2	2
Total Staffing (FTE) or Outsource Equivalent	6	8	9	10	11	11
Total Staffing Costs	\$270,000	\$345,000	\$395,000	\$445,000	\$470,000	\$470,000
Additional Need	--	\$75,000	\$125,000	\$175,000	\$200,000	\$200,000

All figures represent current 1995 dollars and do not account for inflation.



The Master Plan identified the level of community support for potential funding sources.

Funding Sources

The level of community support for potential funding sources to implement the Master Plan was identified through the Telephone Survey, and through meetings with the Parks and Recreation Citizens' Advisory Committee (PRCAC) and the Master Plan Citizen Subcommittee.

The following sources should be considered for funding all types of improvements:

- General fund monies;
- Grants and donations;
- Sponsorships and partnerships;
- Development of volunteer programs;
- Development of a special recreation district; and
- Development of a nonprofit trust.

In addition, several potential funding sources may be best suited to specific types of improvements. A matrix of funding sources for the various improvement types is shown on Table 20 (page 113).

RECOMMENDATION

The development of a bond measure to fund facility improvements was highly supported by PRCAC and the Master Plan Subcommittee. The results of the Master Plan Telephone Survey indicate that this initiative may also be generally supported by Gresham community members.

Table 20
Funding Sources

Funding Sources	Parkland Facility Improvements	Recreation Services Improvements	Maintenance Improvements
Agreements with Private Developers	✓		
Bond Measure	✓		
Concessions		✓	
Contracts with Private Providers		✓	✓
Developer Fees and Contributions	✓		
General Fund Monies (Tax Base)	✓	✓	✓
Grants and Donations	✓	✓	✓
Nonprofit Trust	✓	✓	✓
Real Estate Transfer Taxes	✓		
Special Recreation District	✓	✓	✓
Sponsorships and Partnerships	✓	✓	✓
Tax Levy	✓		
User Fees		✓	✓
Volunteer Programs	✓	✓	✓
Use of Minimum Security Correction Crews			✓



GLOSSARY

Action plan: A list of prioritized improvements for the City's parks, recreation, and open space system for the next fifteen years (1995-2010). Each action plan addresses one of the following areas: parkland facilities; recreation services; maintenance; and management.

Benefit: An act contributing to an improvement in condition. The Parks, Recreation, and Open Space Master Plan is based on the concept that parks and recreation is an essential service that provides specific benefits to the community and can address important social issues. The benefits of parks and recreation can be broadly classified in four categories: personal benefits; social benefits, economic benefits, and environmental benefits.

Benchmark: A numerical goal which can be used to quantitatively measure progress (page 41).

Bikeway: A route of travel for bicycles. Two kinds of bikeways are provided on City streets: shared roadway bikeways and bike lanes. In addition, multi-use hard-surfaced trails also accommodate bicycles. (See Table 8, page 49).

Community park: Larger park that provides active and passive recreational opportunities for all city residents; accommodates large group activities (Table 1, page 11).

Demographic profile: A statistical profile of population trends (page 7).

Facility standards: A measure of the ability of parklands and recreational facilities to meet community needs. Facility standards are usually expressed quantitatively by the number of facilities needed to serve a certain number of residents (e.g., 15 acres of parkland per 1000 population). Standards development is based on a comparison of existing local parks and recreation facilities with national standards developed by the National Recreation and Park Association, the standards of other local communities of comparable size, and the expressed desires of residents. (See page 13.)

Greenway: Linear open space or natural corridor along significant waterways. May be shared by humans and wildlife. (Table 1, page 11.)

Inclusive programs: Including people with disabilities in programs offered to the entire community rather than offering special, segregated programs designed solely for residents with disabilities.

Joint use facility: A facility which is not under the jurisdiction of the City of Gresham Parks and Recreation Division, but which could expand recreational opportunities if shared-use by the City is arranged, i.e., schools, corporate properties, and fire stations.

Master Plan Subcommittee: A subcommittee of the Park and Recreation Citizen Advisory Committee; residents were appointed by the City Council to develop and review the findings and recommendations of the 1995 Parks, Recreation, and Open Space Master Plan.

Multi-use hard-surfaced trail: A hard-surfaced trail separated from motor vehicle traffic by an open space or barrier; its route may be aligned with or independent of the street right-of-way (Table 8, page 49).

Multi-use soft-surfaced trail: A soft-surfaced trail separated from motor vehicle traffic by an open space, or barriers. Its route may be aligned with or independent of street right-of-way (Table 8, page 49).

Neighborhood park: Small park located within biking and walking distance of users. Includes pocket parks in denser urban areas, which are usually less than 1 acre (Table 1, page 11).

NRPA, National Recreation and Park Association: The National Recreation and Park Association is the nation's largest independent non-profit, public service organization advocating quality recreation and parks for the American people. The Association provides services to recreation and park professionals and the general public, including the provision of recommended park and open space standards and maintenance standards.

NRPA (maintenance) mode: A maintenance standard recommended by the National Recreation and Park Association in *Park Maintenance Standards* (NRPA, 1986). This document was developed with the participation of over 600 professionals around the nation to standardize approaches to maintenance and enable the parks profession to produce cost data which is comparable between agencies. NRPA maintenance modes are ranked I through VI, based on level of maintenance, type of park, and level of use.

Open space: Area of natural quality, either publically or privately owned, designated for protection of natural resources, nature-oriented outdoor recreation and trail-oriented activities; includes greenways, which are linear open spaces along significant waterways (Table 1, page 11).

Path: A narrow trail designed for uses such as hiking, equestrian use, or mountain biking. May be hard- or soft-surfaced. Includes paths in neighborhood and community parks (Table 8, page 49).

Parkland: City-owned recreation and open space property managed by the Parks and Recreation Division, including neighborhood parks, community parks, and open space.

PRCAC, Parks and Recreation Citizens' Advisory Committee: A committee of residents who are appointed by the City Council. The PRCAC investigates, studies, reviews and analyzes matters related to developed parks, management of open spaces and trails, and community recreation programs, and makes advisory recommendations to the City Council.

Recreation services: Includes recreation programs, information and referral services, equipment loan, leisure education and counseling, partnership development, and other activities to enhance recreation opportunities for residents.

Resource inventory and evaluation: An inventory of the current parks and recreation system, including parklands and recreation facilities, recreation programs and services; and management and operation. This data is used to assess future needs. (See Chapter 3.)

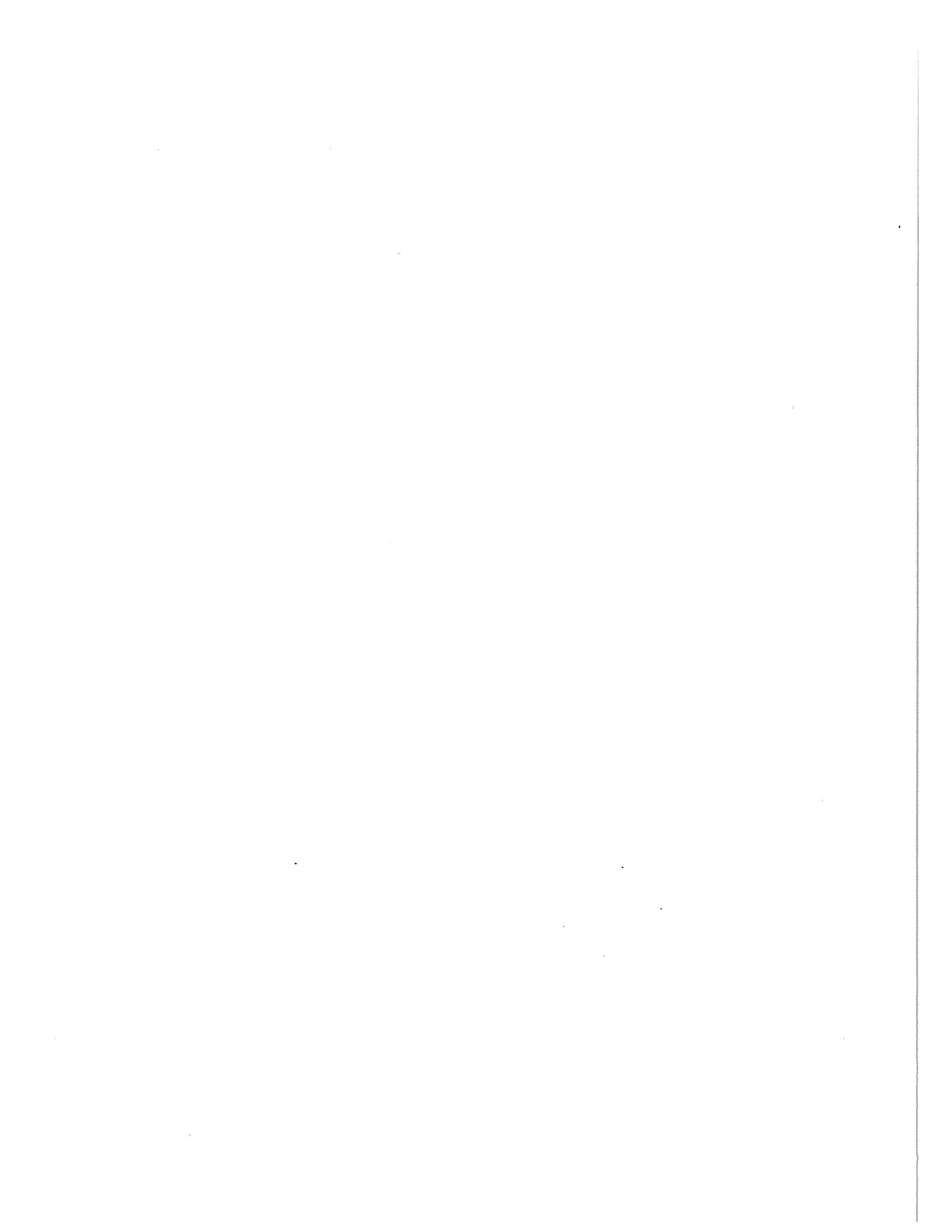
SCORP The Statewide Comprehensive Outdoor Recreation Plan.

Sidewalk: A walkway with a hard, smooth surface, separated from the roadway with a curb, or a curb and planting strip (Table 8, page 49).

Trails and connectors: A public access route for non-motorized commuting and recreational activities, such as walking, running, biking, skating, skateboarding, or horsebackriding. Includes sidewalks, bikeways, multi-use trails and paths (Table 1, page 11; Table 8, page 49).

Trailhead: An access point to trails. May include pedestrian-only access points or access points with support facilities and parking.

Urban plaza: Multipurpose paved area within high density urban developments and along transit corridors; includes town squares (Table 1, page 11).



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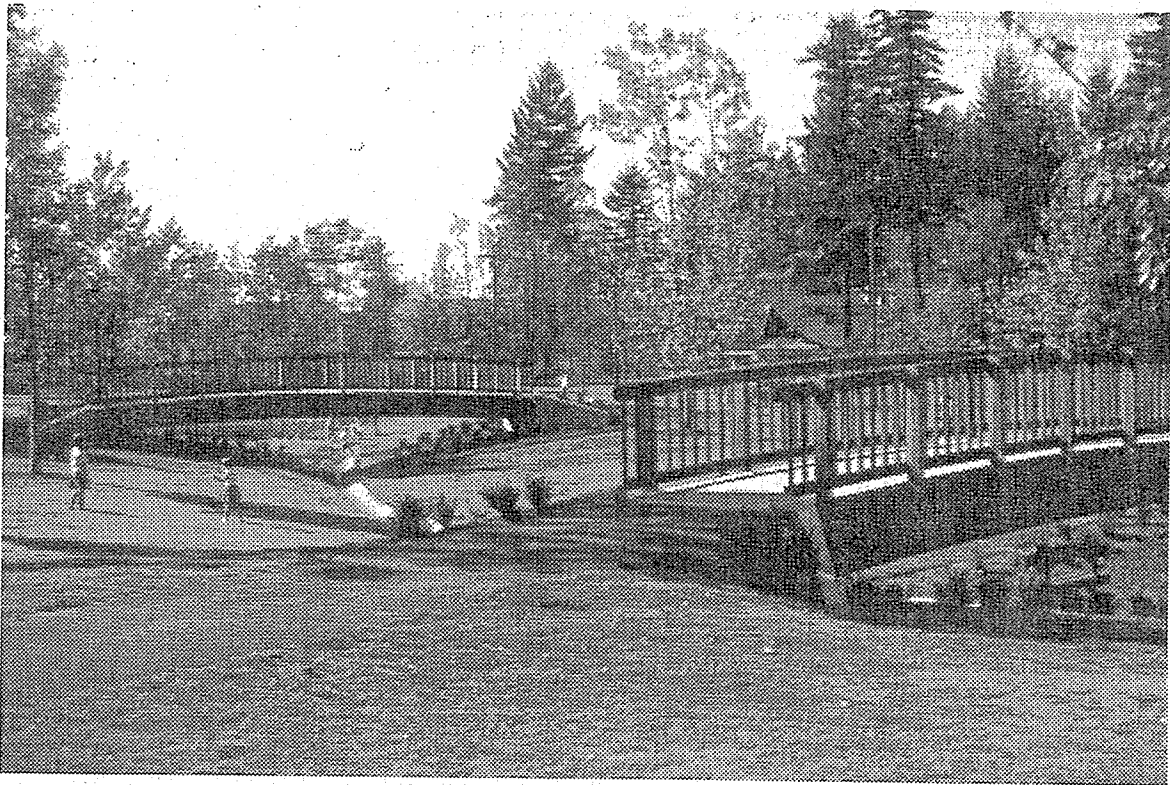
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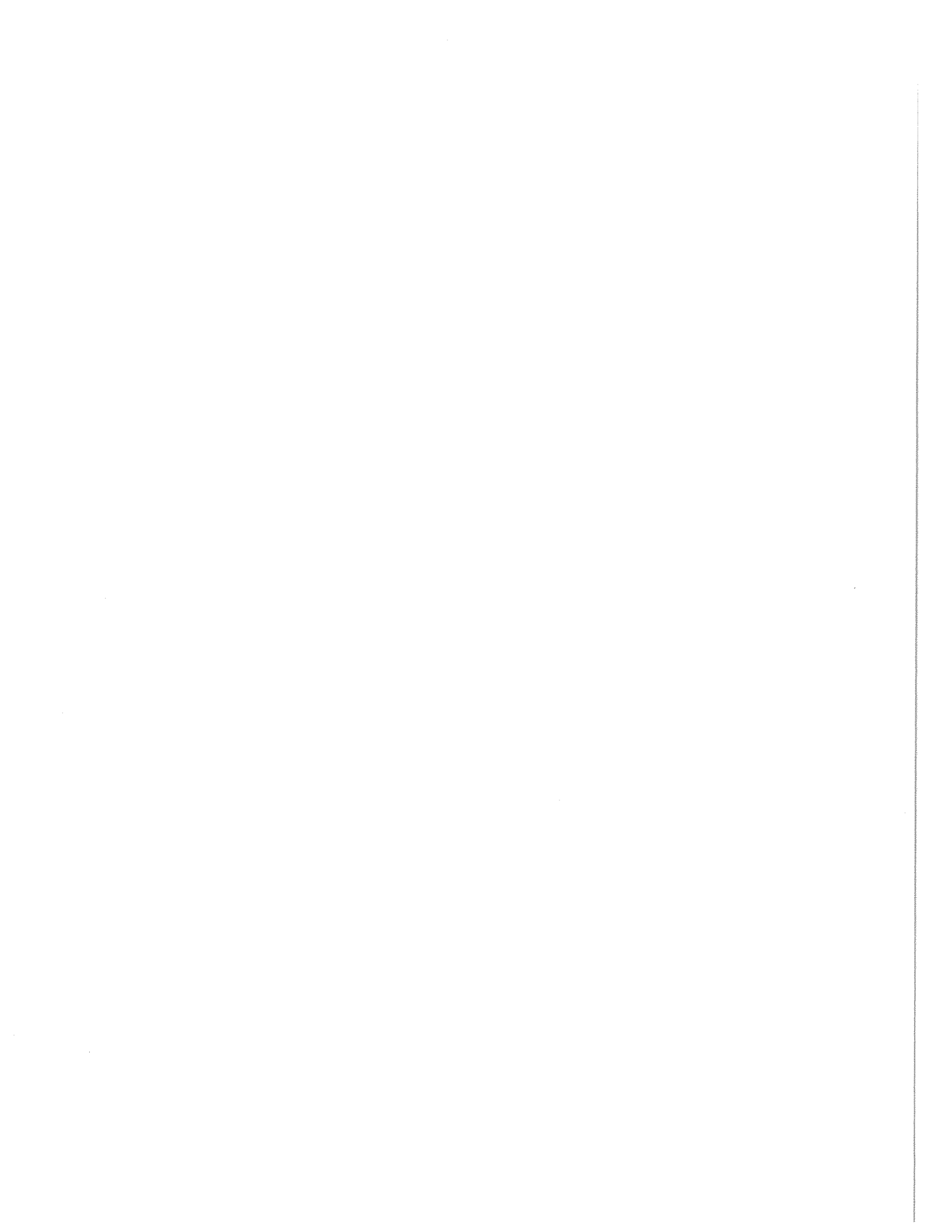
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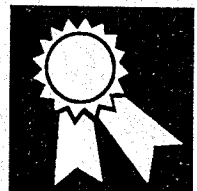
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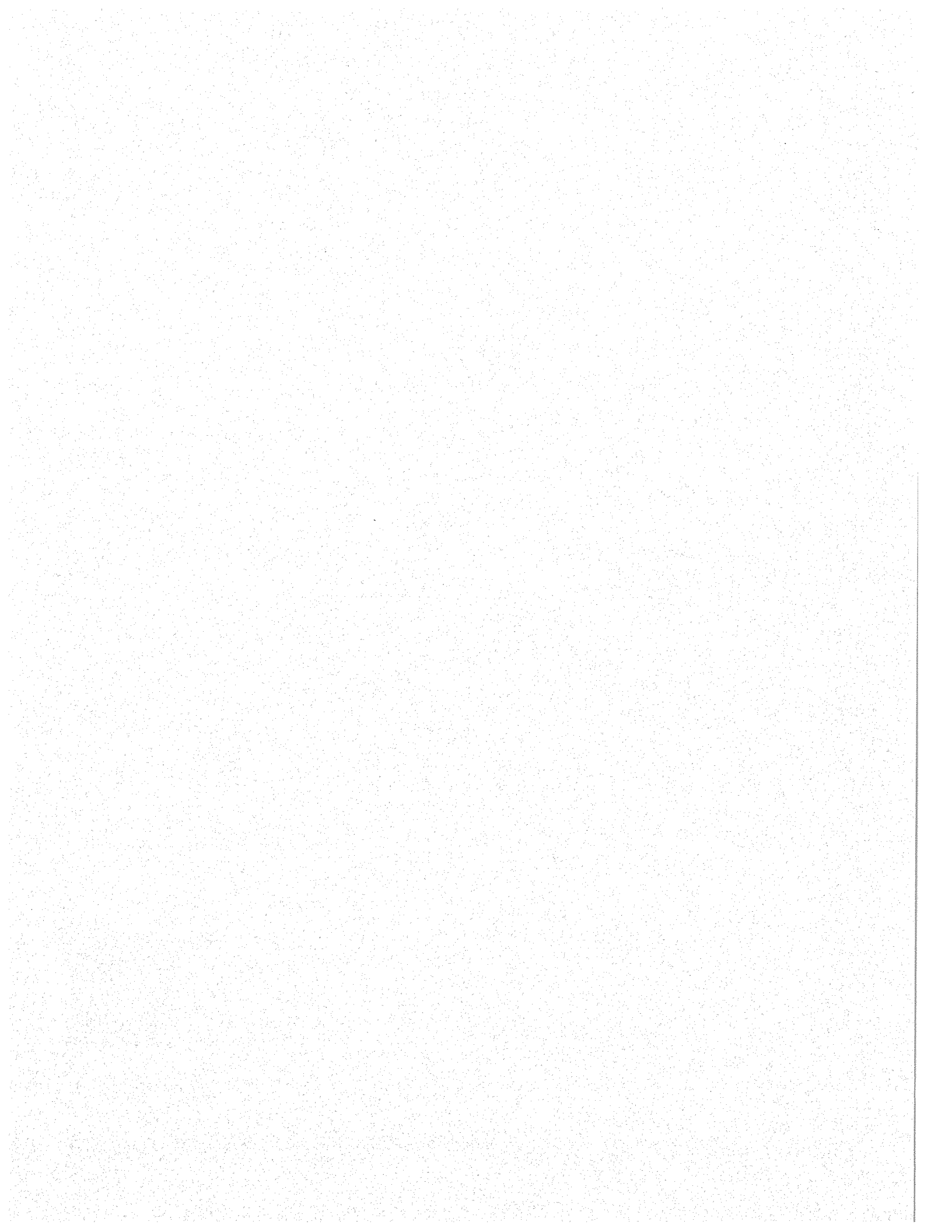
Appendices







Appendix A
Benefits of Parks and Recreation



Benefits of Parks & Recreation

PERSONAL BENEFITS



Physical recreation and fitness contributes to a **FULL AND MEANINGFUL LIFE**.

Regular physical activity is one of the very best methods of **HEALTH INSURANCE** for individuals.

Relaxation, rest and revitalization through the opportunity of leisure is **ESSENTIAL TO STRESS MANAGEMENT** in today's busy and demanding world.

Meaningful leisure activity is an essential **SOURCE OF SELF-ESTEEM AND POSITIVE SELF-IMAGE**.

Leisure provides the opportunity to lead **BALANCED LIVES, ACHIEVE OUR FULL POTENTIAL** and **GAIN LIFE SATISFACTION**.

CHILDREN'S PLAY IS ESSENTIAL TO THE HUMAN DEVELOPMENT PROCESS.

Leisure opportunities for youth provide **POSITIVE LIFESTYLE CHOICES AND ALTERNATIVES** to self-destructive behavior.

Parks and open spaces bring beauty to an area while **GIVING PEOPLE SATISFACTION AND IMPROVING THEIR QUALITY OF LIFE**.

SOCIAL BENEFITS



Leisure provides leadership opportunities that **BUILD STRONG COMMUNITIES**.

Community recreation reduces **ALIENATION, LONELINESS, AND ANTI-SOCIAL BEHAVIORS**.

Community recreation **PROMOTES ETHNIC AND CULTURAL HARMONY**.

Recreating together **BUILDS STRONG FAMILIES**, the foundation of a stronger society.

Leisure provides opportunities for **COMMUNITY INVOLVEMENT, AND SHARED MANAGEMENT AND OWNERSHIP OF RESOURCES**.

INTEGRATED AND ACCESSIBLE LEISURE SERVICES are critical to the quality of life of people with a disability and disadvantaged individuals.

Leisure opportunities, facilities and the quality of the local environment are the **FOUNDATIONS OF COMMUNITY PRIDE**.

Leisure services enrich and complement protective services for **LATCHKEY CHILDREN** through after-school and other recreational services.

ECONOMIC BENEFITS



Pay now or pay more later! Investment in recreation as a **PREVENTIVE HEALTH SERVICE** makes sense.

A fit work force is **A PRODUCTIVE WORK FORCE**.

Small investments in recreation yield **BIG ECONOMIC RETURNS**.

Parks and recreation services motivate **BUSINESS RELOCATION AND EXPANSION** in your community.

Meaningful leisure services **REDUCE THE HIGH COST OF VANDALISM AND CRIMINAL ACTIVITY**.

Recreation and park services are often the **CATALYST FOR TOURISM**, a growing sector of our economy.

INVESTMENTS IN ENVIRONMENTAL PROTECTION through the provision of parks and open spaces **PAY FOR THEMSELVES**.

ENVIRONMENTAL BENEFITS

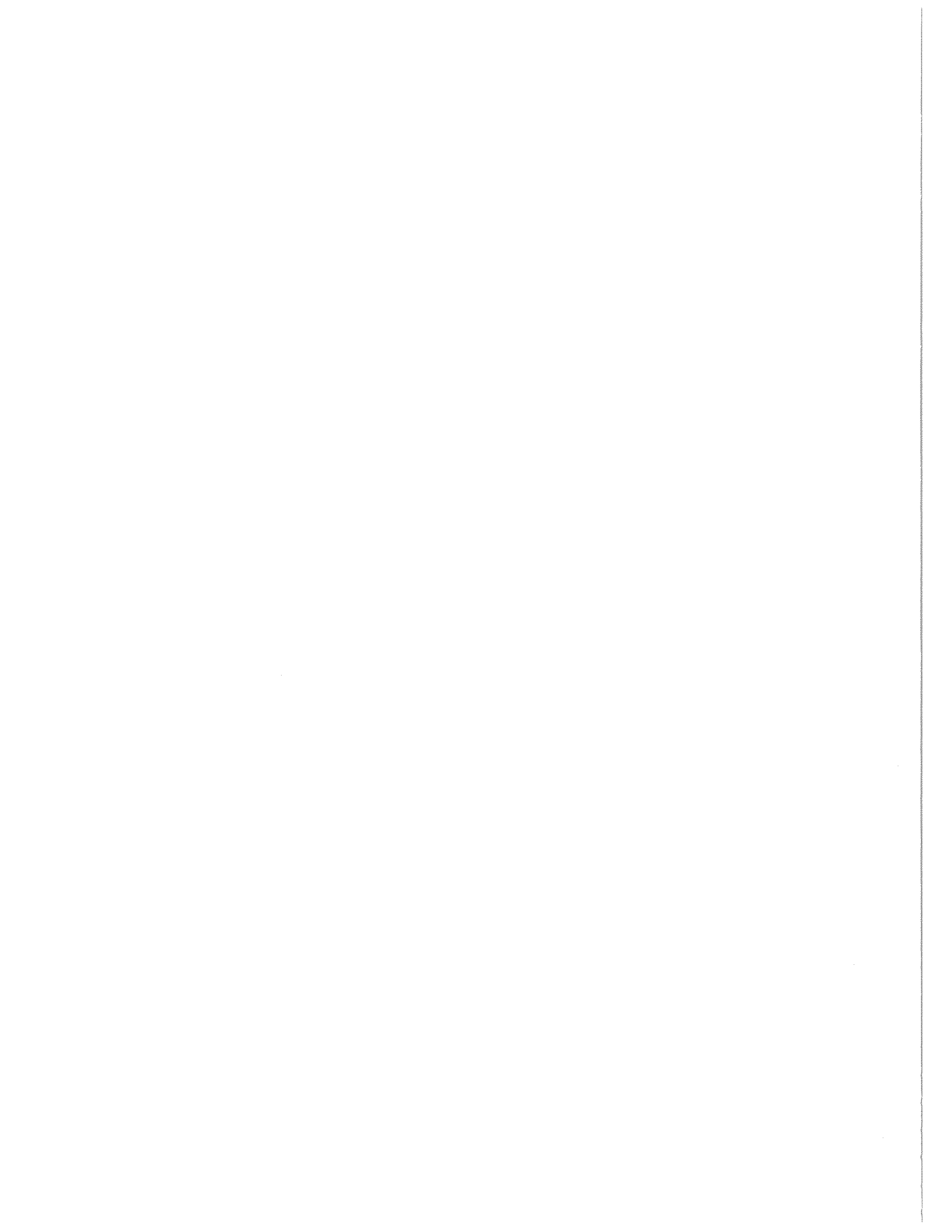


Through the provision of parks, open spaces and protected natural environments, recreation can contribute to the **ENVIRONMENTAL HEALTH** of our communities. This is an essential life-sustaining role.

The public is often prepared to pay for **ENVIRONMENTAL PROTECTION AND REHABILITATION** in their communities, and to support parks and recreation organizations that play a lead role in that protection.

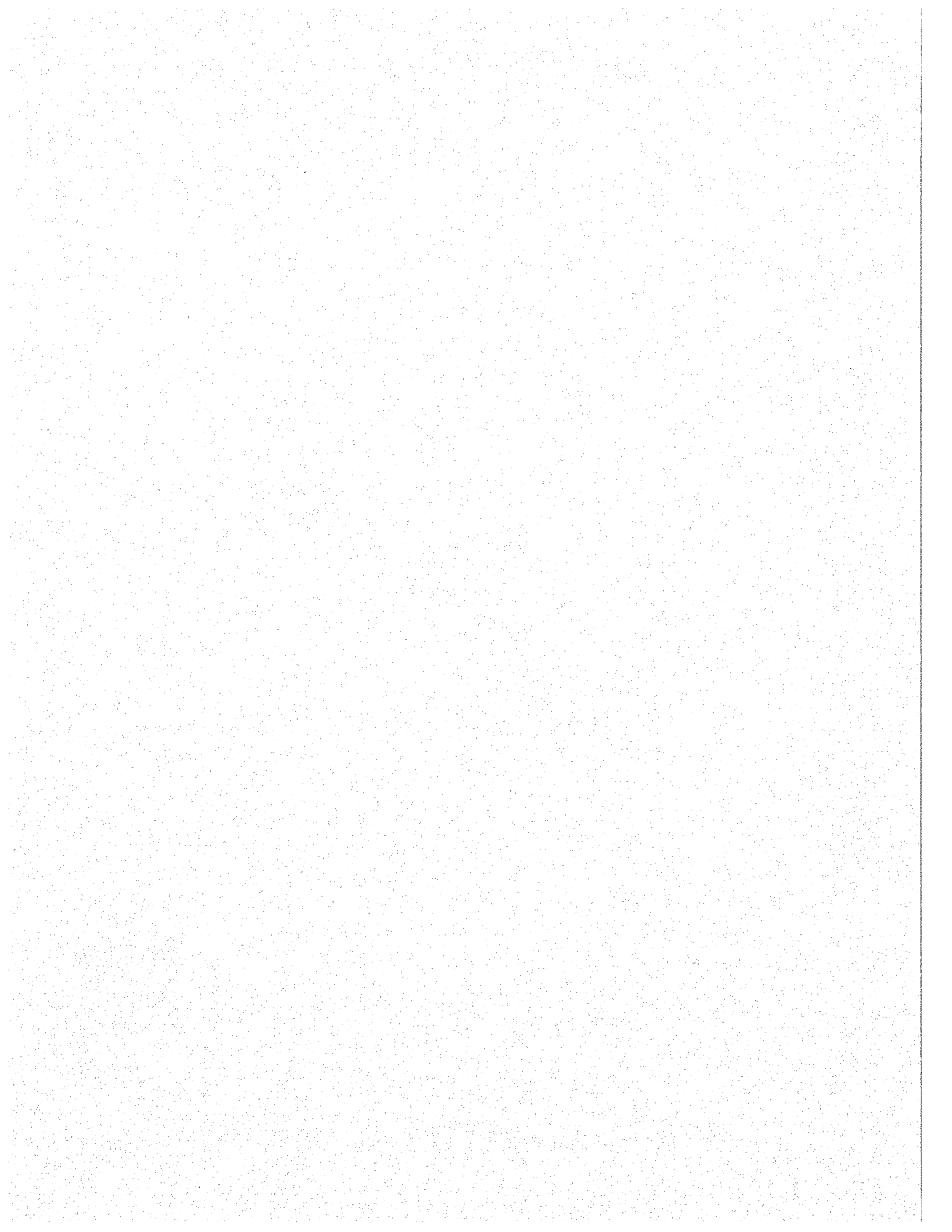
INVESTING IN THE ENVIRONMENT through parks and the provision of open space in residential areas, leads to an increase in neighborhood property values through accessibility to environmentally friendly green spaces and associated recreation opportunities.

The trend toward natural environment base leisure activities is **INSURANCE FOR A NEW AND IMPROVED ENVIRONMENTAL FUTURE**.





Appendix B
Facilities Inventory



**Table B-1
Existing Neighborhood and Community Parks**

Provider and Facility	Total Facility Acreage	Softball Diamond	Baseball Diamond	Soccer Field	Football Field	Track	Basketball Court	Basketball Hoop	Tennis Court	Tennis Practice Wall	Open Turf Areas	Multi-Purpose Paved Area	Play Equipment	Paved Recreation Path/Trail	Soft Surface Recreation Path/Trail	Picnic Area	Group Picnic	Other
Gresham Parks and Recreation Division (GPRD) 14 Facilities																		
Neighborhood Parks																		
Aspen Highlands	4							2			1		0	1		1		
Bella Vista	8.5							2			1		0	1		1		
Butler Creek	3.6						1			1	1		2	1	1	1		creek, exercise course
Hall	4	1		2											1			
Hollybrook	2.4		1	1														grove
Kane Road	9.5										1		1	1	1	1		9-hole disk golf course, grove, creek
Kirk	5.7		1	1							1			1				grove
North Gresham	12.8		2	1							1		1		1			grove
Rockwood Central	9.4	2		1			1				1		2	1		1		9-hole disk golf course, grove
Thom	5.5										1		0	1		1		creek, grove
Vance	12	1		1					4									
Subtotal	77.4	4	4	7			2	4	4	1	8		6	7	4	6		
Community Parks																		
Main City	17.5		2				1				2		1	1			1	horseshoes, grove, creek, exercise course
Pat Pfeifer Barrier-Free	13.4		2	3							1		1	1		1		grove
Red Sunset	15.3	1		2			1		1	2			2	1			1	grove, pond, exercise course
Subtotal	46.2	1	4	5			2		1	5			4	3		1	2	
Total	123.6	5	8	12			4	4	4	2	13		10	10	4	7	2	

Table B-2

Currently Proposed Facility Improvements

Provider and Facility	Funded	Proposed Facility Acreage	Softball Diamond	Baseball Diamond	Soccer Field	Football Field	Track	Basketball Court	Basketball Hoop	Tennis Court	Tennis Practice Wall	Open Turf Areas	Multi-Purpose Paved Area	Play Equipment	Paved Recreation Path/Trail	Soft Surface Recreation Path/Trail	Picnic Area	Group Picnic	Other
Gresham Parks and Recreation Division (GPRD)																			
Neighborhood Parks																			
Columbia View	NO	8.5													1		3		
Davis	YES	2.6							2					1	1		1		horseshoes sand volleyball skateboard area
Jenne Butte	NO	6.8 ^b		1	1			1		2				1			1		
Kirk ^a	NO							1		2				1			1		
North Gresham ^a	NO																1		barbeque
Rockwood Central ^a	NO							1			1								parking area
East Gresham	NO	5.5 ^a																	
Total		23.4		1	1			3	2	4	1			3	2		7		
Community Parks																			
Main City ^a	NO																		community center, parking
Pat Pfeifer Barrier-Free ^a	NO	^b																	2 sand volleyball courts
Sports Park	Partial	33.35	4	1	8			2		2				2	1	1		2	
SW Community Park	NO	37.18 ^b		1	1														
SE Community Park	NO	16.1 ^b															1		
Zimmerman House	NO	1.5 ^b																	historical park/farm
Total		88.13	4	2	9			2		2				2	1	1	1	2	
Total Proposed Additional Parkland		111.53	4	3	10			5	2	6	1			5	3	1	8	2	

Trails	Miles	Other
Springwater Trail Phase VIII	—	parking
Fairview/Gresham Trail	5.9	
Open Space Trail Development	7 ^b	
Total	12.9	

^a Partially developed

^b No Master Plan

**Table B-3
Existing Open Space and Trails**

Provider and Facility	Total Acreage	Miles of Trail			Remarks	
		Total	Walking/Hiking	Biking		Equestrian
Gresham Parks and Recreation Division (GPRD)						
Butter Creek Greenway	31.1	0.5	0.5			
NW Open Space	10.0					
Grant Butte	21.8					
Gresham Butte	295.9					
Jenne Butte	106.0					
Johnson Creek	88.6				part of Springwater Corridor	
Kelly Creek Greenway	41.4	0.5	0.5			
Miscellaneous parcels	7.1					
Subtotal-GPRD	601.9	1	1			
METRO - 40 Mile Loop Trails^A						
Springwater Corridor ^B	48.0	4.8	4.8	4.8	4.8	Total length = 16.5 miles
Subtotal - METRO		4.8^A	4.8^A	4.8^A	4.8^A	
Total	649.9	5.8	5.8	4.8	4.8	

^A Mileage only indicates Gresham portion.

^B Owned by the City of Portland

Table B-4
Other Open Space

Provider and Facility	Total Facility Acreage	Paved Recreation Path/Trail	Soft Surface Recreation Path/Trail	Picnic Area	Group Picnic	Other
WITHIN GRESHAM CITY LIMITS						
Private Open Space						
Housing Developments	31.8					
Paesano Park	11.3					ballfield, community center
Golf Courses	241.0					
Cemeteries	20.0					
Subtotal--Private	304.1					
City of Gresham--Water Division						
Walters Hill Reservoir	1.5					
Gabbert Hill Reservoir	0.9					
Regner Road Reservoir	11.1					
Lusted Road Reservoir	0.8					
Grant Butte Reservoir	42.2					
Southwest Reservoir (Jenne Butte)	0.5					
South Hills Reservoir	2.3					
Subtotal--Reservoirs	59.3					
WITHIN TWO MILE VICINITY OF GRESHAM						
City of Portland						
Powell Butte Nature Park	570.0		9.1 miles			
METRO						
Blue Lake Park	185.0	2 miles			33	softball, basketball, swim beach, volleyball, horseshoes, archery
Oxbow Park	1000.0		12 miles	200	4	backstop, volleyball, play equipment horseshoes, camping
Lewis and Clark Trail		1 mile				trail runs from Kelly Point Park to Blue Lake Park (8+ miles)
Subtotal--METRO	1185.0	3 miles	12 miles	200	37	
State of Oregon						
Dabney State Park	135.0		1.5 miles	76	1	volleyball, horseshoes, fishing, hiking, boating (ramp)
Lewis & Clark State Park	56.0			16		fishing, boating (ramp)
Subtotal--State of Oregon	191.0		1.5 miles	92	1	
U.S. Forest Service						
Sandy River Delta	1400.0					fishing, picnic areas
TOTAL--Other Open Space	3709.3	3 miles	22.6 miles	292	38	

**Table B-5
Facilities Operated by School Districts and Non-Profit Organizations**

Provider and Facility	Total Facility Acreage	Softball Diamond	Baseball Diamond	Soccer Field	Football Field	Track	Basketball Court	Basketball Hoop	Tennis Court	Tennis Practice Wall	Open Turf Area	Multi-Purpose Paved Area	Play Equipment	Paved Recreation Path/Trail	Soft Surface Recreation Path/Trail	Picnic Area	Group Picnic	Swimming Pool	Other
Gresham - Barlow School District (GBSD) 15 facilities																			
East Gresham Grade School	11.55		1 ^A	1 ^A			8					1	1						covered play area
East Orient Elementary	11.67		3 ^A	1 ^A								1	1						
Hall Elementary School	7.9											1	1						
Highland Grade School	10.78		2	1								1	1						
Hollydale Elementary School	9.97		1	2			2					1	1						blacktop games
Kelly Creek Elementary School	10.6		1	1			2					1	1						
North Gresham Grade School	9.28		3				6					1	1						
Powell Valley Grade School	10.61		1 ^A	1 ^A		1						1	1						covered play area, skating rink
West Gresham Grade School	5.15		1	2								1	1						covered play area, blacktop games
West Orient Elementary School	^c		1 ^A	1 ^A			4					1	1						
Clear Creek Middle School	28.19	2			1	1	6												covered basketball hoops
Dexter McCarty Middle School	14.41		2	1	1	1	8												long jump pit
Gordon Russell Middle School	28.24	3		1	1	1	2	2				1		1	1				track & field events
Gresham High School	23.56	2	2	1	1	1			8									1	track & field events
Sam Barlow High School	45.86	2	1		1	1		2						1	1			1	X-country course, track & field events, wellness course/jogging track, volleyball court
Subtotal - GBSD	227.77	9	18	13	5	6	38	4	8			11	10	2	2			2	
Centennial School District (CSD) 3 facilities																			
Lynch Meadows Primary School	12.3																		shares Centennial Middle School facilities
Centennial Middle School	17.5	1	2		1	1													
Centennial High School	34.54	1	2	1	1	1			4										
Subtotal - CSD	64.34	2	4	1	2	2			4										
Reynolds School District (RSD) 5 facilities																			
Davis Grade School	11.82		2					2				1	1						
Hartley Grade School	12			2				3				2	1		1				covered play area
Wilkes Grade School	5.16		3					2				2	1						
Hauton B. Lee Middle School	17.37	2			1	1		2											
Reynolds Middle School	44.93		3		1	1		4	4			1						1	track & field events
Reynolds High School	41.35	1	3	2	1	1			2										track & field events
Subtotal - RSD	132.63	3	11	4	3	3		13	6			6	3		1			1	
Elks Field (Private) ^d				3															
Alpha High School (Private)	^{na}																		
Mount Hood Community College	240	(1) ^b	1	1	1			8										2	indoor & outdoor pools, climbing wall
Total - All Facilities	664.74	14	34	22	11	11	38	25	18			17	13	2	3			5	

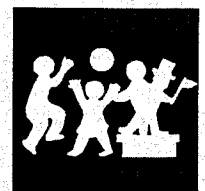
^{na} Information not available

^A Combination baseball/soccer field

^B No public access

^C West Orient and East Orient acreage is combined.

^D Field use to be discontinued November 1995.



Appendix C
Recreation Program Evaluation

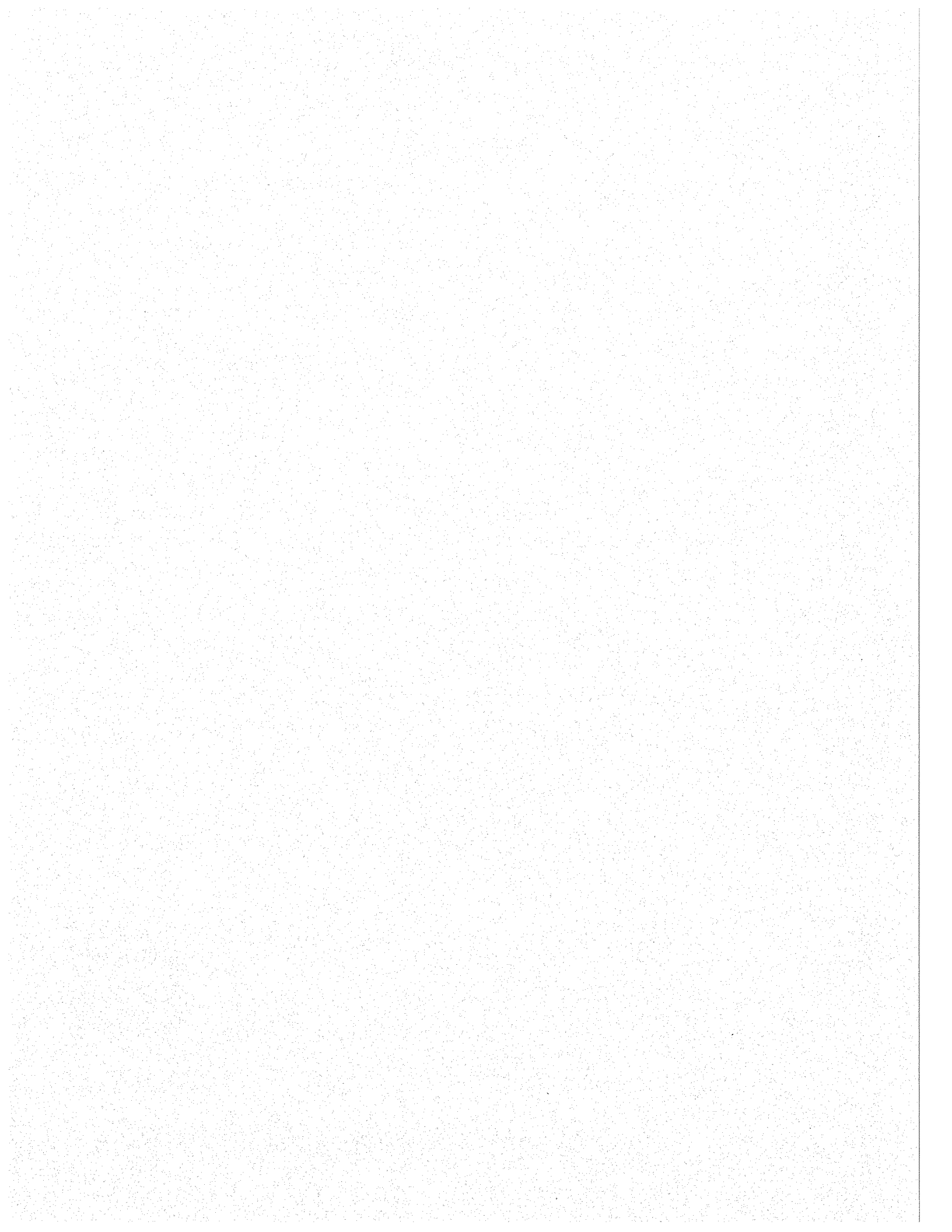


Table C-1

Gresham Parks and Recreation Division--Recreation Programs

Program	Partnerships	City's Role	City \$ Support	Approx. # Served Annually[^]
Summer Fun	contracted by YMCA	administration, facilities	\$6,500	200
PAL Youth Center	administered by Police Activities League	facilitation, facilities	\$30,000	300+
Youth Softball	ASA Girls Softball Reynolds Girls Softball	facilitation, facilities, field maintenance	0	500
Adult Softball	East Mult. Co-Ed Assoc. Puff's Pub Co-ed MHCC Adult Co-ed	facilitation, facilities, field maintenance	0	1000
Baseball	Gresham Little League Reynolds Little League Centennial Little League	facilitation, facilities, field maintenance	0	2000
Soccer	Gresham Youth Soccer F.C. Portland	facilitation, facilities, field maintenance	0	2900
Basketball	Dulio & Assoc. (contractor)	facilitation, facilities, maintenance, marketing	0	800
Total Participants Served				7700

[^] May represent duplicate counts.

Room 1
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paper 21

Table C-2
Primary Recreation and Human Service Providers Serving Gresham Residents

Primary Providers	Total Participants Served	Program Duration		Types of Programs Provided (check all that apply)												Ages and Abilities Served (check all that apply)								Program Funding Sources (check all that apply)							
		Year-Round	Seasonal	Youth Sports	Swimming	Outdoor Recreation	Education Programs	Museum Programs	Arts & Crafts	Community Service Projects	Computer Classes	Concerts	Counseling	Exercise Programs	Community Health	Childcare	All Ages	Families	Preschool	School-Age	Youth	Teens	Adult	Seniors	Disabled	Taxes	User Fees	Donations / Fundraisers	Grants	Bond Measures / Levies	Partnerships / Sponsors
Boys and Girls Clubs of Portland	501+	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>									<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Centennial School District	501+	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>														<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
East Hill Youth Center	501+	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>				
EI Programa Hispano	501+	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
GEMCSA	501+		<input checked="" type="checkbox"/>																			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Gresham ASA Girls Softball	201-500		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
Gresham East F.C. Soccer Club	51-200	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Gresham Horseshoe Club	0-50		<input checked="" type="checkbox"/>																	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
Gresham Little League	501+		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
Gresham Senior Center	501+	<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Gresham Youth Soccer	501+	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Gresham/Barlow School District	501+		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>												<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>						
Legacy Mt. Hood Medical Center	501+	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
METRO	501+	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>									<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>
Mt. Hood Community College	501+	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Mt. Hood YMCA	501+	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Police Activities League	501+	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Reynolds ASA Girls Softball	501+		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	
Reynolds School District	501+		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>												<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Rockwood Soccer Club	201-500		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Rockwood Summer Baseball	501+		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
US Forest Service	501+	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>
Washington Park Zoo	501+	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>									<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					

Table C-3
Secondary Recreation and Human Service Providers Serving Gresham Residents

Secondary Providers	Total Participants Served	Program Duration		Types of Programs Provided (check all that apply)												Ages and Abilities Served (check all that apply)										Program Funding Sources (check all that apply)					
		Year-Round	Seasonal	Youth Sports	Swimming	Outdoor Recreation	Education Programs	Museum Programs	Arts & Crafts	Community Service Projects	Computer Classes	Concerts	Counseling	Exercise Programs	Community Health	Childcare	All Ages	Families	Preschool	School-Age	Youth	Teens	Adult	Seniors	Disabled	Taxes	User Fees	Donations / Fundraisers	Grants	Bond Measures / Levies	Partnerships / Sponsors
City of Troutdale	201-500		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>												<input checked="" type="checkbox"/>									<input checked="" type="checkbox"/>						
City of Wood Village	501+		<input checked="" type="checkbox"/>																						<input checked="" type="checkbox"/>						
East County Caring Community	201-500	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>													<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
Eastwind Center	201-500	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>													<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Human Solutions	501+	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
International Refugee Center of OR	501+	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			
Mt. Hood Community College Headstart	201-500	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>						
OR Forestry Education Program	501+	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
The Children's Museum	501+	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
World Forestry Center	501+	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>					