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Acknowledgements

CLACKAMAS COUNTY BOARD OF COMMISSIONERS

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Ed Gronke
Molly Hanthorn
Mart Hughes
Wilda Parks
Michael Swan
Mitch Wall

NORTH CLACKAMAS PARKS & RECREATION DISTRICT STAFF

Charles Ciecko, Interim Director
Thom Kaffun, Park Maintenance Supervisor
Joan Young, Milwaukie Center Manager
Michelle Healy, Planner

Former District Staff

Mike Henley, Director
Suzanne Bader
Krista Markwardt
Jeff Milkes
Beth Park
June Southworth
Laura Zentner

MIG, INC.

Jane Henderson, Project Manager
Kevin Apperson, Landscape Architect
Jerry Draggoo, Project Director
Lisa Garbett, Project Associate
Jan Landis, Administrative Assistant
Sally McIntyre, Consulting Principal

BARNEY AND WORTH, INC.

Tim Dabareiner, Public Involvement Specialist

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PURPOSE OF THE PLAN

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

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

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

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

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

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

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

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

PLANNING PROCESS

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

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

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

Executive Summary

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

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

VISION AND GOALS

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

The vision for North Clackamas Parks & Recreation District is:

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

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

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

- Preservation
- Accessibility
- Environmental advocacy and stewardship

RECOMMENDATIONS

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

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

GOVERNANCE AND FINANCING

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

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

ORGANIZATIONAL STRUCTURE

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

PARKS AND RECREATION FACILITIES

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

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

PROGRAMS AND SERVICES

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

- Positive benefits for youth
- Improved community livability

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

PARTNERSHIPS

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

BOARD OF COUNTY COMMISSIONER REVIEW

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

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

Executive Summary

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

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

CONCLUSION

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

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

PURPOSE OF THE PLAN

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

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

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

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

VISION AND GOALS

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

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

VISION

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

GOAL 1: QUALITY OF LIFE

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

GOAL 2: FINANCIAL SOLVENCY

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

GOAL 3: DEVELOP A SENSE OF COMMUNITY

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

Chapter One: Introduction

GOAL 4: MAINTENANCE AND SAFETY

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

GOAL 5: DIVERSE PROGRAMS AND FACILITIES FOR EQUITY

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

GOAL 6: COMMUNITY NEEDS

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

GOAL 7: EFFICIENCY AND COLLABORATION

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

GOAL 8: LONG-RANGE FLEXIBLE PLANNING

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

GOAL 9: EDUCATION

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

GOAL 10: PRESERVATION

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

GOAL 11: ACCESSIBILITY

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

GOAL 12: ENVIRONMENTAL ADVOCACY AND STEWARDSHIP

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

PLANNING PROCESS

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

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

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

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

PUBLIC INVOLVEMENT

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

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

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



Chapter One: Introduction

STAFF WORKSHOPS

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

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

OPEN HOUSES

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

NEWSLETTER SURVEYS

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

WEBSITE SURVEY

Newsletter surveys were also posted on the District website.

SURVEY OF ORGANIZED SPORTS PROVIDERS

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

COMMUNITY WORKSHOPS

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

RANDOM HOUSEHOLD SURVEY

Table 1.1
Survey Distribution and Return

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

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

Appendix E provides a complete analysis of survey results.

RELATED PLANNING EFFORTS

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

DOCUMENT

ORGANIZATION

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

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

Chapter One: Introduction

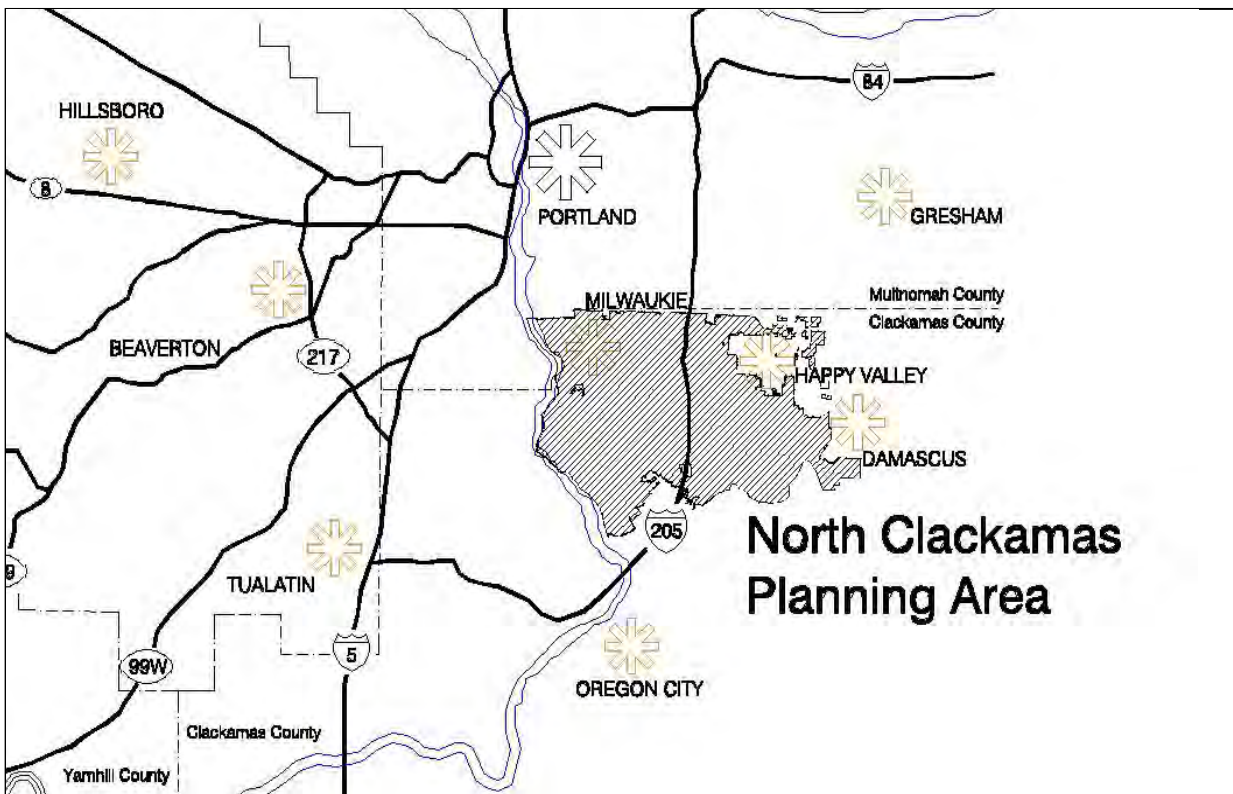
- *Appendix D* – Programs and Services Matrix: Programs and services offered by the District and other agencies that serve District residents; includes ages served and funding sources.
- *Appendix E* – Random Household Survey Results: Results of the random household survey conducted as a part of this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

PLANNING AREA

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

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

Figure 2.1
Vicinity Map
North Clackamas Parks & Recreation District

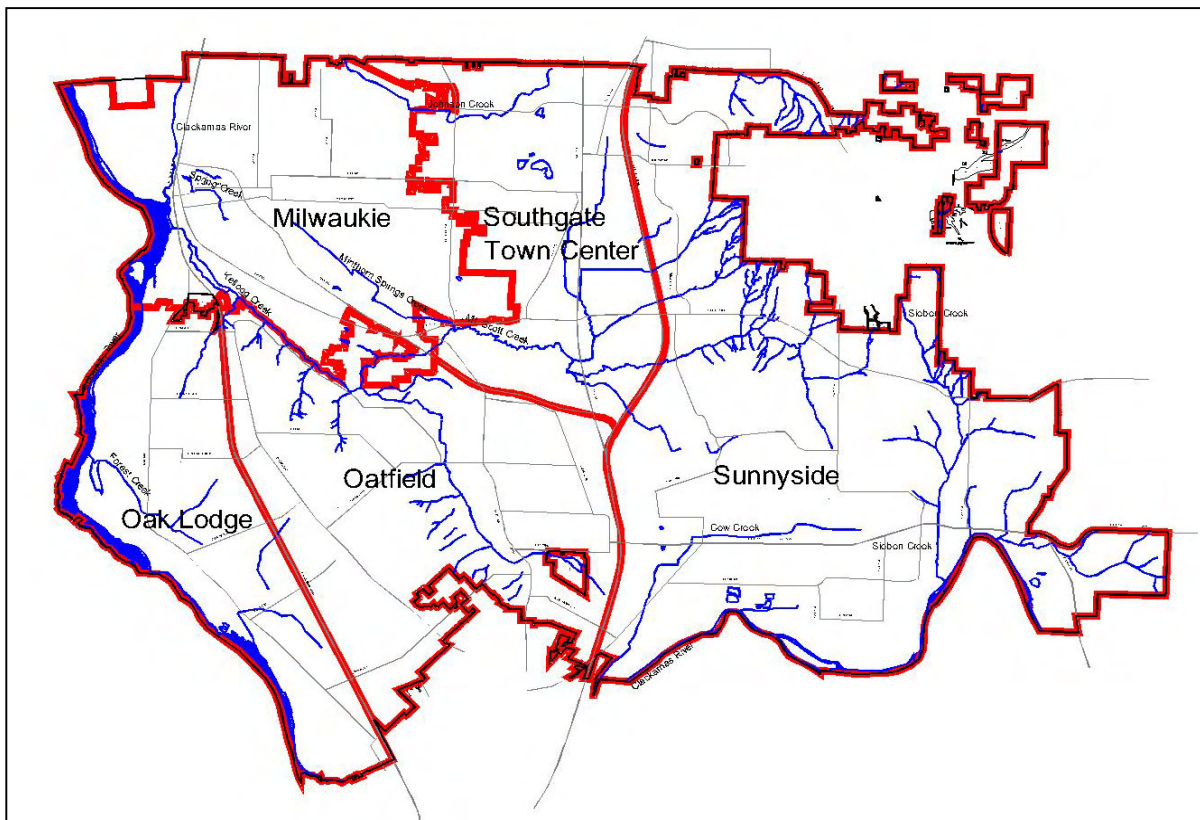


Chapter Two: Planning Area Profile

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

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

Figure 2.2
Planning Area Map
North Clackamas Parks & Recreation District



COMMUNITY CHARACTER

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

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

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

TRANSPORTATION

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

EMPLOYMENT

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

- North Clackamas School District #12
- Kaiser Permanente Hospital

Chapter Two: Planning Area Profile

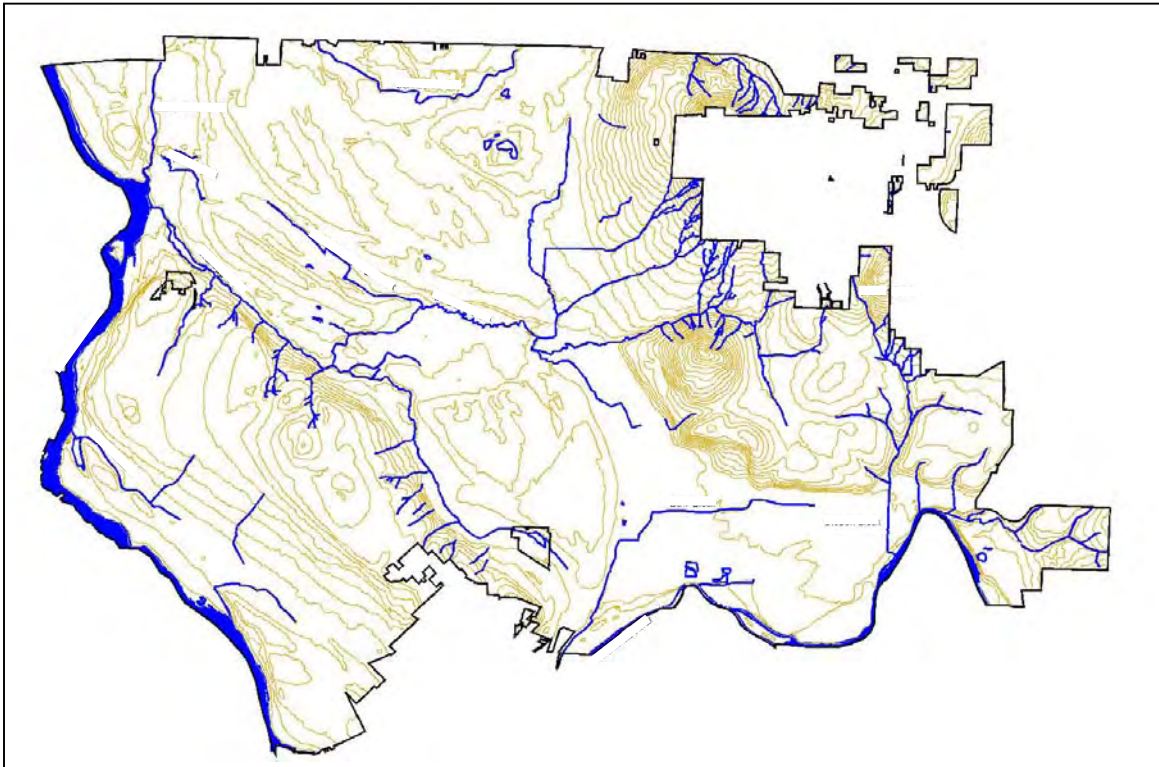
NATURAL FEATURES

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

Some of the notable natural features include:

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

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



CURRENT AND PROJECTED POPULATION

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

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

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

DEMOGRAPHIC PROFILE

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

Claritas, Inc., a private information service.

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

ETHNIC DIVERSITY

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

HOUSEHOLD SIZE AND INCOME

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

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

HOME VALUE AND RENT

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

Chapter Two: Planning Area Profile

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

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

AGE

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

EDUCATION

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

GROWTH MANAGEMENT

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

CONCURRENCY

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

COMPLETE COMMUNITIES

Since January 2000, Clackamas County

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

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



GOVERNANCE

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

DISTRICT ADVISORY BOARD

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

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

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

NEIGHBORHOOD PARKS ADVISORY BOARDS

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

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

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

MILWAUKIE CENTER/COMMUNITY ADVISORY BOARD

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

ANALYSIS

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

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

Chapter Three: District Analysis

SPECIAL PARKS DISTRICT ORS 266

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

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

ORGANIZATIONAL STRUCTURE

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

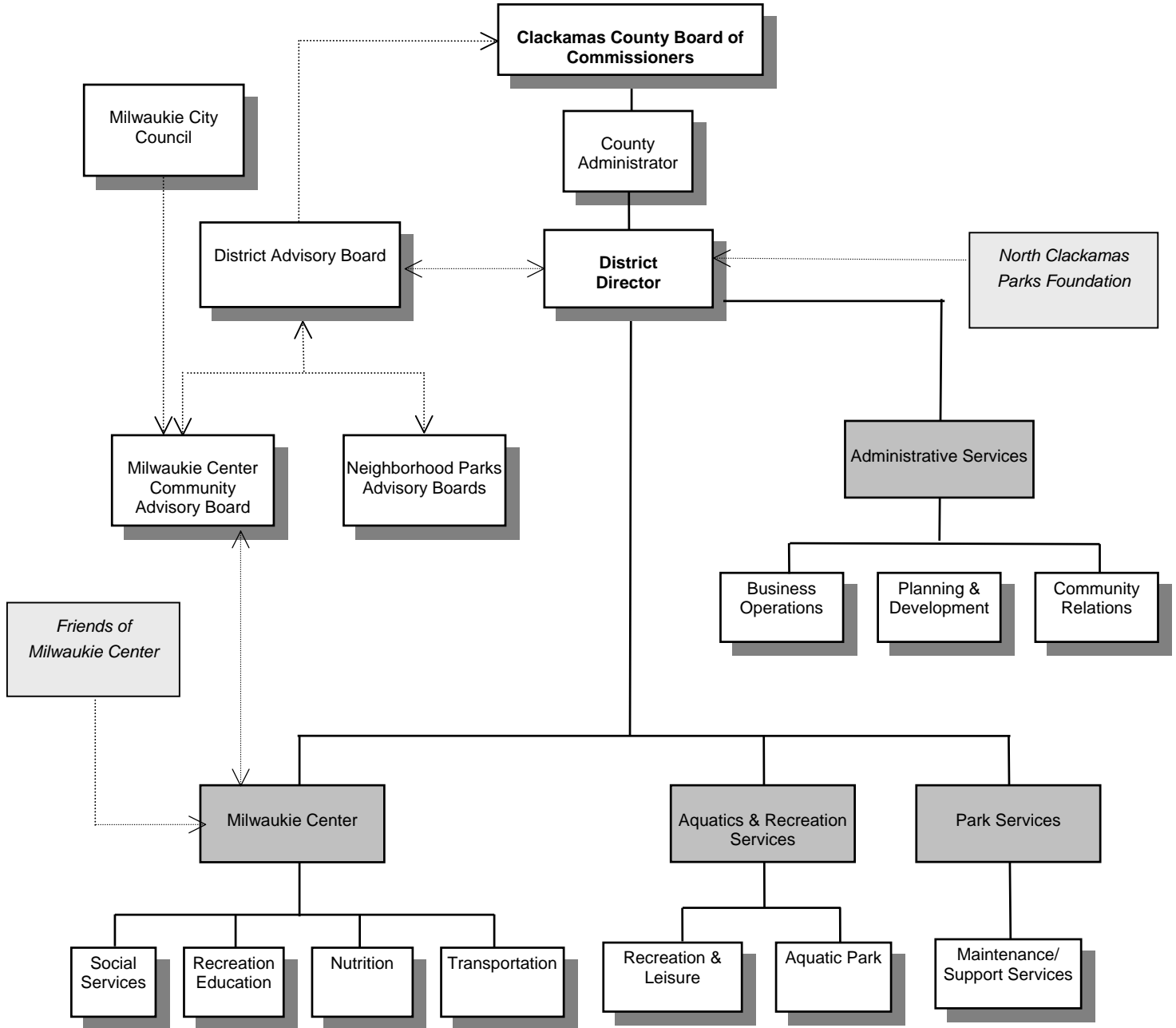
- Administrative Services
- Aquatics and Recreation Services
- Milwaukie Center
- Park Services

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



Chapter Three: District Analysis

Figure 3.1
Organizational Structure
North Clackamas Parks & Recreation District



Chapter Three: District Analysis

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

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

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

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

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

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

Administrative Services employs four temporary part-time staff.

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

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

OPERATIONS ANALYSIS

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

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

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

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

CURRENT ECONOMIC STATUS

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

ECONOMIC HISTORY OF THE DISTRICT

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

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

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

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

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

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

ANNUAL BUDGET

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

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

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

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

Chapter Three: District Analysis

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

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

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

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

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

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

REVENUES

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

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

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

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

EXPENDITURES

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

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

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

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

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

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

Chapter Three: District Analysis

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

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

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

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

Chapter Three: District Analysis

FEES AND CHARGES

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

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

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

by the types and number of programs offered.

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

Typically, park maintenance operations generate very little revenue.

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

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

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

Note: Excludes debt service and contingency fund

Chapter Three: District Analysis

SERVICE COST PER CAPITA

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

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

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

capita is a truer picture of the cost of service.

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

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

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

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

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

(1) Excludes capital outlay, debt service and contingency

(2) Includes revenues from rental fees and charges only



COST OF SERVICE

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

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

01 Audited Results were used.

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

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

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

Chapter Three: District Analysis

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

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

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

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

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

PARK SERVICES

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

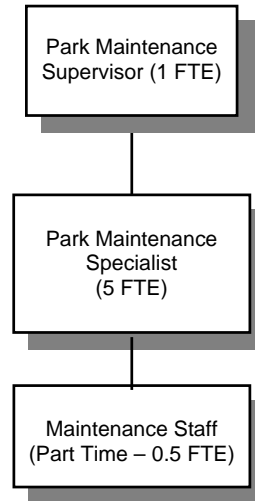
ORGANIZATIONAL STRUCTURE

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

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

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

Figure 4.1
Park Services
Organizational Structure



PARK SERVICES OPERATIONS

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

MAINTENANCE COST PER ACRE

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

Chapter Four: Parks and Facilities

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

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

(1) Excludes capital outlay

(2) Excludes open space and undeveloped parkland

MAINTENANCE AND OPERATIONS RECOMMENDATIONS

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

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

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

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

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



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PARKS AND OPEN SPACE OVERVIEW

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

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

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

CLASSIFICATION

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

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

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

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

EXISTING RESOURCES

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

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

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

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

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

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Figure 4.2 Existing Resources Map

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NEEDS ASSESSMENT

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

METHODOLOGY

This needs assessment relies upon the following sources of information:

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

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

EXISTING AND FORECASTED POPULATION

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

Table 4.3
Population Forecast
North Clackamas Parks & Recreation District

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

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

- Neighborhood Parks
- Community Parks
- Natural Resource Areas

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

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

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Table 4.4 Existing Parkland, Recommended Goals, and Anticipated Need

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

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

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

EXISTING CONDITION

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

COMPARISON TO OTHER COMMUNITIES

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

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

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

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

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

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

NORTHWEST AVERAGE FOR PARTICIPATION

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

RECOMMENDED DISTRICT GOAL

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

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

Chapter Four: Parks and Facilities

FACILITIES PLAN

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

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

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

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

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

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

COORDINATION WITH ADJACENT JURISDICTIONS

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

region, form its western and southern boundaries.

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

City of Milwaukie

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

City of Happy Valley

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

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

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Metro

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

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

Clackamas County

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

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

Portland Parks and Recreation

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

City of Gladstone

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



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Figure 4.3 Facilities Plan

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PARKS ANALYSIS

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

NEIGHBORHOOD PARKS

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

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

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

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

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

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

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

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

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

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

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

TRENDS

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

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

COMPARISON TO OTHER COMMUNITIES

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

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

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

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

PUBLIC INPUT

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

SERVICE AREA

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

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

RECOMMENDED DISTRICT GOALS

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

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

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

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

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Thirteen additional sites would need to be acquired.

RECOMMENDATIONS

Provide a neighborhood park within 0.5 mile of every resident.

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

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

Table 4.5 lists recommendations for specific neighborhood parks.

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Figure 4.4 Neighborhood Park Service Area Map

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

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

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

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DESIGN AND DEVELOPMENT POLICIES

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

Site Selection Criteria

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

Design and Development Standards

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

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COMMUNITY PARKS

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

The District manages two community parks totaling 52.17 acres:

- Ann-Toni Schreiber Park
- North Clackamas Park

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

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

TRENDS

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

PUBLIC INPUT

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

SERVICE AREA

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

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

COMPARISON TO OTHER COMMUNITIES

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

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

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

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

RECOMMENDED DISTRICT GOAL

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

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

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Insert
Figure 4.5 Community Park Service Area Map

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RECOMMENDATIONS

Provide a community park within 2 miles of most residents.

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

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

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

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

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

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

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DESIGN AND DEVELOPMENT POLICIES

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

General Land Use Guidelines

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

Site Selection Criteria

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

Design and Development Standards

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

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

NATURAL RESOURCE AREAS

A natural resource area is undeveloped land preserved for its environmental benefit. Natural resource lands often include wetlands, steep hillsides, stream corridors, rare plants, and wildlife habitat. In natural resource areas, recreation uses are generally secondary to protecting the resource.

The District manages 288.2 acres of natural resource areas including the 83.5-acre North Clackamas District Park, which is located behind the North Clackamas Aquatic Park. In 1990 this land was purchased by Clackamas County as part of its storm water management plan. At that time, the District was going to be allowed to develop recreation facilities on the site. Unfortunately, contaminated soils were found on much of the site and it was not possible to proceed with the development of recreational facilities. Since then, the contaminated area has been undergoing bioremediation. On other parts of the site, wetlands have been delineated. It is unclear if it will be possible to develop facilities for active recreation in the future.

Other natural resource areas include:

- Forest Creek Estates Site
- Hull Street Site
- Mt. Talbert Nature Park
- Spring Park
- Swanson Site

Hiking trails and other facilities to support passive recreation are planned for Mt. Talbert and North Clackamas District Park.

The City of Milwaukie has acquired and manages three natural resource sites totaling 3.42 acres.

- Minthorn North
- Roswell Pond
- Willow Place

TRENDS

In metropolitan areas, the preservation of natural resource areas has become very important for environmental education and recreation. Natural resource areas are also important in enhancing the livability and character of a community.

PUBLIC INPUT

According to survey participants, “natural open space with very limited development such as trails and viewpoints” ranked fourth out of seven in terms of the type of parks or facilities the District should develop for the future.

“Nature walks” was ranked in second place (“walking” was ranked first) by survey participants as the recreational activity they would most like to do if facilities were available.

12.8% of survey participants said “trail and pathways development” should be included if the District were to propose an increase in property taxes. This was in third place behind park development (13.3%) and funding for upkeep and maintenance (17.8%).

COMPARISON TO OTHER COMMUNITIES

The average ratio provided by 33 Oregon cities is 5.20 acres of natural resource area per 1,000 population. The average adopted standard is 14.68 acres per 1,000.

MAINTENANCE IMPACTS

Maintaining natural resource areas is much less costly than maintaining other recreational spaces.

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RECOMMENDED DISTRICT GOALS

The existing ratio is 3.2 acres per 1,000. It is the District's goal to maintain the same level of service ratio for natural resource areas.

areas and provide opportunities for hiking, bird and wildlife watching, environmental education, and other passive recreational activities.

Utilize volunteers in restoration and preservation efforts.

RECOMMENDATIONS

Partner with Metro, Water Environment Services, Clackamas County, and other agencies to preserve natural resource

Table 4.7 lists the specific recommendations for Natural Resource Areas (NR).

**Table 4.7 Natural Resource Area Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
NATURAL RESOURCE AREAS					
NR-32	Boardman Slough	Participate in partnership to acquire land	12.0	12.0	
NR-27	Mt Talbert	Acquire additional land through dedication to expand natural resource area	10.0	10.0	
	Mt Talbert	Implement the Master Plan		185.0	
NR-33	North Clackamas District Park	Complete and implement a new master plan which reflects site conditions and current environmental regulations		83.5	
NR-30	Spring Park	Complete and implement a master plan in coordination with Elk Rock Island Natural Area Management Plan		6.9	
	New Natural Resource Land	Acquire and develop additional natural resource land throughout the District	92.7	92.7	

DESIGN AND DEVELOPMENT POLICIES

The following design and development policies are recommended for natural resource areas.

Site Selection Criteria

- Emphasis in acquisition should be for those areas that are identified in adopted local or regional plans and that have significant environmental value.
- Acquire a corridor of adequate width to provide a buffer between trails and rivers or streams. The required width may vary. Regulatory agencies should be consulted in each specific case.

Design and Development Standards

- Design and manage natural resource areas to protect the environment, and to accommodate passive recreation.
- Follow federal, state, and local regulations regarding environmental protection.
- Where feasible, encourage public access and use of natural resource areas. Protect environmentally sensitive areas from overuse. Prohibit recreation activities in very sensitive areas.
- Keep improvements to a minimum; emphasize interpretive and educational features. Improvements should typically be limited to the following, although other uses or sites may permit more intensive development:
 - Trails
 - Seating
 - Interpretive/directional signs

- Viewing areas
- Trails should be designed and sited to minimize impacts on the ecological functions of stream corridors and to minimize the impacts of unplanned access.
- Provide a vegetated buffer between stream corridors and trails.
- Review alignment and design details with regulatory agencies prior to construction.
- Limit parking to trailheads. Provide parking at a level the area can accommodate while preserving its natural character.
- Design facilities and utilize construction techniques to minimize erosion.
- Avoid stream banks, significant plant populations, and other sensitive features in siting and constructing trails and other features.
- Develop policies to preserve and enhance a diverse native plant community, and enhance wildlife habitat.
- Minimize the amount of bare soil by using plant materials that will develop extensive root systems.
- Remove non-native species and re-introduce native species; prevent re-infestation of non-native species.
- For newly acquired natural resource areas, develop management recommendations that are specific to the site. Forecast impact on overall management resources.
- Monitor and remedy potential problems such as tree-falls, invasive vegetation, or other liability issues.

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LINEAR PARKS

Linear parks are developed lands that follow corridors such as abandoned railroad rights-of-way, canals, power lines, and other elongated features. This type of park usually contains trails, landscaped areas, viewpoints, and seating areas.

The District currently manages no linear parks. However, it will be involved in a regional partnership to develop and maintain trails through the 6-mile Trolley Trail recently acquired by the District and Metro.

TRENDS

Linear parks have been gaining popularity over the last decade. They can provide the means to re-use existing easements that are no longer needed for rail lines. They can provide connections between parks, residential areas, and other uses.

Multi-purpose trails provide recreational opportunities for walkers, bicyclists, and skaters. They can serve as commuting routes for alternative modes, decreasing energy consumption and pollution. Depending on their location, they can also act as wildlife corridors.

PUBLIC INPUT

Walking, bicycling, jogging, and nature walks were all among the top 20 activities in the District. One or more of these activities could take place in a linear park with soft-surface nature trails or multi-purpose paved trails.

Walking and nature walks topped the top 10 list of activities people would like to do if the facilities were available. Bicycling for pleasure was the number five choice.

Trails and pathways were among the top three facilities most needed in the District according to residents who participated in open houses, public workshops, and newsletter surveys.

MAINTENANCE IMPACTS

The maintenance of linear parks is low compared to other types of recreational spaces. Service organizations or other volunteer groups are often willing to assume responsibility for maintaining sections of linear parks.

RECOMMENDATIONS

Provide linear parks and trails to connect parks, schools, neighborhoods, and other trail systems.

- Work with regional partners to provide a continuous public greenway along the Willamette and Clackamas Rivers.
- Work with regional partners to acquire, develop, and maintain linear parks and trails throughout the District.

Specific recommendations for Linear Parks are shown on *Table 4.8*. Linear parks located in natural resource areas are indicated with L/NR.

*Note: **Segments shown in italics are lower priority.** These segments are desirable in the long-term, but may not be feasible in the short-term.*

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**Table 4.8 Linear Park Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS					
L-1	OMSI to Springwater Corridor	Work with regional partners to acquire land and develop a linear park / trail corridor	0.5	0.5	
L-2	OMSI to Springwater Corridor	Work with regional partners to acquire land and develop a linear park / trail corridor	2.1	2.1	
L-3	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			5.0
L-4	Railroad Trestle	Work with regional partners to develop a bicycle and pedestrian connection across the Willamette River			
L/NR-5	Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	34.0	34.0	
L/NR-6	Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	29.4	29.4	
L-7	Trolley Trail / Willamette Greenway Connection	Work with regional partners to acquire land and develop a linear park / trail corridor	1.1	1.1	
L/SU-8	Willamette Greenway Trail	Participate with City of Milwaukie to acquire and develop trail. (see also SU/L - 8)	10.0	10.0	
L-9	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			8.7
L-10	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			8.7
L-11	Trolley Trail	Work with regional partners to develop a linear park / trail corridor			3.3
L-12	Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	1.8	1.8	
L-13	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	9.2	9.2	

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Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS <i>continued</i>					
L-16	I-205 Trail to Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor	2.2	2.2	
L-17	Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor	7.4	7.4	
L/NR-18	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	13.8	13.8	
L/NR-19	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	17.4	17.4	
L/NR-20	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	45.5	45.5	
L/NR-21	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	11.9	11.9	
L/NR-22	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	17.9	17.9	
L/NR-23	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	19.3	19.3	
L-24	Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor	9.4	9.4	
L/NR-25	Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.9	6.9	
L-26	Bluffs Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	4.4	4.4	
L-27	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	4.4	4.4	
L-28	Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	11.2	11.2	
L-29	Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	8.1	8.1	

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Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS <i>continued</i>					
L-30	Camp Withycombe Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	3.3	3.3	
L-31	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	9.1	9.1	
L-32	Mount Scott Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	5.6	5.6	
L-33	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	8.0	8.0	
L-34	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	4.0	4.0	
L-35	North Clackamas Greenway Trail	Work with regional partners to develop a trail corridor		7.7	
L-36	Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor	6.6	6.6	
L-37	Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor	13.8	13.8	
L/NR-38	Phillips Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.9	6.9	
L/NR-39	Phillips Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.9	6.9	
L-40	Unnamed trail	Work with regional partners to acquire land and develop a linear park / trail corridor	13.8	13.8	
L/NR-41	Sieben Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	23.0	23.0	
L/NR-42	Sieben Creek Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	6.0	6.0	
L-43	Sunnyside Village Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	7.6	7.6	

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Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
LINEAR PARKS <i>continued</i>					
L-44	Scouter's Mountain Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	17.9	17.9	
L-45	Unnamed trail	Work with regional partners to acquire land and develop a linear park / trail corridor	7.2	7.2	
L-46	North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	3.8	3.8	
T-47	I-205 Trail	Work with regional partners to acquire land and develop a linear park / trail corridor	8.0	8.0	



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DESIGN AND DEVELOPMENT POLICIES

Design and development policies for linear parks are discussed below. Most of the items refer to trail development since trails are the most important built feature in linear parks.

- Trails easements and dedications ideally should occur prior to or at the time of development.
- Trails along stream corridors will require special design/construction techniques in order to protect water quality.
- The District should be sensitive to private owners when trails are proposed adjacent to private property.
- In developed areas, trails will be sited through purchase or easements from willing property owners. Alternative routing will be considered when necessary.
- Wherever possible, the District should utilize undeveloped street rights-of-way for trail corridors.

Site Selection Criteria

- Wherever feasible, recreation pathways and trails should be located off-street. However, streets should be used in order to complete connection, whenever needed.
- Wherever possible, trails should encourage accessibility, particularly within loop or destination opportunities.
- Linear parks with trails should be developed throughout the community to provide linkages to schools, parks, and other destination points.
- Each proposed trail connection should be reviewed on a case-by-case basis to determine if it should be part of the District's trail system.
- Adequate buffers between trails and adjacent uses should be provided. The required width may vary.

Regulatory agencies should be consulted for buffer requirements in each specific application.

Design and Development Standards

- Trail alignments should take into account soil conditions, steep slopes, surface drainage, and other physical limitations that could increase construction and/or maintenance costs.
- Review alignment and design details with regulatory agencies prior to construction.
- Off-street multi-purpose trails may vary in width from 8' to 12', with 12' width being optimum to permit access for maintenance and security vehicles. Wider trails may be necessary to accommodate in-line skaters.
- Trails should be designed to provide access to people with and without disabilities.
- A vegetated buffer should be provided between stream corridors and trails. The required width may vary. State and local regulatory agencies should be consulted on a case-by-case basis.

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SPECIAL USE AREAS

Special use areas are sites that contain a special feature or do not fit into other categories. They may include specialized indoor facilities such as a museum, a senior center, a theater, aquatic facility, or other public buildings. They also include specialized outdoor facilities such as boat ramps or launches, fishing docks, cemeteries, and botanic gardens.

The District includes 14 special use areas totaling 29.37 acres:

- District Administration Office
- District Maintenance Facility
- Jefferson Street Boat Ramp
- Kellogg Lake
- Lewelling Elementary School Tennis Courts
- Milwaukie Center

- Milwaukie Riverfront*
- North Clackamas Aquatic Park
- Orchard Summit
- Pioneer Cemetery
- Riverville Park
- Rowe Middle School Tennis Courts
- Sara Hite Rose Garden
- Scott Park

(*Note: The City of Milwaukie is in the process of acquiring additional riverfront property as part of its Riverfront redevelopment plan. Management of this site is not the responsibility of the District).

RECOMMENDATIONS

Provide parkland to accommodate specialized outdoor recreation activities and indoor recreation facilities.

Specific recommendations for Special Use Facilities are shown on *Table 4.9*.

**Table 4.9 Special Use Facility Recommendations
North Clackamas Parks & Recreation District**

Map Key	Project Name	Action	Acres		
			Acquire	Develop	Renovate
NEW SPECIAL USE PARKS					
SU-8	Milwaukie Riverfront	Participate with City of Milwaukie in the implementation of the Riverfront Master Plan.			25.0
SU-17	Multi-Sport Complex	Develop a multi-sport complex possibly on grounds of Old Clackamas High School in partnership with North Clackamas School District			25.0
	Multi-Sport Complex	Acquire and Develop a multi-sport complex East of I-205	20	20	
	Off leash Area	Acquire and develop off leash area for dogs west of I-205	3.0	3.0	
	Off leash Area	Acquire and develop off leash area for dogs east of I-205	3.0	3.0	
RENOVATED SPECIAL USE PARKS					
	Riverville Park	Expand recreation opportunities as feasible within floodway			

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DESIGN AND DEVELOPMENT POLICIES FOR INDOOR SPECIAL USE FACILITIES

General Land Use Guidelines

- Prior to the development of any indoor special use facility, a detailed cost benefit analysis and maintenance impact statement should be prepared.
- Indoor special use facilities should be reasonably central to the community or the area they intend to serve.
- Indoor special use facilities that generate significant traffic should be located on collector or arterial roadways so as not to adversely impact residential areas (traffic and parking).
- The minimum size of the special use site will depend upon the function it serves. The site should be large enough to accommodate adequate setbacks and support facilities (e.g., parking and landscaping.)

Parking requirements are dependent upon facilities provided. Local codes should be followed.

POCKET / MINI-PARKS

Pocket parks are small urban parks that range in size from 0.25 acre to 0.75 acre. They are designed to serve a single purpose for park users who live or work in the immediate vicinity.

The District manages one pocket park:

- Dogwood Park

TRENDS

Due to high maintenance costs and low utilization, pocket parks are generally developed very selectively. They are sometimes used in densely populated areas where land is scarce.

REGIONAL PARKS

Regional parks are recreational areas that serve the entire District and may draw users from surrounding areas. They are usually large and can accommodate several hundred users at one event. Typically, they include one specific use or feature that makes them unique, such as a sport complex or a large amphitheater.

The District has no regional parks at this time.

MISCELLANEOUS OPEN SPACE / BEAUTIFICATION AREAS

Miscellaneous open space includes land that may be valuable for aesthetic reasons, but which provides no recreation opportunity and is of limited or no value as a natural resource area. Open space may include publicly owned land such as rights-of-way and beautification areas.

The District manages four open space sites totaling 4.85 acres:

- Highland Summit
- Shannon View Site
- Well #8
- Willamette Drive

TRENDS

Some communities place a high value on beautification areas such as street landscaping, entry features, and floral gardens. However, the areas are often expensive to maintain.

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RECREATION FACILITIES

In this section, the needs for specific recreation facilities are discussed. They include facilities that are currently provided and those that are needed as indicated by the public involvement process:

- Aquatic Facilities
- Community / Recreation Centers
- Senior Centers
- Trails
- Picnic Facilities
- Children's Play Areas
- Sport Fields
- Courts (Tennis, Basketball)
- Gymnasiums
- X-treme Sports Facilities
- Off-Leash Areas for Dogs
- Boat Ramps
- Golf Facilities

OVERVIEW OF DISTRICT FACILITIES

In its parks, the District provides the facilities shown in *Table 4.10*.

Table 4.10
District Recreation Facilities

Facility Type	Quantity
Aquatic Park	1
Ball Wall	-
Basketball Full-Court	-
Basketball Half-Court	11
Boat Ramp	1
Children's Play Areas	11
Picnic Areas	14
Picnic Shelters (Large Group)	2
Sport Fields	7
Tennis Courts	9*
Trail/Path (Paved)	3 locations

**The Parks & Recreation District also maintains tennis courts at Lewelling Elementary and Rowe Middle Schools for public use through an Intergovernmental Agreement (IGA) with the North Clackamas School District.*

In addition to parks owned or managed by the North Clackamas Parks & Recreation District, other recreation opportunities are available within District boundaries to residents:

- Clackamas River Water District
- City of Happy Valley
- City of Milwaukie
- North Clackamas School District
- Oregon City School District
- Oregon Institute of Technology (OIT)

District residents are also served by local, state, and regional parks located nearby:

- State of Oregon
- Portland Parks and Recreation
- Metro

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CLACKAMAS RIVER WATER DISTRICT

Clackamas River Water District owns and maintains Riverside Park on the Clackamas River. This community park has a boat ramp, making it one of only a few access points in the District for boating and fishing.

CITY OF MILWAUKIE

Through an IGA between the City of Milwaukie and the District, most parks and recreation facilities owned by the City are managed and maintained by the District. The City, however, has continued to acquire sites in response to requests by residents and neighborhood groups. These newly acquired sites are maintained by the City and include two sites for future park development (see *Undeveloped Parkland*) and four sites for resource protection (see *Natural Resource Areas*).

NORTH CLACKAMAS SCHOOL DISTRICT

The North Clackamas School District includes:

- Three high schools
- Four middle schools
- 19 elementary schools

Based on information provided by organized sports groups, the sport fields and gymnasiums of all public schools are used for league practice and play.

OREGON CITY SCHOOL DISTRICT

Two Oregon City School District elementary schools (Candy Lane and Jennings Lodge) are within the North Clackamas Parks & Recreation District. Their sport fields and gymnasiums are also used by organized sport groups for games and practices.

OREGON INSTITUTE OF TECHNOLOGY (OIT)

Through an IGA, the District developed and maintains a soccer field on OIT property. It also utilizes OIT's gymnasium for recreation programs.

CITY OF HAPPY VALLEY

Happy Valley Park is used by organized sports leagues for games and practices.

STATE OF OREGON

Meldrum Bar State Park is located along the Clackamas River in the City of Gladstone.

PORTLAND PARKS AND RECREATION

Portland Parks and Recreation owns Elk Rock Island in the Willamette River. A management plan was developed in cooperation with the City of Milwaukie, North Clackamas Parks & Recreation District, and Friends of Elk Rock Island Natural Area.

The Springwater Corridor, a major element in the planned 40-mile loop, dips into the District on the north edge of Milwaukie.

District residents also use and benefit from other trails and sports fields located in Portland.

METRO

In addition to natural resource areas and trails purchased and developed in partnership with Metro, District residents have access to Metro parks nearby.

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SUMMARY OF PUBLICLY OWNED FACILITIES

Table 4.11 summarizes all public facilities within the District boundaries – those owned or maintained by the District, and those owned and maintained by schools and other public agencies. Where data are available, the average ratio for 33 Oregon cities is also shown.

The District is behind the Oregon average acres per 1,000 population in each category and for total parkland. It also has a low ratio of recreation facilities to population in almost every category.

The following section includes an analysis of specific recreation facilities, parkland facilities, and recommended goals for each. The recommendations are summarized on *Table 4.11*. The adoption of these goals does not indicate a responsibility for the District to be the sole provider of these needed recreation facilities. Rather, the District will seek out creative partnerships with other private and public organizations to work towards meeting these goals.

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Insert

**Table 4.11 Existing Recreation Facilities,
Recommended Goal, and Anticipated Need.**

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AQUATIC FACILITY / OUTDOOR POOL

The District does not currently own or operate any outdoor pools. There is an outdoor pool at Portland Waldorf School (formerly Milwaukie Junior High School). This site was previously owned and operated by the North Clackamas School District. Recently, the School District sold the property to the Waldorf School, which is a private educational institution.

The random household survey revealed a considerable amount of outdoor swimming as a recreational activity. In addition to the Waldorf School facility, outdoor swimming may be occurring in private pools, the Clackamas and Willamette Rivers, or elsewhere.

TRENDS

On a national scale, swimming continues to be a very popular recreation activity. In most communities, the effort has been to construct an indoor pool rather than an outdoor pool because of the limited swimming season. However, many swimmers prefer an outdoor swimming environment when the weather is warm. In some instances such as with Hillsboro and Corvallis, an outdoor and indoor pool are located side by side.

PUBLIC COMMENTS

Survey participants were asked to suggest additional features they would like to see at the Aquatic Park. The need for an outdoor pool was mentioned almost as often as an additional water slide for the Aquatic Park.

In terms of current participation, swimming outdoors was number 11 in popularity, followed by swimming indoors, which was number 12.

MAINTENANCE IMPACTS

While the maintenance and operation cost of an outdoor pool may be less than an indoor pool because of the limited season, the net cost of operation for both may be the same because outdoor pools traditionally do not generate as much revenue. The exception is outdoor leisure pools, which contain a variety of tanks and water slides.

RECOMMENDED DISTRICT GOAL

A goal of **34.4 square feet of outdoor water area per 1,000 population** is proposed. The current need is for 3,127 square feet of surface water area, which is equivalent to a 25-yard six-lane pool. By the year 2021, the demand will increase to 4,331 square feet of water area.

RECOMMENDATION

- Investigate a partnership with Portland Waldorf School and Friends of Milwaukie Pool for public access to an outdoor swimming pool.

AQUATIC FACILITY / INDOOR POOL

Currently, there are three indoor pools within the North Clackamas Parks & Recreation District. These include the pools at East Side Athletic Club (private health club) and the pool at the North Clackamas Aquatic Park.

- East Side Athletic Club Pools (2), 3,200 square feet water surface
- North Clackamas Aquatic Park, 12,802 square feet water surface

The North Clackamas Aquatic Park is recognized as a regional facility due to the types of facilities it provides. It serves residents throughout the Portland region and beyond.

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PUBLIC INPUT

Survey participants were asked to suggest additional features they would like to see at the Aquatic Park. More water slides were mentioned the most frequently. The need for an outdoor pool was mentioned almost as often.

In terms of current participation, swimming outdoors was number 11 in popularity, followed by swimming indoors, which was number 12.

Swimming indoors was one of the top 10 activities that people would most like to do if facilities were available. This indicates that, in some way, the Aquatic Park does not meet the needs of all District residents who would like to swim indoors. Some mentioned the price of admission as a deterrent.

A swimming pool was also mentioned as one of the facilities people would like to have included in a community center if one were built.

SERVICE AREA

The Aquatic Park, which is a highly specialized facility, serves the entire District and areas well beyond the physical boundaries of the District. In fact, 78% of the users of this facility are from areas located outside the District.

RECOMMENDED DISTRICT GOAL

A goal of **62.4 square feet per 1,000 population** is recommended. Based on this goal, by the year 2021 there will be a need for 4,835 square feet of indoor pool space. This is equivalent to one large pool facility or two smaller (25-yard six-lane) pool facilities.

RECOMMENDATIONS

- Develop a partnership with health care provider(s) to provide a warm

water therapy pool and programs at the Aquatic Park.

- Provide additional water activities at the Aquatic Park.
- Develop partnerships with public and private organizations to provide an additional indoor pool (*see also Community/ Recreation Center*).

COMMUNITY / RECREATION CENTER

Currently, the North Clackamas Parks & Recreation District does not have an indoor community/recreation center. However, the District does use the gymnasium owned by Oregon Institute of Technology (OIT). In addition, the District uses two sites owned by the North Clackamas School District (Sunnyside Village Center and the Oak Grove Community Center) for sport and other recreation programs. To use these facilities, the Park District must work around school schedules. As a result, room availability is often not at convenient times.

PUBLIC INPUT

73% of survey respondents said a new community center is needed. The facilities they would most like to have included if a community center were built are:

- A multi-purpose gymnasium;
- Teen activity area;
- Exercise and aerobics room; and
- Outdoor swimming pool.

SERVICE AREA

The service area for a community center depends upon its size and the facilities it provides. Some are designed to serve the entire community while others may be designed to serve only a few neighborhoods. This is an issue that

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must be resolved during this planning study.

MAINTENANCE IMPACTS

In most instances, community centers require considerable maintenance. However, if designed appropriately, they can produce significant revenue from programs and services, which help offset maintenance costs.

RECOMMENDED DISTRICT GOAL

With a market area of nearly 100,000 people, the District could easily support a community center. This is based on operations of other centers in the Northwest. Based on the public input and stated needs, a center of 50,000 square feet would be of optimum size. The issue of this study will be how the activity space will be distributed. From a management and operation point of view, one major facility is preferable. However, in terms of providing access to all residents, two smaller centers would be best. It is not recommended that centers of less than 15,000 square feet be constructed.

Based on the above findings, a service level of 550 square feet of floor area per 1,000 population is recommended. This means that 50,000 square feet of community floor space is currently needed. By the year 2021, this need will increase to 69,245 square feet.

RECOMMENDATIONS

- Explore acquisition of existing property for conversion to a community center west of I-205.
- Acquire property and develop a community center east of I-205. Include space for senior services.
- Explore acquiring the use of Sunnyside Village Center to operate as a community center or senior center. Explore partnering with

private or non-profit corporation for operation and maintenance.

- Investigate a partnership with North Clackamas School District to build a community center and indoor swimming pool in conjunction with the new high school.

SENIOR CENTERS

The primary purpose of the Milwaukie Center is to provide recreation programs and social services to older adults and people with disabilities. The 18,600 square foot center is used at capacity during the peak hours of 8:30 am to 3:00 pm. In the evenings and weekends, the Center is rented for meetings and receptions. About \$40,000 per year is generated from room rental.

Some unused capacity exists in the late afternoon and evening.

As a means of comparison, the following senior centers were analyzed (*Table 4.12*):

Table 4.12
Comparison of Selected Senior Centers

Center	Service Population	SF Per Capita	Cost Per Capita
NCPRD	90,933	0.20	\$8
Lake Oswego	35,300	0.32	\$22
Oregon City	25,000	0.56	\$21
Corvallis	52,200	0.28	\$8
Tualatin	23,800	0.30	\$8*

* Nutrition program offered by others

PUBLIC INPUT

The need for an additional senior center was not specifically addressed in the public involvement process. However, providing services to older adults was a high priority for workshop participants.

TRENDS

In the U.S., the population is growing older. The 80 years old and over age group is the fastest growing age group. It is anticipated that the demand for programs and services for older adults will increase in the future.

RECOMMENDED DISTRICT GOAL

The current ratio of senior center space in the Parks District is **0.20 square feet of floor area per capita**. It is recommended that this service level or demand goal remain at the same level. This means that by the year 2021, an additional 6,580 square feet of space will be needed.

RECOMMENDATION

- Provide an additional 6,580 square feet of space devoted to providing services and programs to older adults east of I-205. Explore design options that will accommodate shared uses (*see also Community/Recreation Center*).

TRAILS / PATHWAYS

Multi-use paved and unpaved trails are still fairly limited within the North Clackamas Parks & Recreation District, although interest has been strong since the District's beginning. The original 1990 Master Plan proposed an extensive system of multi-purpose and soft-surface trails. Although the inventory remains low, efforts over the past 12 years have moved the District much closer to acquiring segments of trails identified in the Master Plan.

Currently, approximately 5.30 miles of the Springwater Corridor run along and through the north edge of the District. Sections of the I-205 trail totaling approximately 4.73 miles have been

completed in the District. In addition, the District is currently involved in efforts to develop trails along the 6-mile Trolley Trail.

Soft-surface nature trails are planned for Mt. Talbert Nature Park.

The Milwaukie Parks and Recreation Board has drafted a Recreational Trail System Plan for the City of Milwaukie. The system is designed to connect Milwaukie neighborhoods and parks with regional trails and greenways such as the Springwater Corridor, Trolley Trail, North Clackamas Greenway, and the I-205 Corridor Trail.

TRENDS

In the Northwest, interest in trail related activities (walking, hiking, bicycling, rollerblading, and jogging), has shown a remarkable increase in the last five years. Locally, trail related activities are very popular.

PUBLIC INPUT

Walking, bicycling, jogging, nature walks, and exercising dogs on leash were all among the top 20 activities in the District according to random household survey results.

Walking and nature walks topped the top 10 list of activities survey respondents would like to do if the facilities were available. Bicycling for pleasure was the number five choice.

Trails and pathways are among the top three facilities needed in the District according to open house participants, workshop participants, and newsletter survey respondents.

MAINTENANCE IMPACTS

The maintenance of trails is low compared to other types of recreational facilities. Furthermore, bicycle and

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pedestrian groups will often volunteer as caretakers for trails and pathways.

RECOMMENDED DISTRICT GOAL

Demand for 19.69 miles to serve a population is equivalent to a goal of 0.21 miles per 1,000 for multi-purpose paved trails.

Demand for 12.27 miles to serve a population is equivalent to a goal of 0.13 miles per 1,000 for soft-surface trails.

If these goals are adopted, in addition to existing trails (approximately 10 miles) a total of 15.9 miles of multi-purpose paved trails and 16.4 miles of soft-surface trails will be needed by 2021.

RECOMMENDATIONS

Recommendations for specific trail segments are included under Linear Parks.

- Work with regional partners to develop a trail system within the District that links parks, schools, and other trail systems.
- Develop an additional 15.9 miles of paved multi-purpose trails for recreational bicycling and walking, and for bicycle commuting.
- Provide 16.4 miles of soft-surface trails for exercise and for passive recreational activities.
- Cooperate with neighboring jurisdictions (Portland, Happy Valley, Oregon City, Johnson City, Gladstone) to build trail connections across boundaries.
- Encourage developers to build pathways and trail amenities within developments that link to the District's overall trail system. (*Note: Developers may apply for SDC credit provided the trail within their project is part of the proposed trail system.*)

PICNIC AREAS (LARGE GROUP SHELTER)

The District provides two group picnic facilities with shelters.

TRENDS

Picnicking is typically one of the more popular recreational activities.

Parks departments and districts are increasingly using group picnic facility rentals as a source of revenue.

PUBLIC INPUT

Picnicking was number 10 of the top 10 recreational activities people would like to do if facilities were available. Family activities (which might include picnics) were number three of the top 10.

SERVICE AREA

The recommended service area for family picnic areas is the same as for neighborhood parks (.5 mile). The recommended service area for group picnic areas is the same as for community parks (2 miles).

RECOMMENDED DISTRICT GOAL

In an effort to increase revenue production and disperse facilities evenly throughout the District, it is suggested that the District provide two to three group picnic areas in each of the five District sub-areas. The recommended goal of one group picnic area per 10,000 population reflects this goal. Based on the current population, a total of seven additional areas are currently needed. By the year 2021, a total of 11 areas will be needed in addition to the two existing.

RECOMMENDATIONS

- Build a group picnic area with one or more shelters in each neighborhood planning area.
- Provide family picnic areas (single tables) in every neighborhood and community park.
- Provide picnic areas in linear parks and special use areas where appropriate.

CHILDREN'S PLAY AREAS

There are 11 children's play areas in the North Clackamas Parks & Recreation District parks. Local schools provide an additional 12 areas. However, these facilities are *only* available to the general public when school is not in session.

TRENDS

Several communities in the Northwest have begun developing imaginative children's play areas that are designed to be universally accessible and responsive to the developmental needs of children from infancy through early teens.

SERVICE AREA

Children's play areas are traditionally included as part of neighborhood and community park developments. They are also provided at elementary schools. The recommended service area is that of a neighborhood park, or .5-mile radius.

MAINTENANCE IMPACTS

Children's play areas require frequent maintenance. Safety surfacing must be maintained at an appropriate depth and free of foreign objects. Play equipment should be inspected frequently for safety hazards such as loose connections and worn fittings.

RECOMMENDED DISTRICT GOAL

A recommended goal for the District is to provide one playground per 3,500 population. Applying this goal to the 2001 population, there is a need for 15 public playgrounds in addition to those currently provided by the District. By the year 2021, there will be a need for 25 additional playground areas.

In addition to activities for toddlers (ages three to five) and children (ages five to nine), more challenging activities should be incorporated in existing and new play areas for youth ages 10 to 14.

RECOMMENDATIONS

- Provide a universally accessible children's play area with age appropriate activities for infants through pre-teens at each neighborhood and community park, and at special use facilities and in linear parks where appropriate.

SPORT FIELDS

The Citizen Advisory Committee suggested that sport fields within the District be examined in terms of total capacity for multiple sports rather than as a collection of dedicated fields for specific sports.

The District has sport fields in its two community parks, Ann-Toni Schreiber Park and North Clackamas Park. It has informal play fields at Risley Park that are used by sports leagues for practice. The District has a joint use agreement with OIT for use of the soccer field adjacent to the Aquatic Park.

North Clackamas School District provides a total of 53 fields.

Clackamas River Water District provides two fields at Riverside Park.

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In addition, several churches and parochial schools have fields that are available to organized leagues.

Milwaukie Junior High School, which includes one soccer field and two youth baseball fields, has recently been sold by the North Clackamas School District to Portland Waldorf Schools, a private educational institution.

The conditions of the sport fields vary. Several leagues have contributed time and labor to upgrade and maintain the fields they use. Others are willing to do the same, but only if they can be assured of having first priority for use of the fields in which they make an investment.

TRENDS

In the Northwest, soccer play has increased significantly in the last 10 years. Today, Oregon cities are averaging one soccer team per 354 population.

On a national scale, youth baseball has increased by nearly 50% since 1984. Oregon cities are averaging one baseball team per 358 population.

Locally, interest in men's softball has declined, women's softball has remained constant, and co-ed softball has increased. Oregon cities are averaging one softball team per 439 population.

Many communities favor the development of a sport complex for maintenance efficiencies and to provide a venue for tournament games.

PUBLIC INPUT

The response was mixed when random household survey participants were asked how sport fields should be developed in the future.

27.9% of respondents to that question supported development of a multi-sport complex for several sports.

20% said that sport fields should be located throughout the District.

About 25% said the District should partner with local school districts to upgrade existing sport fields on school property.

Slightly over 20% said the District should partner with local school districts to increase the number of sport fields on school property.

Only 5.3% supported developing a sport complex dedicated to one sport.

If the District were to propose an increase in property taxes, 9.8% of respondents said sport field development should be included in the funded projects.

ORGANIZED SPORT GROUPS

Softball and Baseball

The current ratio of softball and baseball teams per population is one team per 669 population. Currently, there are approximately 110 teams participating in youth baseball/ softball programs in the District. The youth teams practice an average of two times per week and play an average of two games per week.

They use 38 fields, including five fields outside the District boundaries.

Men's adult softball teams play two games per week but do not practice because fields are not available. The co-ed adult teams play once each week with no practice. Together, the 32 adult softball teams use three fields.

Most baseball/ softball leagues begin their season in March and play until June or July. Tournament play continues through July and August. North Clackamas Junior Softball Association teams also play a fall season.

When used for baseball/softball, the fields can accommodate one game per night through the week, and three to four games/practices on Saturdays and

Chapter Four: Parks and Facilities

Sundays for a total of 12 baseball/softball games per field.

Soccer

There are 164 youth soccer teams within the District (one team per 544 population). They practice an average of two times each week and play an average of 1.5 games per week for a total requirement of 451. The season runs approximately March through November. Youth Soccer Leagues use 40 fields.

The Oregon Adult Soccer League has approximately 14 teams that originate in the District. They use 11 fields.

When used for soccer, the fields can accommodate one game/practice per night through the week, and three to four games/practices on Saturdays and Sundays for a total of 12 soccer games per field.

Football

There are 23 youth football teams in the District. They practice four times per week and play one game a week for a total requirement of 103.5. The season runs August to mid-November with the exception of Meyer Boys and Girls Club flag football. Their season runs October to May.

When used for football, the fields can accommodate one game/practice per night through the week, and two games/practices on Saturdays and Sundays for a total of nine football games per field per week.

The Milwaukie Parks and Recreation Board suggests that football fields and regulation soccer fields are in short supply for youth and adult teams.

District residents who are not part of an organized league say they have difficulty finding a field on which to play.

SERVICE AREA

The recommended service area for sport fields is a 1 to 3 mile radius.

MAINTENANCE IMPACTS

The maintenance and operation of sport fields is labor intensive. Compared to other field types, soccer fields have relatively low maintenance requirements.

RECOMMENDED DISTRICT GOAL

- The recommended service level for team play is two games and two practices per week.
- The recommended service level for field use is an average rate of 12 games/practices per week.
- The recommended ratio is **one sport field per 1,000 population**.

If this goal is adopted, 22 additional fields are currently needed. The need will grow to 52 fields by the year 2021.

Alternately, the capacity of fields (the number of games that can be played in a week) can be increased through the use of lights and synthetic turf.

RECOMMENDATIONS

- Increase capacity of existing sport fields and develop new ones in partnership with local school districts equivalent to 49 additional fields.
- Develop a partnership with local school districts to upgrade, increase capacity, and maintain existing sport fields on school district property.
- Develop a partnership with local school districts to develop new sport fields on school district property.
- Investigate a partnership with Waldorf School (formerly Milwaukie Middle School) for public access to its sport field.

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- Develop a multi-sport complex with synthetic turf in partnership with North Clackamas School District at the old Clackamas High School site.

COURTS (OUTDOOR)

The District currently provides 11 basketball half-courts, and two multi-purpose paved courts.

The North Clackamas School District provides 10 tennis courts and numerous court areas used for a variety of use, which are available to the public *only* when they are not being used for school activities.

SERVICE AREA

Tennis and basketball courts are typically provided in neighborhood and community parks.

RECOMMENDED DISTRICT GOAL

Tennis

In most communities with an average participation level, a standard of one tennis court per 2,000 population is sufficient to meet the demand for tennis play. However, based on this standard (not counting the development of future courts on local school district property) every future neighborhood and community park would require roughly two courts per site. Considering the varying size, terrain, and adjacent uses of future sites, the likelihood of developing two courts in each future park site is unlikely.

As a result, a lower level of service of **one tennis court per 3,000 population** is recommended. Based on this goal 11 new courts are needed in addition to those provided by the District and North Clackamas School District. By 2021, 23 additional courts will be needed.

Basketball

A policy of providing a basketball half-court in each neighborhood park and two full courts in each community park is recommended.

HALF-COURTS

The resulting recommended goal is **one basketball half-court per 3,500 population**.

Based on the 2001 population, there is a need for 15 additional public basketball half-courts. By 2021, 25 additional courts will be needed.

FULL COURTS

The resulting recommended goal is **one basketball court per 20,000 population**.

Based on the 2001 population, there is a current need for five additional public basketball courts. By the year 2021, six additional courts will be needed.

RECOMMENDATIONS

- Provide a basketball half-court at each neighborhood park.
- Provide basketball full courts at each community park.
- Partner with North Clackamas School District and Clackamas County to provide 24 additional tennis courts to District residents.

GYMNASIUMS

The District has no gymnasium in its own facilities. It does have agreements with Oregon Institute of Technology (OIT) and the North Clackamas School District for use of their gymnasiums for recreation programs and classes.

North Clackamas School District has 25 gymnasiums that are available to the public when they are not being used for

Chapter Four: Parks and Facilities

school activities. However, it is difficult for sports leagues and the District to acquire convenient blocks of time to offer programs.

The District uses a privately owned indoor soccer facility (Oregon Soccer Center) for its indoor soccer program.

TRENDS

The demand for gymnasium space remains high.

PUBLIC INPUT

A multi-use gymnasium was the facility mentioned most often to be included in a community center if one were built.

Basketball leagues use elementary and middle school gymnasiums for practice and games. They indicate that additional courts are needed. 174 teams play from November through March. They average one game and two practices per week. The total games and practices requirement is 435.

RECOMMENDED DISTRICT GOAL

A goal of **one gymnasium per 3,100 population** is recommended. By this goal, the District will need 15 additional gyms by 2021.

RECOMMENDATIONS

- Partner with public and private organizations to provide 15 additional gymnasiums to District residents.
- Investigate a partnership with Waldorf School (formerly Milwaukie Middle School) for public access to its gymnasium.

X-TREME SPORTS FACILITIES

Facilities for skateboarding, in-line skating, bike jumping, or rock climbing are not provided by the District at this time.

TRENDS

Many youth and teens are interested in physically challenging activities other than organized sports. “X-treme” sports facilities provide alternative opportunities.

PUBLIC INPUT

In response to a question about what type of parks or facilities the District should develop for the future, the “other” facility requested the most was a skateboard / BMX facility.

MAINTENANCE IMPACTS

In many communities, youth who use the facilities have taken an active role in the development and maintenance of skate parks, bike jumps, and climbing rocks.

RECOMMENDED DISTRICT GOAL

Based on the assumption that the District should provide some types of “X-treme” sports facilities, a goal of **one “X-treme” sports facility per 100,000 population** should be established.

RECOMMENDATIONS

- Develop an “X-treme” sports facility near a community park or community center. Facilities may include such things as a climbing wall, a skate facility, bike jumps, and should be designed with user involvement.

OFF-LEASH AREA FOR DOGS

The District provides one off-leash area for dogs in North Clackamas Park. The area is fenced and is 1 acre in size.

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TRENDS

The pressure to provide off-leash areas for dogs is an issue in most every community in the Metro area. With the densification of urban areas, the pressure can be expected to increase.

PUBLIC INPUT

On the random household survey, additional off-leash areas for dogs was one of the most frequently mentioned “other” responses to a question about what type of parks or facilities the District should develop for the future.

“Exercising dog off leash” was one of the top 20 recreational activities people participate in most frequently.

SERVICE AREA

Ideally a facility would be provided on each side of I-205.

MAINTENANCE IMPACT

The facility’s users often take on maintenance of off-leash areas, resulting in less required of maintenance staff.

RECOMMENDED DISTRICT GOAL

The goal of providing **1 acre of off-leash area per 20,000 population** is recommended. If the goal is adopted, 4.5 additional acres are currently needed. By 2021, 6.3 acres will be needed.

RECOMMENDATIONS

- Provide an off-leash area on each side of I-205.

DESIGN AND DEVELOPMENT POLICIES

Site Selection Criteria

- Off-leash areas for dogs should be sited so that runoff does not flow directly into any creek, stream, pond, or lake.
- Select a site with neighbors that support an off-leash area.

Design Standards

- Provide an area that is fenced.
- Provide a vegetated buffer between the off-leash area and stream corridor. Consult local regulatory agencies for width.
- Provide perimeter plantings for screening. Preserve a window into the off-leash area that is below tree canopies and above shrubs to ensure the safety of pet owners.
- Provide drinking water for dogs and pet owners.
- If possible, provide a permeable paved hose-down area for dogs.

BOAT RAMP

Currently, there are two boat ramps in the North Clackamas Parks & Recreation District. The Jefferson Street Boat Ramp, located on the Willamette River, is owned by the City of Milwaukie and maintained by the District. The Milwaukie Downtown and Riverfront Plan proposes removal of this boat ramp.

The other ramp is on the Clackamas River and is owned and maintained by the Clackamas River Water District.

SERVICE AREA

The State Marine Board is responsible for siting boat ramps at appropriate intervals. The Marine Board’s Boating Facilities Plan does not identify any new sites

Chapter Four: Parks and Facilities

within the North Clackamas Parks & Recreation District.

RECOMMENDED DISTRICT GOAL

The recommended goal of **one ramp per 50,000 population** means that the existing supply is sufficient to meet the current demand through the year 2021.

There is no goal recommended for non-motorized boats such as kayaks and canoes. However, the District should look for opportunities to include the minimal launching facilities wherever they are feasible.

GOLF COURSES

Golf facilities are currently provided by three privately owned courses.

TRENDS

While golf play showed significant increased interest in the 1990s, some surveys have shown a leveling off. The higher green fees now being charged could be the cause of this change.

PUBLIC INPUT

Golf was one of the top 10 activities random household survey respondents said they would like to do if facilities were available.

SERVICE AREA

The recommended service area for a golf facility is the District.

According to the National Recreation and Parks Association (NRPA), a nine-hole course can accommodate 350 people per day. An 18-hole course can accommodate 500 to 550 people per day.

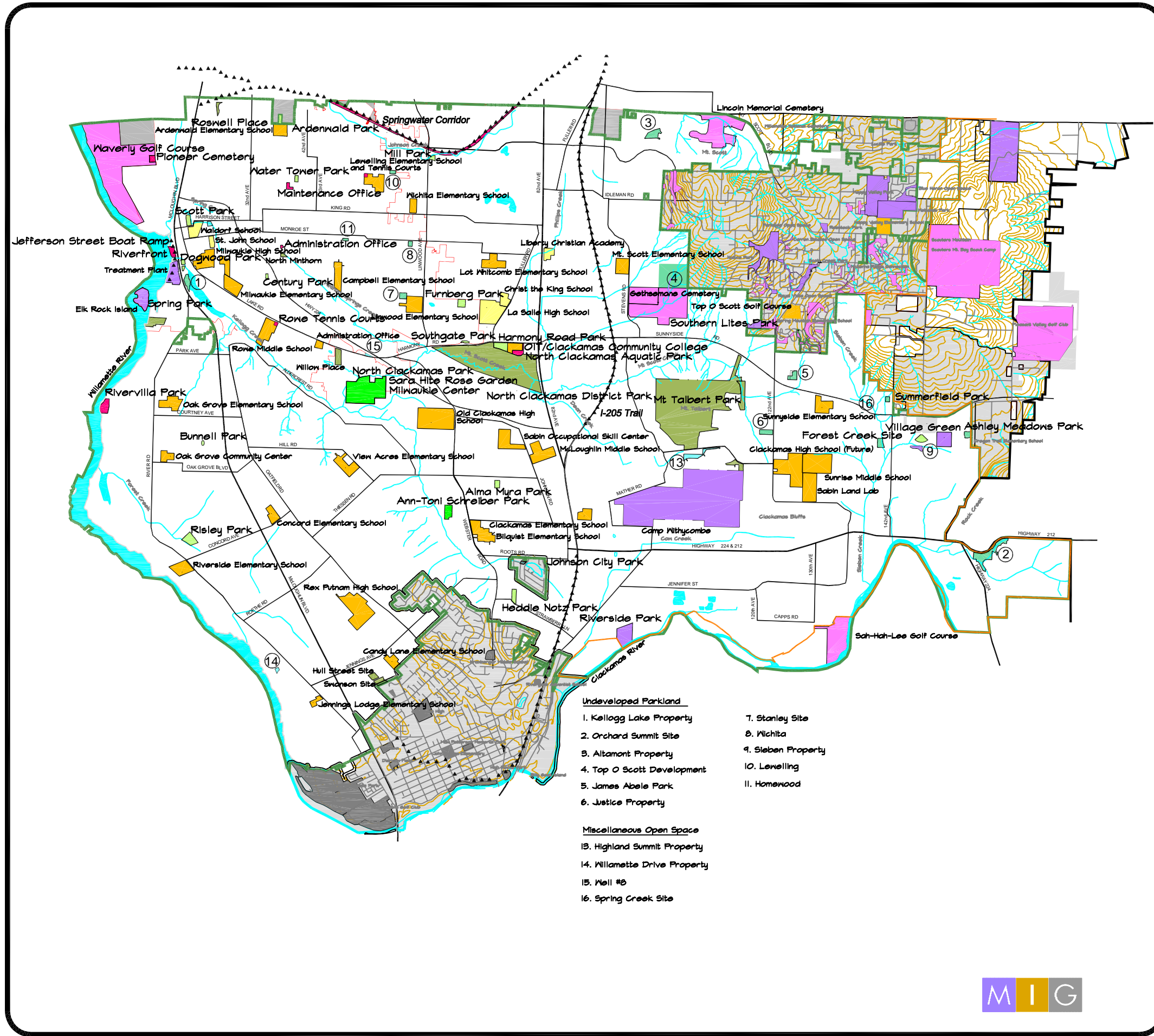
RECOMMENDED DISTRICT GOAL

A goal of **one public golf course per 100,000 population** is recommended. This means that one course is needed within the next 20 years. This course would most likely be a standard nine-hole course or 18-hole par three course.

RECOMMENDATION

- Explore the feasibility of developing a daily fee pitch and putt golf course in partnership with Top O' Scott Golf Course.

North Clackamas Parks & Recreation District



Legend:

- Planning Area Boundary
- Park District Boundary
- Urban Growth Boundary
- Neighborhood Parks
- Community Parks
- Special Use Areas
- Natural Resource Area
- Undeveloped Parkland
- Miscellaneous Open Space
- Other Public Land
- Private Facilities
- Public Schools
- Private Schools
- ▲▲▲ Existing Multi-Use Trails

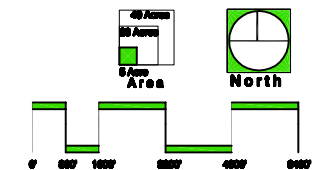


Figure 4.2
Existing Recreation Resources



Table 4.4. Existing Parkland, Recommended Goals, and Anticipated Need

Facility	EXISTING PARK INVENTORY ²			Service Goals	Size Goals (acres)	Recommended Goals Acres/1,000	ANTICIPATED NEED	
	Acres	# of Sites	Existing Ratio Acres/1,000				Current Need (in addition to existing)	2021 Need (in addition to existing)
Neighborhood Parks	64.31	30	0.71	1/2 mile	3 to 5	0.89	16.62	48.02
Community Parks	83.17	3	0.91	2 miles	6 to 50	0.91	0	30.00
Natural Resource Areas	288.22	9	3.17	varies	varies	3.20	2.78	114.67
¹ Other Parkland	64.06	20	0.70	-	-	4.00	300.00	445.10
Linear Parks	29.09	1	-	-	varies	-	-	-
Special Use	29.37	14	-	District	varies	-	-	-
Pocket Park/Mini Park	0.75	1	-	-	1/4 to 3/4	-	-	-
Misc. Open Space	4.85	4	-	-	varies	-	-	-
Regional Parks	0	0	-	District	varies	-	-	-
Total	499.76	62	5.50	-	-	9.00	319.40	637.79

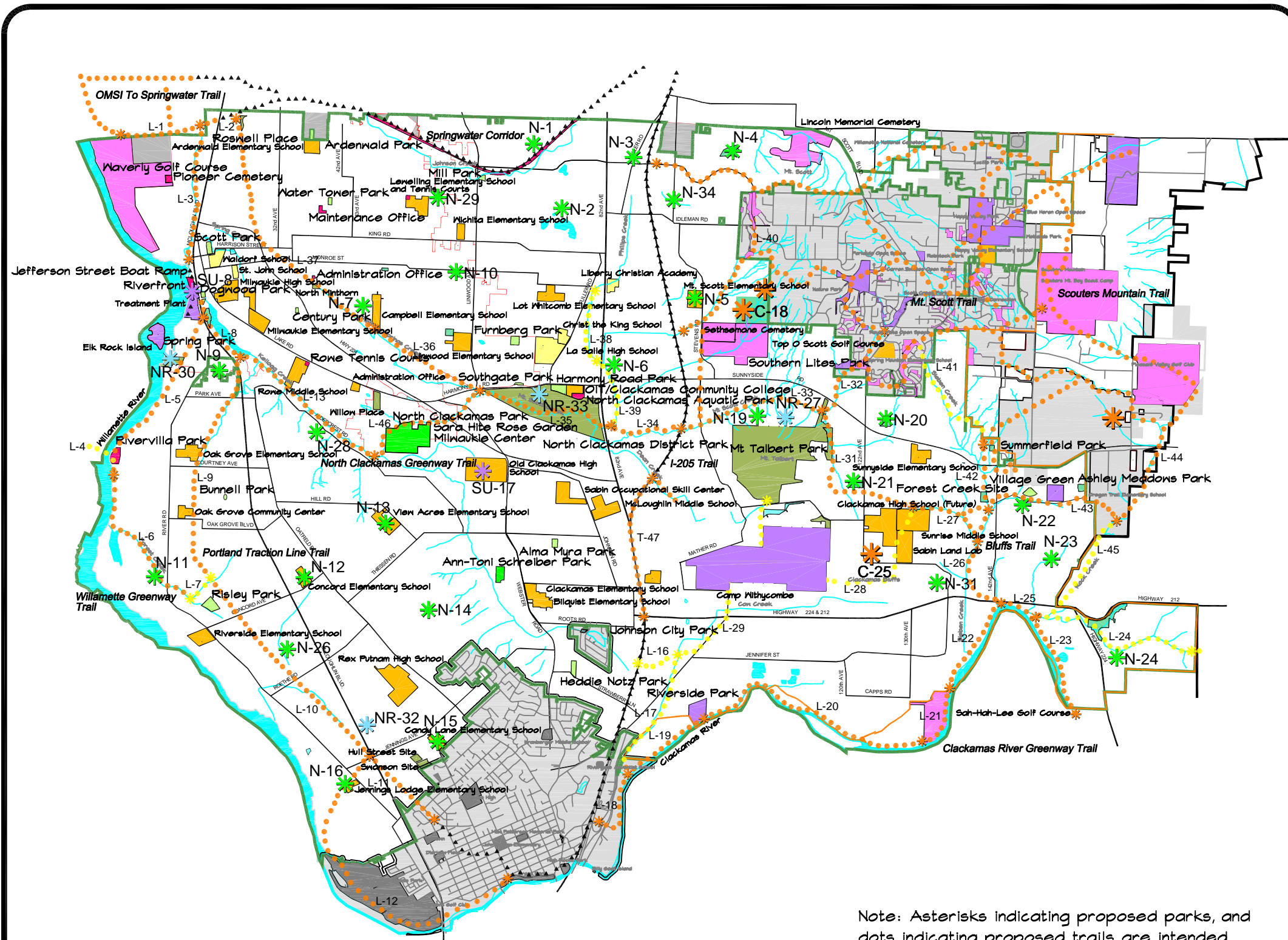
*The adoption of these long-term goals does not indicate a responsibility for the District to provide the needed facilities

Notes:

¹Other Parkland total includes Linear Parks, Special Use, Pocket/Mini Parks, Misc. Open Space and Regional Parks

² Existing park inventory includes developed and undeveloped land.

North Clackamas Parks & Recreation District



Note: Asterisks indicating proposed parks, and dots indicating proposed trails are intended to show a general location only. The actual location will be based on land availability, acquisition cost, and the owner's willingness to sell.

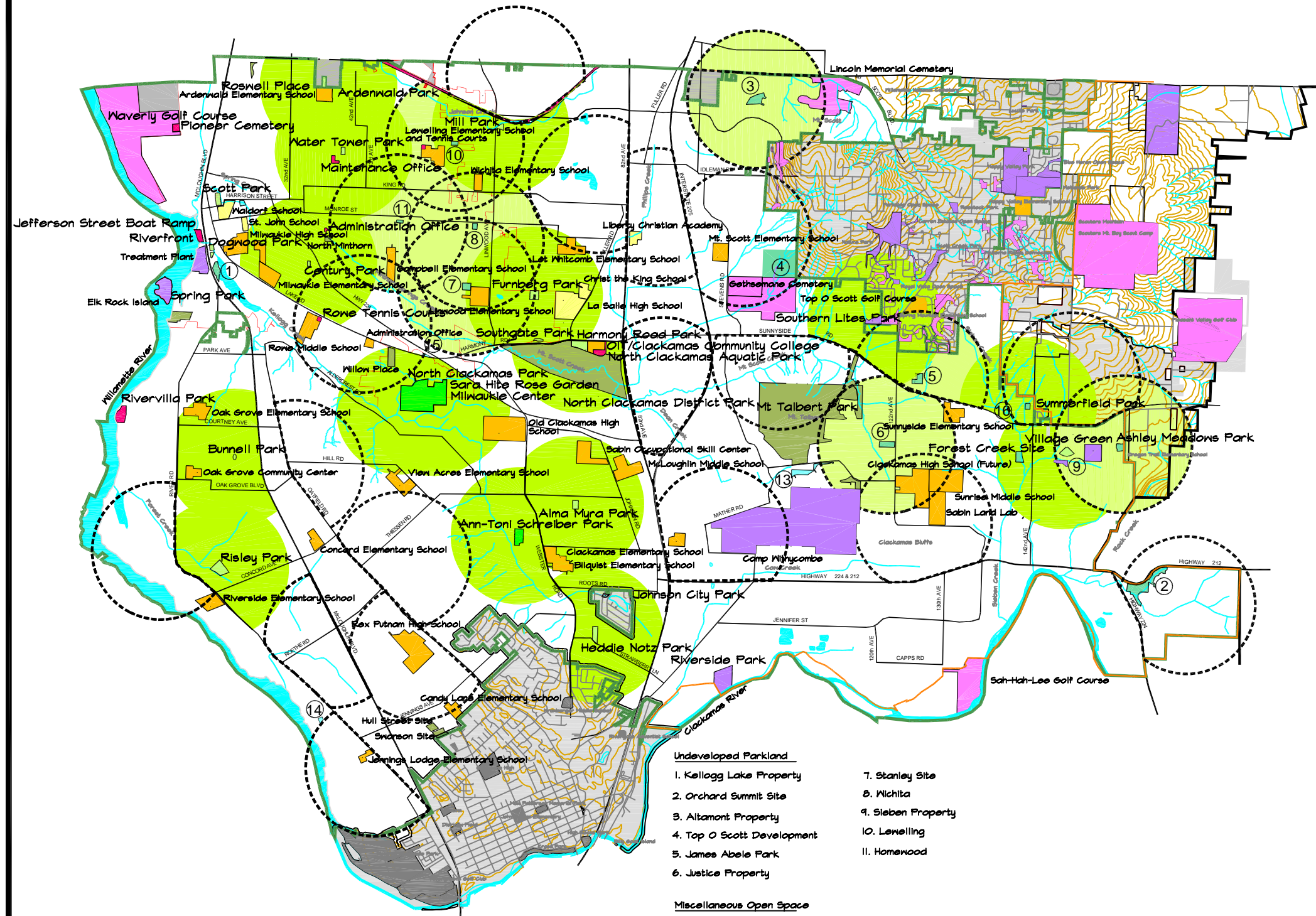
Legend:

- Planning Area Boundary
- Park District Boundary
- Urban Growth Boundary
- Neighborhood Parks
- Community Parks
- Special Use Areas
- Natural Resource Area
- Undeveloped Parkland
- Miscellaneous Open Space
- Other Public Land
- Private Facilities
- Public Schools
- Private Schools
- ▲▲▲ Existing Multi-Use Trails
- Proposed Linear Park Segment (High Priority)
- Proposed Linear Park Segment (Very Long Term)
- ★ C- Proposed Community Park
- ★ N- Proposed Neighborhood Park
- ★ SU- Proposed Special Use Facility
- ★ NR- Proposed Natural Resource Area

Figure 4.3
Facilities Plan
2002 Master Plan Update



North Clackamas Parks & Recreation District



- Undeveloped Parkland**
- 1. Kellogg Lake Property
 - 2. Orchard Summit Site
 - 3. Altamont Property
 - 4. Top O Scott Development
 - 5. James Abele Park
 - 6. Justice Property
 - 7. Stanley Site
 - 8. Nichita
 - 9. Sieben Property
 - 10. Lewelling
 - 11. Homewood
- Miscellaneous Open Space**
- 13. Highland Summit Property
 - 14. Willamette Drive Property
 - 15. Well #8
 - 16. Spring Creek Site



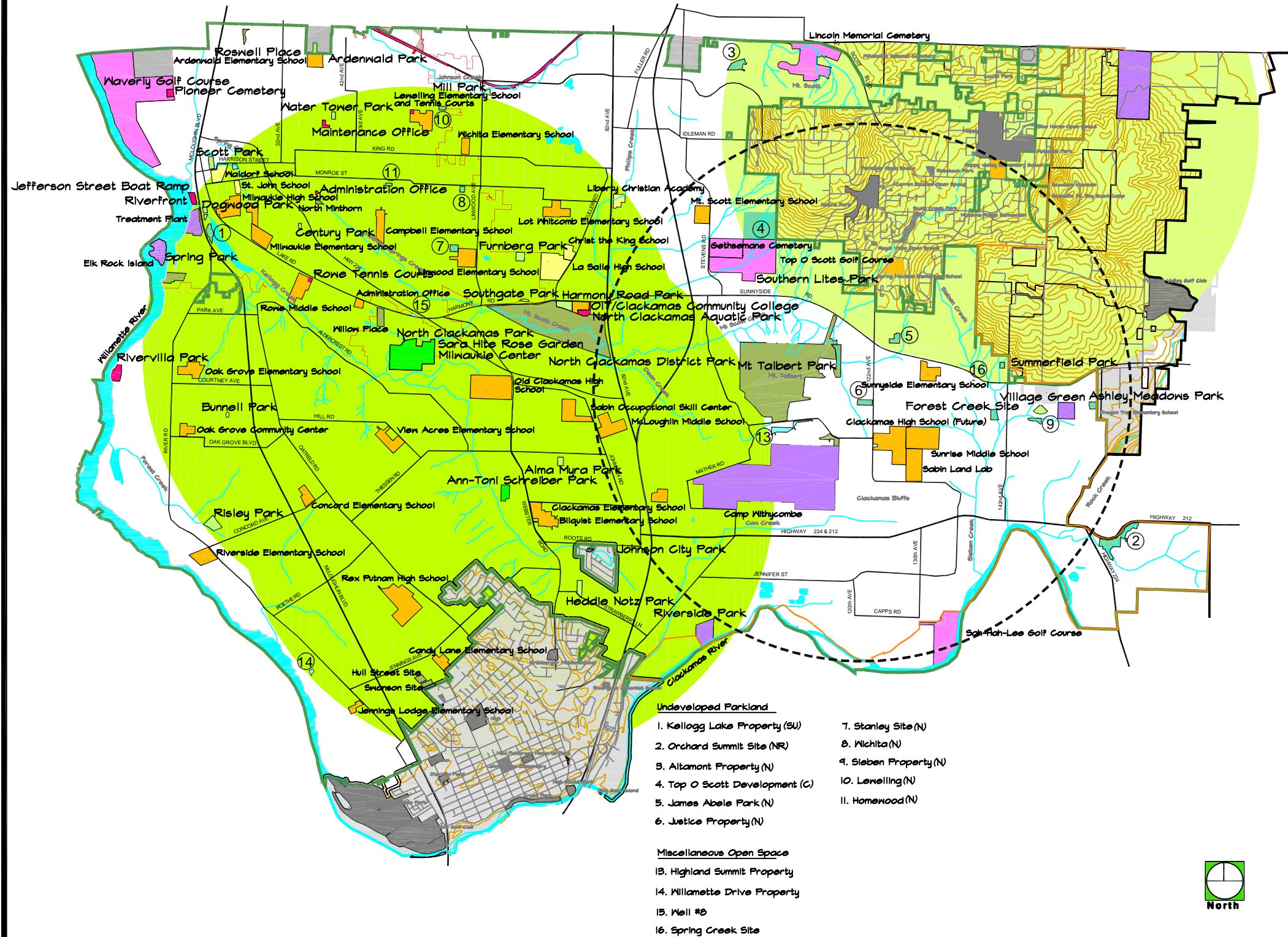
- Legend:**
- Planning Area Boundary
 - Park District Boundary
 - Urban Growth Boundary
 - Neighborhood Parks
 - Community Parks
 - Special Use Areas
 - Natural Resource Area
 - Undeveloped Parkland
 - Miscellaneous Open Space
 - Other Public Land
 - Private Facilities
 - Public Schools
 - Private Schools
 - Existing Neighborhood Park Service Area (1/2 Mile Radius)
 - Proposed Neighborhood Park Service Area (1/2 Mile Radius)
 - Undeveloped Parkland Proposed Neighborhood Park Service Area (1/2 Mile Radius)



Figure 4.4
Neighborhood Park Service Area

June 2002

North Clackamas Parks & Recreation District



Legend:

- Planning Area Boundary
- Park District Boundary
- Urban Growth Boundary
- Light Green: Neighborhood Parks
- Green: Community Parks
- Pink: Special Use Areas
- Dark Green: Natural Resource Area
- Light Blue: Undeveloped Parkland
- Light Cyan: Miscellaneous Open Space
- Purple: Other Public Land
- Orange: Private Facilities
- Yellow: Public Schools
- Light Yellow: Private Schools
- Light Green Circle: Community Park Service Area (Proposed and Existing) (2 Mile Radius)
- Light Yellow Circle: Existing Happy Valley Community Park Service Area (2 Mile Radius)
- Dashed Circle: Proposed Community Park Service Area (2 Mile Radius)



Figure 4.5
Community Park
Service Area

June 2002

INTRODUCTION

The District provides programs and services throughout its parks, the Aquatic Park, the Milwaukie Center, at OIT, in public school facilities, and in private facilities. It serves North Clackamas County and draws visitors from the Greater Portland region, particularly for its Aquatic Park.

Partnerships have been formed with more than 40 public and private organizations to increase programs and services to District residents.

This chapter gives an overview of participation District-wide, and discusses each service area in depth. Recommendations address specific programs as well as the overall provision of programs and services. Program areas include:

- Aquatic Programs
- Recreation and Leisure Programs
- Older Adult Programs and Services (Milwaukie Center)

Appendix D provides an inventory of programs and services offered by the District and other agencies that serve District residents.

DISTRICT-WIDE RECOMMENDATIONS FOR PROGRAMS AND SERVICES

A Strategic Planning Framework for Programs and Services was developed as a result of working with staff and the community. Based on that framework, programs and services should be designed to provide the following benefits to residents:

- Positive benefits for youth
- Improved community livability
- Equal access to programs, services, and facilities for people of all ages, abilities, and income levels

These benefits should be used to guide program planning and evaluation.

In addition to recommendations for particular program areas, a number of recommendations address the provision of programs and services District-wide:

- Partner with other agencies focused on youth to provide a comprehensive approach to fostering healthy development.
- Foster community livability through programs and community-wide events.
- Generate additional revenue to fund existing programs and services, and to expand programs and services.
- Evaluate program needs of growing diverse populations through focus group research.
- Increase programming and marketing outreach to underserved diverse populations.
- Increase the percentage of individuals aged 55 to 64 who participate in District programs and services to fill a growing need in the community and, at the same time, generate needed revenue for the District.
- Expand partnerships and sponsorships to provide additional programs and services.

ACCESS AND INTEGRATION

- Conduct a self-evaluation to determine how to improve programs and services for people with disabilities and special needs.

Chapter Five: Programs and Services

- Increase funding for scholarships to ensure participation of low-income participants.
- Expand program access for individuals with disabilities and for those from diverse cultures.
- Expand program and service locations to provide geographic access to all residents.

PROGRAM EVALUATION

The District's program evaluation efforts have been limited to date. The District should expand these efforts so that it can more effectively demonstrate the results of its efforts.

This evaluation program should be phased in to document the effectiveness of programs and services while keeping data collection and measurement within the limits of available staff resources.

- Adopt performance standards to measure the District's success in achieving the benefits most desired by the community.
- Evaluate participation records to determine the percentage of culturally diverse groups served in comparison to the District's population.
- Develop criteria to evaluate the effectiveness of each program and service area.
- Conduct annual program evaluations and refine performance targets annually to evaluate success.
- Complete the cost of service study, and develop a system for tracking costs of specific programs within each cost center so the study can be updated regularly.
- Track participation in District programs and services carefully and consistently

to improve the ability to further evaluate these services.

- Evaluate programs and services on an ongoing basis in relationship to the District's changing population; thus increasing services to meet community needs.

MARKETING AND OUTREACH

The District currently uses all common forms of marketing, such as flyers, program brochures, and ads. It recently developed a web page to provide additional means of communication with community members.

- Develop a marketing plan to increase community awareness of District programs and services, and update it annually.
- Target District residents with a percentage of the marketing budget.
- Integrate on-line information with District-wide marketing efforts.
- Add the option of on-line registration to the current registration methods.
- Expand community outreach, focusing on the benefits provided by recreation programs and services.
- Use the communication methods most effective with each age group as indicated on random household survey responses.
- Provide targeted outreach to the emerging and growing diverse populations through social service organizations serving these groups.
- Explore ways to educate the public about the cost of providing services and facilities.
- Integrate marketing with District-wide community relations efforts.

- Internally promote the concept of marketing.
- Increase marketing outreach to geographic areas with low participation.

PARTICIPATION IN PROGRAMS AND SERVICES

According to the random household survey, almost 35% of survey respondents have participated in District programs and services during the past year. This is higher than the average participation rate of approximately 25% reported in other communities. However, an unusually high percentage of residents are unaware of programs and services offered by the District.

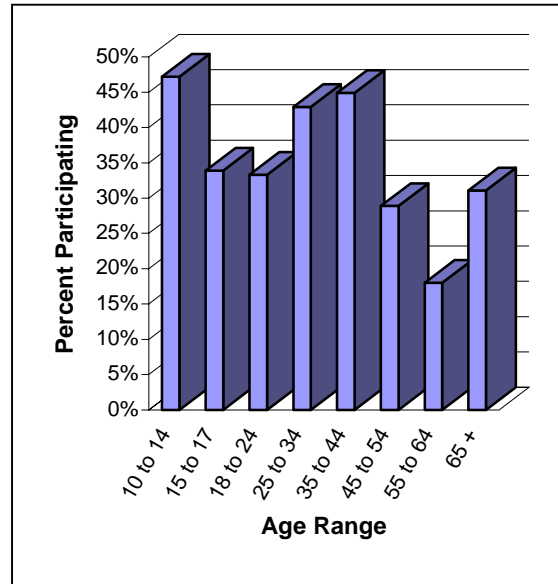
Milwaukie is the only planning area where more than half (53.5%) of the survey respondents participate in recreation programs or services. The participation rate reported in other planning areas is as follows:

- 38.1% Oak Lodge
- 29.1% Sunnyside
- 26.1% Oatfield
- 21.4% Southgate/Town Center

Age groups reporting the highest rate of participation in programs and services included (*Figure 5.1*):

- 47.2% 10 to 14
- 44.9% 35 to 44
- 42.9% 25 to 34

Figure 5.1
Participation in Programs and Services
By Age Range



These groups also reported higher levels of general recreation activity than other age groups. The age group reporting the lowest rate of participation was 55 to 64 years (18%).

The three highest priorities for programs and services according to random household survey respondents are (*Table 5.1*):

- Summer recreation programs (15.5%)
- After-school activities (15.1%)
- Organized sports (9.6%)

Chapter Five: Programs and Services

Table 5.1
Highest Priority Programs and Services

Percent Support	Program
15.5%	<i>Summer recreation programs</i>
15.1%	<i>After-school activities</i>
9.6%	<i>Organized sports</i>
8.4%	<i>Older adult services and programs</i>
8.2%	<i>Health and wellness programs</i>
8.1%	<i>Outdoor programs</i>
6.5%	<i>Aquatic programs</i>
6.1%	<i>Performing and cultural arts</i>
4.9%	<i>Special interest classes</i>
4.5%	<i>Volunteer opportunities</i>
4.3%	<i>Environmental education</i>
3.0%	<i>Facility rentals</i>
2.7%	<i>District-wide events</i>
2.2%	<i>Events that highlight other cultures</i>
0.9%	<i>Other</i>

Although the highest percentage of respondents (47.6%) said all ages should receive equal priority for facilities and services (*Appendix E*), the weighted responses indicated strong support for making certain that youth and teens are adequately served.

Chapter Five: Programs and Services

Table 5.2
Top 20 Recreation Activities

	Average Monthly Participation	Northwest Average
Recreational computer use	5.89	5.28
Walking	5.68	5.91
Gardening	3.54	4.34
Exercising a dog on leash	3.52	3.52
Family activities	3.38	3.64
Playing instruments/singing	3.14	2.21
Exercise/weight training	2.57	1.94
Exercise/aerobics	2.39	3.32
Jogging/running	2.33	2.34
Swim, outdoors	2.11	2.46
Swim, indoors	1.93	2.39
Basketball	1.85	2.19
Exercise dog off leash	1.79	1.79
Sporting event – attend	1.67	2.50
Bicycling for pleasure	1.66	2.99
Playground – visit/use	1.57	2.81
Bicycling for exercise	1.56	1.56
Nature walks	1.54	2.71
Soccer	1.34	1.70
Arts & crafts	1.33	1.53

Note: Table 5.2 shows the 20 recreational activities District residents engage in most frequently, and the average number of times they participate. Also shown for purposes of comparison is the average participation for that activity in the Northwest. Activities with higher than average participation rates are indicated in bold.

Table 5.3 illustrates the top 10 most popular recreation activities by age group and reports the average number of times each age group participants in these

activities in a 30-day period. These activities or interests could become new or expanded youth program topic areas.

Chapter Five: Programs and Services

Table 5.3
Top Ten Recreation Activities by Age Group

10-14	15-17	18-24	25-34
Play Instrument/Sing 10.71	Computers (Recreational) 11.15	Computers (Recreational) 5.83	Walking 5.13
Computers (Recreational) 7.21	Play Instrument/Sing 8.68	Play Instrument/Sing 5.57	Computers (Recreational) 4.91
Family Activities 5.88	Exercise/Weight Training 5.59	Jog/Run 5.40	Exercise Dog (On-Leash) 4.42
Bicycling (Pleasure) 4.47	Weightlifting 5.43	Walking 5.33	Family Activities 4.34
Playground (Visit) 4.24	Basketball 4.67	Skateboard 4.73	Exercise Dog (Off-Leash) 3.70
Bicycling (Exercise) 3.82	Swim (Indoors) 4.66	Exercise/Weight Training 4.57	Garden 3.11
Soccer (Play) 2.58	Walking 4.18	Handball/Racquetball 3.97	Swim (Outdoors) 2.60
Swim (Outdoors) 2.24	Exercise Dog (On-leash) 3.71	Sports Events (Attend) 3.93	Nature Walks 2.58
Arts and Crafts 2.12	Soccer (Play) 3.65	Exercise/Aerobics 3.70	Basketball 2.55
Skateboard 2.09	Swim (Outdoors) 3.64	Basketball 3.60	Playground (Visit) 2.29

35-44	45-54	55-64	65+
Walking 6.20	Walking 7.61	Computers (Recreational) 9.13	Walking 6.74
Computers (Recreational) 5.71	Garden 5.83	Garden 7.68	Exercise/Aerobics 3.14
Family Activities 3.97	Exercise Dog (On-Leash) 5.43	Walking 5.76	Garden 3.12
Garden 3.60	Family Activities 3.62	Exercise Dog (On-Leash) 3.32	Computers (Recreational) 2.30
Exercise Dog (Off-Leash) 3.46	Computers (Recreational) 3.35	Family Activities 3.46	Swim (Outdoors) 2.21
Swim Indoors 2.77	Exercise/Aerobics 2.38	Exercise/Aerobics 2.78	Golf 1.12
Exercise/Weight Training 2.70	Exercise/Weight Training 2.19	Bird Watching 2.71	Exercise/Weight Training 1.12
Exercise Dog (Off-Leash) 2.29	Swim (Outdoors) 2.07	Bicycling (Exercise) 1.59	Exercise Dog (On-Leash) 1.05
Playground (Visit) 2.25	Play Instrument/Sing 1.78	Nature Walks 1.32	Exercise/Outdoor Circuit 0.88
Arts and Crafts 1.91	Exercise Dog (Off-Leash) 1.57	Tours/Travel 1.27	Play Instrument/Sing 0.72

Note: Subgroup results of the random household survey are not statistically valid and should be given less weight than overall results.

AQUATICS AND RECREATION SERVICES

Aquatics and Recreation Services is headed by an Aquatics and Leisure Services Manager who supervises both the Aquatic Park and Recreation and Leisure Programs (Figure 5.2).

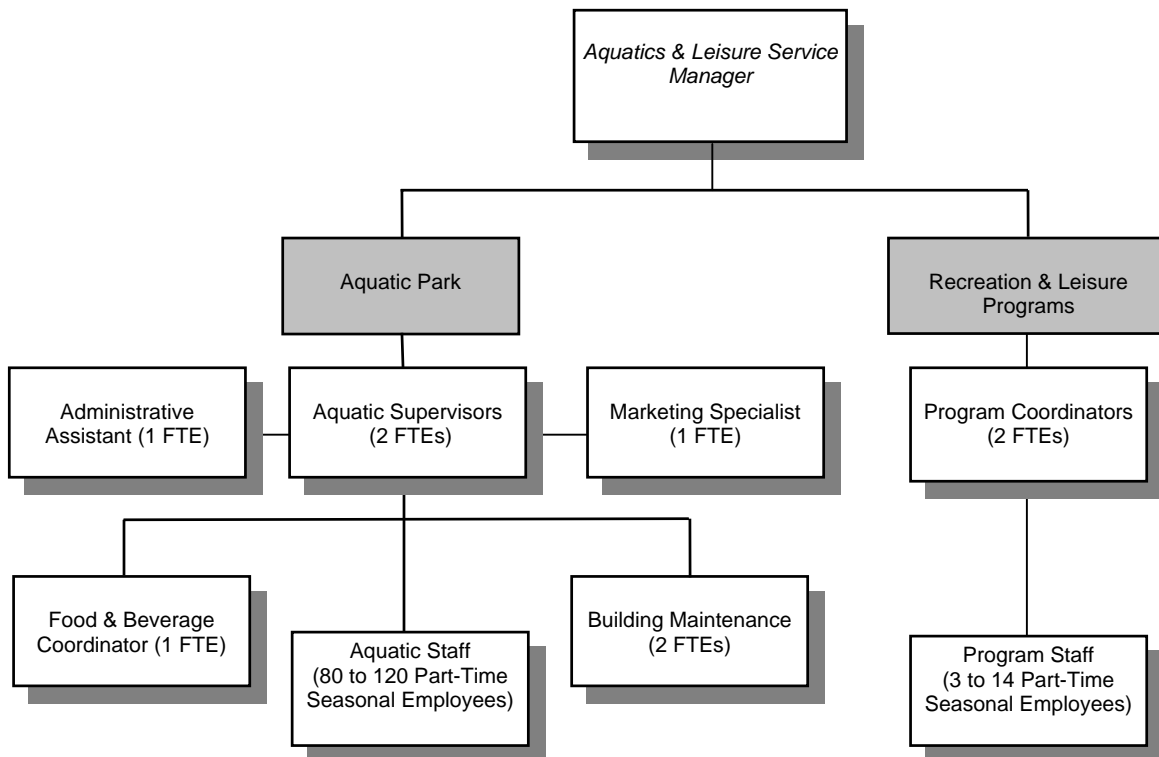
Both programs are beneficiaries of the North Clackamas Parks Foundation, a non-profit organization that lends its support through scholarships and donations.

ORGANIZATIONAL STRUCTURE

The Aquatic Park employs eight full-time staff and several part-time employees to provide aquatics supervision, birthday parties, food and beverage service, building/pool maintenance, and room rentals.

The Recreation and Leisure program employs two full-time staff to plan programs and coordinate the efforts of part-time instructors.

Figure 5.2
Aquatics & Recreation Services
Organizational Structure



Chapter Five: Programs and Services

AQUATIC OPERATIONS

The Aquatic Park provides opportunities for open swim, swim lessons, aqua exercise classes, and lap swimming. It has rooms available for birthdays and other events.

During 2000-01, lap swimmers numbered 11,722; 16,566 participated in aqua exercise classes; 2,700 participated in swim lessons; 131,686 patrons enjoyed open swim including wave pool and slides; and 14,506 attended a birthday party at the Aquatic Park.

The second Dog Daze Swim drew 625 dogs from the community and national media coverage. Eight area businesses co-sponsored the event, which raised funds for Clackamas County Dog Control and the North Clackamas Parks Foundation.

The FY 2001-2002 adopted budget for the Aquatic Park is \$2,568,224. This includes a \$750,000 expenditure for a debt service payment on the 2000 Services Bond.

COST OF SERVICE

Aquatic programs provided approximately 263,000 units of service in fiscal year 2000-01. The programs generated \$1.42 million in revenue.

Based on \$1.65 million in direct program costs, the net cost per unit of service was \$0.83 (*Table 5.4*).

The Aquatic Park recovered slightly more than 68% of its full costs including overhead (refer to *Chapter 3*).

Table 5.4
Aquatic Programs
Net Direct Cost per Unit of Service
FY 2000-2001 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
262,692	\$ 1,649,553	\$ 1,423,908	\$ 225,645	\$ 0.83

Note: Direct costs do not include administrative costs or debt service.

AQUATIC PROGRAMS

The Aquatic Park offers:

- Aqua exercise classes
- Swim lessons
- Lap swimming
- Open swim
- Birthday parties
- Special events
- Room rental

Additional classes are provided at the Aquatic Park in partnership with private outfitters, American Red Cross, and Clackamas Community College.

The Aquatic Park functions as a regional facility that serves residents throughout the Portland region; approximately 78% of users come from outside the District.

TRENDS

- Swimming has consistently been a very popular recreational activity.
- An increasing number of older adults are taking up swimming and water-based exercise given its excellent health benefits and low physical impacts.

PUBLIC INPUT

Based on the results of the community involvement program and survey, there is strong support for and interest in aquatics. This was reflected in the demand for pool facilities as well as interest in programs.

As noted in the random household survey, swimming is one of the top 20 recreation activities in the District. It is also one of the 10 activities District residents would most like to participate in *if facilities were available*.

Indoor swimming is most popular among the 15 to 17 and the 35 to 44 age groups (*Table 5.3*). The following age groups reported low participation in indoor swimming when compared to the District average of 1.93 times per month:

- 10 to 14 (0.76)
- 55 to 64 (0.66)
- 65+ (0.70)

Specific program suggestions from staff and District residents included:

- Provide open swim times for specific age groups (family swim, adult swim, teen swim).
- Offer special activities for targeted age groups.
- Expand swimming lessons.
- Provide free passes as incentives, e.g., reward attendance and scholastic accomplishment with passes to the aquatic park.
- Some community members feel the Aquatic Park's high user fees prevent low-income people from using the facility.
- Make childcare available so parents can swim.

Chapter Five: Programs and Services

AQUATIC PROGRAM RECOMMENDATIONS

Recommendations specific to Aquatic Park programs include:

- Expand and publicize reduced rates at the Aquatic Park for low-income individuals, youth, and District residents.
- Offer coupons for reduced admission.



- Establish differential pricing for off-peak and on-peak hours.
- Provide special events and open swim times for specific age groups.
- Provide additional open swim opportunities.
- Work with organizations serving older adults to increase their participation in aquatic programs.
- Partner with area school districts to award attendance and scholastic accomplishment with passes to the Aquatic Park.
- Explore feasibility of partnering with healthcare provider(s) to offer warm water aquatic exercise and therapy to older adults and people with disabilities.
- Partner with area school districts to provide transportation and after-school

swimming for youth 10 to 14 years of age.

- Explore options for providing childcare in partnership with other organizations to allow greater adult participation in programs.
- Target market in-District residents to increase their utilization of the Aquatic Park.
- Target market groups with high participation rates for indoor swimming (15 to 17 and 35 to 44 age groups) and those with low participation rates (10 to 14, 55 to 64, and 65+).
- Improve marketing for swim lessons.
- Expand selected aquatic programs for the purpose of generating additional revenue.
- Explore ways to effectively utilize volunteers.
- Expand aquatic special events as a revenue generating activity.
- Explore the feasibility of obtaining corporate sponsorships.
- Explore ways to fully utilize pools during open hours.



Chapter Five: Programs and Services

RECREATION AND LEISURE SERVICES OPERATIONS

The Recreation and Leisure program offers youth and adult activities that include time sports, general recreation interests, outdoor and adventure recreation, and special events for families and teen activities.

More than 4,000 people participate in District recreation programs every year. Youth sports drew 1,600 children and youth participants. Summer day camps were attended by 350 children. Each August, Thursday night concerts in Ardenwald Park attract approximately 900 people.

The FY 2001-2002 adopted budget for the Recreation and Leisure Program is \$314,206.

COST OF SERVICE

Recreation and Leisure programs provided approximately 42,500 units of service in fiscal year 2000-01. The programs generated \$174,000 in non-property tax revenue.

Based on \$267,000 in direct program costs, the net cost per unit of service in 2000-01 was \$2.19 (*Table 5.5*).

Recreation and Leisure programs recovered slightly more than 49% of full costs including overhead (refer to *Chapter 3*).

Table 5.5
Recreation and Leisure Programs
Net Direct Cost per Unit of Service
FY 2000-2001 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
42,489	\$266,837	\$173,983	\$92,854	\$2.19

Note: Direct costs do not include administrative costs or debt service.

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RECREATION AND LEISURE PROGRAMS

Recreation Services provide active recreation programs for youth and adults. They include:

- Outdoor programs
- Special events
- Sports programs
- Adult open gym for volleyball and basketball
- Concerts in the park
- Summer day camps
- Summer recreation programs (RecMobile)

The District has focused on youth with school break and summer programs,

Recreation Services uses the Aquatic Park, OIT, the Milwaukie Center, parks, school facilities, and privately owned facilities for its programs and special events.

OTHER PROVIDERS

The North Clackamas School District provides an extensive Community Education Program that includes classes for all ages and before and after school childcare for kindergarten to sixth grade. (Preschool and teen programs are limited.) Classes and programs are provided at School District facilities (including Oak Grove Center and Sunnyside Village Center), at the North Clackamas Aquatic Park, and at privately owned facilities.



including the free RecMobile, a mobile recreation program unit that reaches 350 young people every summer. The District also provides recreational sports and some recreational classes for youth.

Other major providers of services for youth and adults include the North Clackamas School District, parent-run sports organizations, OSU Extension Services, and Clackamas Community College.

Chapter Five: Programs and Services

Community sports organizations are the primary provider of competitive sports for youth and adults, including:

- Softball
- Baseball
- Soccer
- Football
- Track
- Basketball

TRENDS

Youth Programs

- There is increased teen interest in individual and extreme sports including skate boarding, blading, and rock climbing.
- There is increased demand for after school day care and childcare services.
- There is increased interest in designing programs specifically to foster positive youth development and to measure program success through performance measures.
- Schools and recreation agencies are increasing emphasis on community volunteerism for youth.

Adult Programs

- In general, adults typically pay a greater percentage of program costs than other market segments. Programs for adults have the potential of generating significant revenue for the District.
- Health and wellness programs are a significant nationwide trend.
- Adult indoor and outdoor sports are popular revenue generating programs among recreation providers.
- Walking and trail-related activities are the most popular recreation activity in

Oregon, and could become the basis for expanded programs.

- Outdoor programs that enable community members to experience the natural environment through active or passive recreation are growing in popularity.
- Nationwide, adults aged 55 to 64 are looking for a different kind of aging experience focusing on active living and community volunteerism, and don't want to be identified as "senior citizens".

PUBLIC INPUT

The top priority programs and services for those who participated in the public process were:

- After-school programs
- District-wide events such as concerts and fairs
- Outdoor recreation programs
- Summer recreation programs
- Health and wellness programs

District-wide, low-cost or free summer and after-school recreation programs continue to rank as a high need. Residents also express great interest and enthusiasm for community events such as concerts, festivals, and fireworks.

Specific suggestions and observations noted by community members and staff are listed below.

Note: Some of the programs suggested by the public are already offered. This may indicate problems in how the programs are offered and/or how they are marketed.

- Expand adult programming to include social and education programs.
- Provide low-cost family recreation (picnics, bike rides, nature walks).

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- Provide language classes (English-Spanish, Spanish-English, Russian).
- Provide square dancing.
- Develop new programs and events including foreign travel programs, multicultural music events, and outdoor adventure programs.
- Expand programming for adults (25 to 50 years) to include such things as singles activities, adventure groups, bird watching, guided nature hikes, and volunteer opportunities.
- Expand outdoor program offerings.
- Consider offering river sports such as canoeing and kayaking.
- Market outdoor recreation and bicycling as a part of a healthy personal fitness regime.
- Expand programs for preschool children and teens.
- Offer free programs and services for teens.
- According to the mail-in survey, a teen activity area was strongly supported by respondents from Milwaukie and Southgate/Town Center.
- Provide environmental programs, such as a children's ecology program.
- Reward attendance and scholastic accomplishment with passes to the Aquatic Park.
- Offer expanded indoor programs for teens, such as dances, basketball, ping-pong, and other workshops.
- expanded adult programs as a revenue generating activity.
- Set revenue targets for youth program user fees at a level that reflects community values.
- Provide a mix of revenue-generating programs and low cost, drop-in activities to ensure program affordability.
- Expand and publicize the scholarship fund for low-income residents to provide improved access to programs.
- Develop a single coordinating agency.
- Refer to the top priorities for recreation programs identified in the random household survey and other public comments as a guide to expanding programs.
- Target adult age groups with high participation rates (25 to 34 and 35 to 44).
- Target adults ages 55 to 64 to increase their lower rate of participation.
- Partner with other agencies focused on youth to provide a comprehensive approach for fostering healthy development.
- Provide volunteer opportunities for youths and teens.
- Provide volunteer opportunities for adults.
- Evaluate the need for expanded after-school and summer programming in the District.
- Maintain District focus on recreational sports for youth, and continue to rely on partner agencies to provide youth competitive sports.
- Explore establishing an information and referral service; expand and build closer partnerships with other adult program providers and publicize offerings to the community.

RECREATION AND LEISURE PROGRAM RECOMMENDATIONS

Recommendations specific to Recreation and Leisure Programs include:

- Explore the feasibility of increasing fees charged for adult programs; offer

Chapter Five: Programs and Services

- Develop partnerships to provide a centralized office to coordinate team organizations and sport field scheduling.

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MILWAUKIE CENTER

The Milwaukie Center is a facility devoted to providing programs and services to older adults of the District. Up to 500 people per day go to the Milwaukie Center. Another 400 people are served by Milwaukie Center programs and services on any given day.

Within the Milwaukie Center there are four program areas:

- Social services
- Recreation and education services
- Nutrition services
- Transportation services

Social services include programs such as financial planning, health clinics, outreach services, and support groups.

Recreation and education services include classes, workshops, activity and interest groups, travel programs, and special events targeted toward older adults and disabled populations.

Nutrition services include home delivered meals and several on-site meal options.

Transportation services provide rides for older adults and people with disabilities to and from the Center, medical appointments, and grocery shopping.



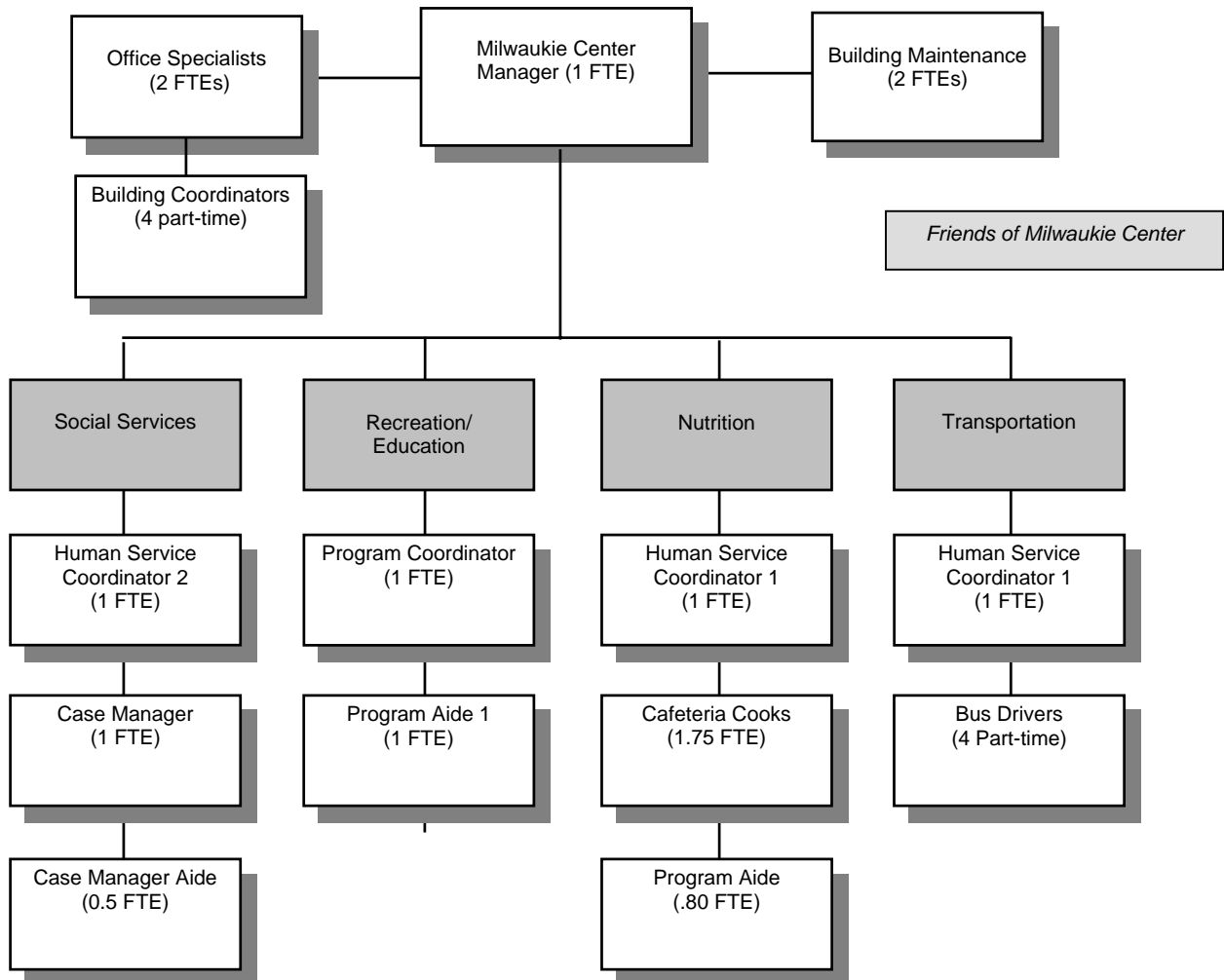
Chapter Five: Programs and Services

MILWAUKIE CENTER ORGANIZATIONAL STRUCTURE

The Milwaukie Center is headed by the Milwaukie Center Manager and is staffed by 22 paid staff and a large volunteer base. More than 1,000 volunteers gave 85,000 hours in 2001.

Friends of Milwaukie Center, a 22-year old non-profit corporation, provide support to the Center through donations and volunteer hours.

**Figure 5.3
Milwaukie Center
Organizational Structure**



Chapter Five: Programs and Services

MILWAUKIE CENTER OPERATIONS

The Milwaukie Center is a multi-purpose community center that offers a wide range of social, recreational, educational, and volunteer services aimed at the needs and interests of adults 55 years of age and older. The Center also provides services for individuals with disabilities.

More than 900 homebound older adults were monitored from the Milwaukie Center social services office. More than 400 people attended support group meetings at the Milwaukie Center including people recovering from strokes, dealing with arthritis or diabetes, experiencing grief, and caregivers for older adults as well as grandparents who are raising their grandchildren.

In addition to headquartering services to older adults in the District, the Milwaukie Center is also used for recreation programs and classes, and private rentals.

Last year approximately 2,000 adults took part in recreational learning through arts, fitness, dance, writing, driver's safety and computers through the Milwaukie Center.

The FY 2001-02 adopted General Fund budget for the Milwaukie Center is \$702,409.

The Nutrition and Transportation budgets totaling \$440,471 bring the total Milwaukie Center budget to \$1,142,880.

COST OF SERVICE

Milwaukie Center Programs and Services provided 97,653 units of service in fiscal year 2000-01 (*Table 5.6*). The programs generated \$279,907 in non-property tax revenue. Based on \$390,460 in direct

program costs, the net cost per unit of service in 2000-01 was \$4.00.

Milwaukie Center Programs and Services recovered more than 31% of full costs including overhead (refer to *Chapter 3*).

Nutrition

The Nutrition Program delivered 62,000 hot meals to more than 250 people who are homebound, and provided more than 8,000 frozen meals for weekend and holiday service.

The Nutrition Program provided approximately 94,431 units of service in fiscal year 2000-01 (*Table 5.7*). All direct program costs were funded by non-property tax sources. Based on \$236,646 in direct program costs, the average net revenue per unit of service was \$0.42.

The Milwaukie Center Nutrition Program recovered 87.80% of full costs including overhead (refer to *Chapter 3*).

Transportation

The Transportation Program provided approximately 14,755 units of service in fiscal year 2000-01 (*Table 5.8*). The programs generated \$87,800 in non-property tax revenue. Based on \$91,283 in direct program costs, the average net cost per unit of service was \$0.24.

The Milwaukie Center Transportation Program recovered 72.46% of full costs including overhead (refer to *Chapter 3*).

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Table 5.6
Milwaukie Center Programs and Services
Net Direct Cost per Unit of Service
FY 2000-01 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
97,653	\$670,366	\$279,907	\$390,460	\$4.00

Note: Direct costs do not include administrative costs or debt service.

Table 5.7
Nutrition Programs
Net Direct Cost per Unit of Service
FY 2000-01 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
94,431	\$236,646	\$275,848	\$ (39,202)	\$(0.42)

Note: Direct costs do not include administrative costs or debt service.

Table 5.8
Transportation Programs
Net Direct Cost per Unit of Service
FY 2000-01 Audited Financial Report

Units of Service	Direct Expense	Revenue	Net Direct Cost	Net Direct Cost per Unit of Service
14,755	\$ 91,283	\$ 87,814	\$ 3,409	\$0.24

Note: Direct costs do not include administrative costs or debt service.

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MILWAUKIE CENTER PROGRAMS AND SERVICES

Four main program areas provide a comprehensive program for supporting health, wellness, life-long learning, and independent living:

- Recreation and Education Programs
- Social Services
- Nutrition
- Transportation

Programs include:

- Art classes and workshops
- Activity and interest groups such as quilting, card games, woodcarving, and stamp collecting
- Educational classes such as writing, languages, and computer
- Fitness and dance classes
- Intergenerational programs
- Library
- Outdoor programs and treks
- Community-wide special events
- Community garden
- Travel programs
- Volunteer opportunities

Services geared specifically toward the needs of older adults and people with disabilities include:

- Community outreach
- Family consultation
- Health equipment loan
- Individual needs assessments
- Health and wellness clinics and classes
- Information referral and assistance

- Legal and insurance assistance
- Nutrition services and program
- Low income utility program
- Group respite program
- Support Groups
- Tax/Financial Services
- Medical, grocery, and door-to-door transportation program

TRENDS

As the baby boomer generation ages, the number of older adults is increasing much more rapidly than the population as a whole.

- Nationwide, adults ages 55 to 64 are looking for a different kind of aging experience focusing on active living and community volunteerism. They don't want to be identified as "senior citizens".
- Active older adults are a growing population segment in need of a different targeted approach to recreation services and programs.
- The senior population will grow significantly over the next five years.
- Because our population is living longer, there is a growing group of older adults who may need support services.
- Outdoor recreation, walking tours, and trips and travel continue to be popular with older adults.

PUBLIC INPUT

The random household survey asked what programs and services should be the highest priorities for the District. Older adult services and health and wellness programs were ranked four and five.

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Older adult services and programs were among the top priorities for those who attended the public workshops.

- In the mail-out survey, respondents ranked independent living assistance for older adults as the third priority for future program and service improvements.
- In the random household survey, older adult services and programs were ranked as the fourth top priority for program improvements.
- Seniors 65+ have the highest participation in exercise/aerobics after 18 to 24 year olds (*Table 5.3*).
- Walking is the most popular recreation activity among all adult age groups between 25 and 65+, except in the 55 to 64 age group. It is the third most popular activity among 55 to 64 year-olds (*Table 5.3*).
- The planning area with the highest percentage of survey respondents who use older adult services provided by

the Milwaukie Center is the Milwaukie area, where services are based. The next largest group is from Sunnyside, the neighborhood furthest from the Center.

- *Table 5.2* shows the highest priorities for District programs and services. Many of these activities or interests could become new or expanded senior program topic areas.

MILWAUKIE CENTER RECOMMENDATIONS

Recommendations specific to Milwaukie Center Programs and Services include:

- Target adults ages 55 to 64 to increase their lower rate of participation.
- Develop expanded recreation programs focusing on active lifestyles for older adults ages 55 to 64 to fill a growing need in the community and to generate needed revenue for the District.

Chapter Five: Programs and Services

- Provide satellite programs and services at locations other than the Milwaukie Center.
- Diversify senior programming to provide more low-impact fitness and water-based programs.
- Consider having all District recreation programmers work in the same location to schedule different activities for all ages throughout the District.
- Expand active recreation opportunities for adults ages 65 and older.
- Refer to the top priorities for recreation programs identified in the random household survey and other public comments as a guide to expanding programs.
- Expand the scholarship program for low-income individuals.
- Continue to provide affordable services for seniors.
- Evaluate gaps in service.
- Expand social services for adults aged 60 years and older to meet the needs of a growing older population.
- Expand partnerships to provide community health programs.



SPECIAL EVENTS

The District provides a number of highly popular special events, such as concerts in Ardenwald Park, the Underwater Egg Hunt at the Aquatic Park, the Quilt Show and Art Show at the Milwaukie Center, and the annual Cruise-In Classic Car Show.

TRENDS

- Increasingly, Park and Recreation Departments across America are providing more support for special events both as a community building and economic development activity.

PUBLIC INPUT

During the community needs assessment process, support for expanding community events was noted. However, this support was not as strong as support for basic programs such as after school programs.

- According to the mail-in survey results, respondents ranked special events, such as concerts, fairs, and festivals as the second top priority when asked to identify priority improvements.
- Many suggestions were received during the public involvement process for events, such as hot rod shows, 'dive-in' movies at the Aquatic Park, and multi-cultural music concerts.
- Other residents recommended that teens be involved in special event programming.

RECOMMENDATIONS

Recommendations for District-wide special events include:

- Develop additional special events as revenue generating and community building activities.
- Event recommendations include: adult softball tournaments, battle of the bands, corporate challenges, dive-in movies, flea markets, circus, food festival, golf tournaments, ghouls in the pool, track and field event, mini-Olympics, picnics in the park, nature day seminars, skate jam.
- Develop seasonal "signature" District events in cooperation with service organizations, friends organizations, Chamber of Commerce, City of Milwaukie, Clackamas County, and private business. Consider suggestions from staff including: Biathlon, Clackamas River Raft Challenge, Family Fun Fair, and Hot Air Balloon Festival.

ORGANIZATIONAL STRUCTURE

Administrative Services is responsible for the overall operations of the District. It includes general operations, finance, risk management, planning and community involvement. It provides staff support to the District Advisory Board, the North Clackamas Parks foundation, and the Neighborhood Park Advisory Boards; serves as the liaison between the Advisory Boards and the Board of County Commissioners; represents the District on a number of intergovernmental committees; and manages the District's personnel function.

The Finance program manages the development of the budget; provides long-range forecasting; manages the preparation of the annual audit; manages all accounting functions; and serves as the liaison to the Budget Committee and the external auditors.

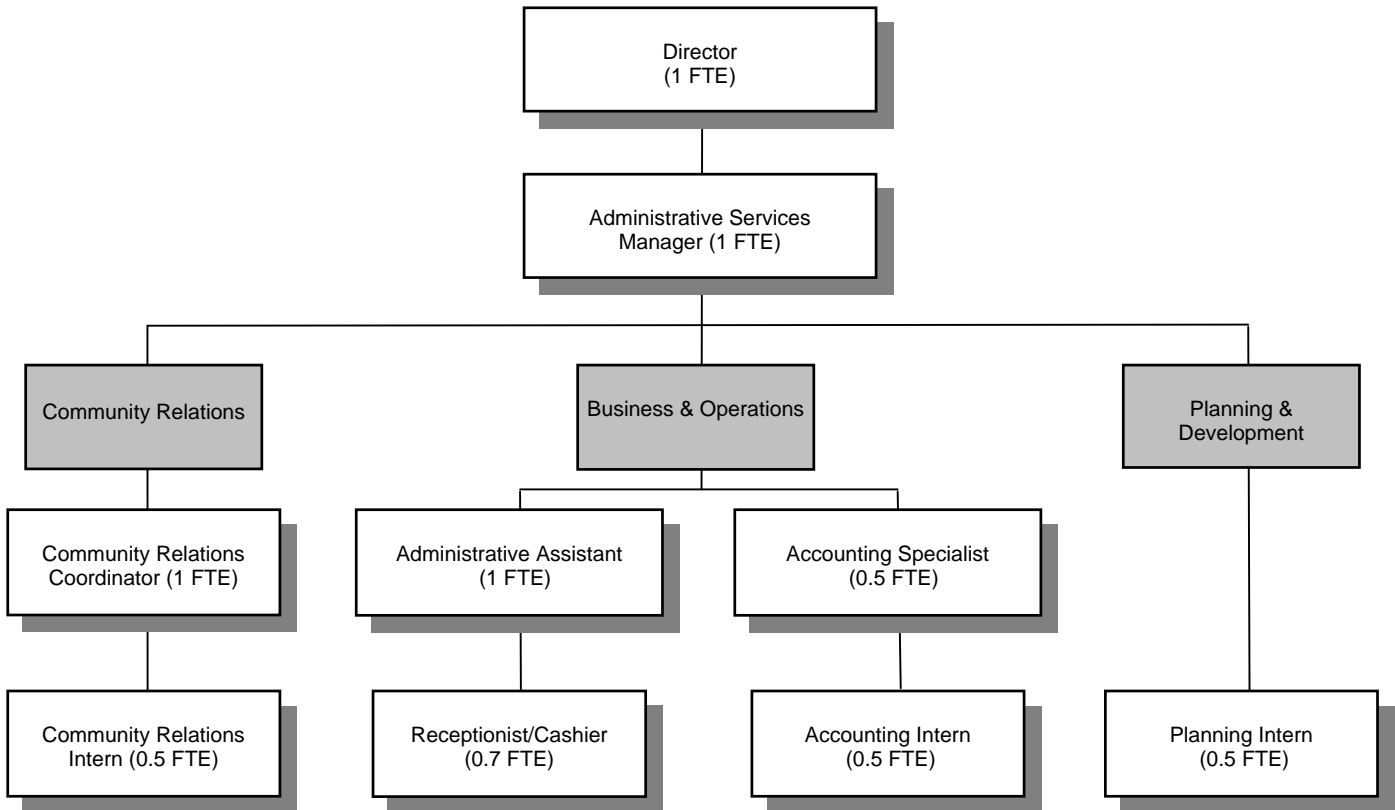
Risk Management develops and implements district-wide safety and risk prevention policies and procedures; ensures compliance with state and federal regulations; and manages the District's public liability insurance program.

Planning coordinates the District's land acquisition program and capital improvement program, and manages park and facility master plan processes. Community Involvement is responsible for developing and maintaining effective media relations, and coordinates recruitment of members for standing committees including the District Advisory Board.

The FY 2001-2002 adopted budget for Administration is \$1,947,764. This includes a contingency amount of \$1,163,915.

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Figure 6.1
Administrative Services Department
Organizational Structure



RECOMMENDATIONS

This section contains recommendations that are pertinent to District-wide operations. They are intended to provide a guide for the District.

ACCESS AND INTEGRATION

The Americans with Disabilities Act (ADA) requires public agencies to develop an ADA Transition Plan that identifies modifications that must be made to provide access to facilities and programs, and a schedule for implementation. ADA Transition Plans are required by some Federal agencies in order to be eligible for grant monies. Additionally, providing equal access to programs and facilities for all District residents is one of the District's goals.

- Develop an ADA Transition plan to ensure access to parks, facilities, and services for people with and without disabilities.

IMAGE AND ORIENTATION

- Add directional signs to all parks on District and County roadways.
- Develop consistency in park and facility names, District signs, District maps, and other literature.
- Explore options for clearly communicating the vision and goals for the District through elements of image and orientation.
- Eliminate confusion by giving parks and facilities names that are distinctly different from other parks and facilities in the area.
- Examine marketing strategies as they relate to facility identity.

VOLUNTEERISM

The use of volunteers should not be overlooked as a means of providing more service on a limited budget. In addition to expanding staff capabilities, the use of volunteers promotes good public relations and increases individual support for services.

- Establish a District-wide volunteer program.
- Establish an Adopt-A-Park Program to promote ownership and pride in local parks. Responsibilities may include limited maintenance tasks, such as litter pick-up, watching for and reporting vandalism or other inappropriate behavior, or hosting neighborhood activities.
- Continue to provide support and encouragement to Friends organizations.
- Provide opportunities for residents to be involved in natural area restoration. Where appropriate, coordinate efforts with other organizations and agencies.
- Actively recruit, train, and certify youth sport coaches.

STAFFING AND ORGANIZATION

To meet the challenges of the future, the District must be a strong organization composed of staff members who are equipped and motivated to work together cooperatively as a single unit. The organizational structure should support their efforts toward reaching the goals and implementing the recommendations contained in this master plan.

The organizational structure should be re-evaluated and reshaped as necessary to provide maximum support for carrying out the mission and goals of the District.

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Specific recommendations for staffing and organization include:

- Improve internal District-wide communications.
 - Explore consolidating recreation and leisure programming functions for all age groups.
 - Build grant-writing capability.
 - Conduct staff training needed for successful plan implementation.
 - Establish a District-wide training program for part-time and volunteer staff to ensure they understand their roles as the District's "front line" ambassadors.
- Continue acquiring land for future development as opportunities arise.
 - Where appropriate, acquire land outside the District to meet future park needs.
 - Accept donations or dedications of land only when the land is adjacent to an existing park, when it contributes to the establishment of a planned trail or linear park, when it fills the need for a planned park or facility as described in this master plan, or when the land represents a singular opportunity to fill an unanticipated need.

LAND ACQUISITIONS, DONATIONS, AND DEDICATIONS

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- Donations for new neighborhood parks should be a minimum of 3 acres in size.
- Seek conservation easements to complete trail connections.

FACILITY RENTALS

The District has a limited number of facilities available for rental by community members. These include large group picnic areas (park shelters), rooms at the Milwaukie Center, rooms and pool at the Aquatic Park, and the OIT gymnasium.

- Expand rentals of existing facilities and develop additional facilities that would be suitable for rental (such as group picnic areas), that could meet community recreation needs and provide additional revenue to the District.
- Implement a fee structure for facility rentals to ensure that adequate fees are being charged to cover costs and generate revenue.
- Implement a fee structure for rentals that gives preference to groups with the highest priority for programs and services (such as District residents, youth, and older adults).

PARTNERSHIPS

The District cannot meet all recreation needs acting independently. It must continue to forge partnerships to effectively respond to future community needs. It already has a wide range of strong partnerships in place that can become the basis for future expanded collaborations.

The District must continue to position itself to take advantage of its unique strengths, avoid duplication of services, and distinguish itself from other agencies. The desire for streamlined,

coordinated services was strongly expressed during the Master Plan public involvement process.

Private businesses as well as nonprofit and other public agencies should be considered when the District focuses its efforts.

- Expand partnerships to deliver needed services and reduce duplication of effort.
- Based on Master Plan recommendations, determine the roles and responsibilities of the District and those of partner agencies.

FINANCIAL AND BUSINESS PRACTICES

- Analyze all grants for financial benefit to the District.
- Update the cost of service study annually at the beginning of each budget process; increase fees as necessary to deliver services.
- Update the parks and recreation master plan every five years.
- Evaluate new and current programs for risk exposure for the District.
- Evaluate all current and proposed programs to improve product and customer service delivery.
- Identify unusable sites for potential sale.
- Evaluate all existing IGAs to determine financial impacts to the District. Re-evaluate agreements annually and amend as necessary to reflect changes in the economy and the District's goals.
- Open all long-term professional service agreements for bid at least every three years.
- Update the five-year financial forecast on a semi-annual basis. Identify trends, set goals, and make decisions

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- considering the long-term financial health of the District.
- Continue to develop and implement District-wide safety and risk prevention policies and procedures. Explore ways to decrease the cost of liability and worker's compensation insurance.
- Evaluate new and current services in terms of improving the District's financial performance, improving product and customer service delivery, and minimizing risk exposure to the District.

INTRODUCTION

This chapter includes a discussion of funding sources, land acquisition techniques, priority project types, and potential financing strategies.

Six scenarios are outlined which use various funding sources, allow varying levels of development, and provide different levels of funding for programs and services, operations and maintenance.

The CAC unanimously supported Scenario 3A. This scenario is discussed at the conclusion of the chapter under “Recommended Scenario and Projects”.

FUNDING SOURCES

The following are possible funding sources available to the District for planning, acquisition, development, and maintenance of parks, open space, and recreational areas.

GENERAL FUND

Approximately 50% of the District’s total operating revenue comes from the General Fund.

The District’s permanent tax rate is \$0.5382 per \$1,000 of assessed value, which generates approximately \$2.6 million each year, about 47% of General Fund Revenues. Other General Fund revenues include: fees and charges, grants, contributions, and interest income. Most General Fund money is used for operations.

ORS 266 PARKS DISTRICT

One approach to increasing the general fund amount is to form a different type of district.

As a County Service District under ORS 451, North Clackamas Parks & Recreation District is limited to its original permanent tax rate of \$0.5382 per \$1,000 assessed valuation.

If the District were to re-form as a Park and Recreation District under ORS 266, it may be possible for it to change its tax rate to a level more in line with other park and recreation districts, and one that would allow it to make significant progress in meeting community recreation needs. With voter approval (and subject to legal interpretation), the District could levy up to one-half of one percent of the real market value of property (about \$5.00 per \$1,000 assessed valuation) assuming it doesn’t exceed the \$10 limit specified in Measure 50. The \$10 limit has not been reached in most parts of the District.

Table 3.2 illustrates the gap between the tax rate of North Clackamas Parks & Recreation District and the rates of other Districts. As a point of comparison, the Tualatin Hills Park and Recreation District currently has a permanent rate of \$1.31.

SYSTEM DEVELOPMENT CHARGES

SDCs are imposed on new development to meet the growth needs of the community for parks. Park SDCs can only be used for parkland acquisition, planning, and/or development. They cannot be used for operations and maintenance of parks and facilities. Last year the District received about \$433,000 from this program, although it has received considerably more in previous years when the housing market was more robust. The current SDC rate within the District is \$950 per single-family

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residence. This rate is considered low when compared to other communities. Most communities in the Metro region are collecting between \$1500 and \$4000 per single-family residence. As of January 2002, agencies that collect SDCs are authorized to institute Cost of Living Adjustments (COLA).

LOCAL OPTION LEVY

Under a Local Option Levy, voters agree to pay additional property taxes over a specific time period. The levy is outside the District's permanent rate limit, but is subject to the \$10 combined rate limit imposed by Measure 5. It requires a simple majority of voter approval with 50% voter turnout.

A local option levy for capital improvements may be used for land acquisition or park and facility development over a period of time up to 10 years. A local option levy for operations may be used to fund operations and maintenance activities over a specified period of time up to five years.

The advantage of this type of levy is that there are no interest charges; money is accumulated on a year-by-year basis.

The disadvantages include the potential for inflation, and the loss of efficiency and cost-effectiveness that could result from dividing capital projects into phases. If funds are used for operations and maintenance, there is no guarantee that voters will pass a new levy to continue funding once the levy period has expired. Finally, the \$10 combined rate limit means that revenues can be unstable and unpredictable; once the limit is reached for individual property tax payers, the amount collected for each local option levy is reduced.

Because of the 50% voter turnout rule, most local option levies are attempted in years when state and national elections are held.

GENERAL OBLIGATION (GO) BOND

These are voter-approved bonds with the assessment placed on real property. This property tax is levied for a specified period of time (usually 20-30 years). Passage requires a majority approval by the voters. This type of property tax does not affect the overall tax limitation as described in a special local option levy. One disadvantage of this type of levy is the interest costs. The money can only be used for land acquisition and capital improvements, not operations.

REVENUE BONDS

These bonds are sold and paid from the revenue produced from the operation of a facility. This approach does not require voter approval unless 5% or more of the electors file a petition for a vote.

LOCAL IMPROVEMENT DISTRICTS

Property owners may choose to form a local improvement district (LID) and pay special assessments on their property in order to fund development or maintenance of a park or recreation facility. At least 60% of the owners within the proposed district, including property owners of at least 60% of land abutting the proposed improvement, must vote to approve formation of the LID. Development and maintenance of neighborhood parks or other parks that serve a specific service area could be funded through this method.

HUD BLOCK GRANTS

Community Development Block Grants (CDBG) from the Federal Department of Housing and Urban Development are available for a wide variety of projects. Most are distributed in the lower income areas of the community. Grants can be up to 100% of project cost. While most grants are for neighborhood improvements, they can also be used for park development. In Clackamas County the Department of Community Development administers this program.

URBAN FORESTRY GRANTS

There are several funding grant programs that provide money for urban forestry projects. One is funded by the U.S. Small Business Administration and provides grants to purchase and plant trees. This program sometimes funds urban street tree planting programs.

RECREATIONAL TRAIL PROGRAM GRANTS

Every year, the Oregon Parks and Recreation Department accepts applications for Recreational Trail Program (RTP) grants. Projects eligible for RTP funding include:

- Maintenance and restoration of existing trails
- Development and rehabilitation of trailhead facilities
- Construction of new recreation trails
- Acquisition of easements and fee simple titles to property

Grant recipients are required to provide a minimum 20% match.

INTERMODAL SURFACE TRANSPORTATION EFFICIENCY ACT (ISTEA)

Over the years, Oregon has received federal dollars for trail related projects. Originally called the Intermodal Surface Transportation Efficiency Act (ISTEA), it funded a wide variety of transportation related projects. In 1998 this program was modified and is now referred to as TEA21. In 2002, Oregon was allotted \$750,000 for trails. This grant is a competitive program administered through the Oregon Department of Transportation (ODOT). Metro, in their roles as the regional transportation agency, oversees the selection process for funding awards in the Portland metropolitan region. The money can be used for rights of way acquisition, construction, and renovation. The program requires a match ranging from 10-30%.

COUNTY OPPORTUNITY GRANTS

This grant, administered by the Oregon Parks and Recreation Department, receives its funding source from registration money on RV equipment. The program provides funding for acquisition, development, rehabilitation, and planning of county camping sites. It is not clear whether the District would be eligible for this grant program, even if it were thinking about getting into the camping business. About \$375,000 annually is available in this program.

LOCAL GOVERNMENT GRANT PROGRAM

This is lottery money and the amount distributed each year is contingent upon legislative approval of the Oregon Park and Recreation Department's budget. For agencies the size of the District a 50% match is required.

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STATE BICYCLE FUNDS

This is revenue from state gas taxes that is distributed to each City and the County for the development of bicycle lanes.

LAND AND WATER CONSERVATION FUND

This is a federal grant that comes from the National Park Service and is administered by the Oregon Parks and Recreation Department. Revenue comes from offshore oil leases. In the past, this grant program was the major funding source for local agencies. In the 1990 decade this program was nearly eliminated but is starting to receive more support. For the year 2002, the State should receive \$1,925,181, of which \$1,121,610 will be available for local agency projects. The funds can be used for acquisition and development of outdoor facilities and requires a 50% match.

STATE MARINE BOARD GRANTS

The Oregon State Marine Board manages Oregon's waterways and also provides construction grants for waterfront improvements such as boat ramps, restrooms, parking and other related projects. It also provides operational money for maintenance and patrol. It receives grant money from the licensing of pleasure boats and a portion of the gas tax. The District currently receives \$4,400 from this resource.

CERTIFICATES OF PARTICIPATION

This is a lease-purchase approach in which the District sells Certificates of Participation (COPs) to a lending institution. The District then pays the loan

off from revenue produced by the facility or from its general operating budget. The lending institution holds title to the property until the COPs are repaid. This procedure does not require a vote of the public but is somewhat risky, particularly if the operating revenue does not pay the debt service.

JOINT PUBLIC/PRIVATE PARTNERSHIP

This concept is relatively new to park and recreation agencies. The basic approach is for a public agency to enter into a working agreement with a private corporation to help fund, build and/or operate a public facility. Generally, the three primary incentives that a public agency can offer is free land to place a facility (usually a park or other piece of public land), certain tax advantages and access to the facility. While the public agency may have to give up certain responsibilities or control, it is one way of obtaining public facilities at a lower cost.

DONATIONS

The donations of labor or cash by service agencies, private groups, or individuals are a popular way to raise small amounts of money for specific projects. Service agencies often fund small projects such as playground improvements. The District received nearly \$25,000 in donations last year.

NATIONAL TREE TRUST

National Tree Trust provides trees through two programs: America's Treeways and Community Tree Planting. These programs require that volunteers plant trees on public lands. Additionally, the America's Treeway program requires

100 seedlings minimum to be planted along public highways.

PRIVATE GRANTS AND FOUNDATIONS

Private grants and foundations provide money for a wide range of projects. They are sometimes difficult to find and equally difficult to secure because of the open competition. They usually fund unique projects or ones of extreme need.

DISTRICT FOUNDATIONS

The District has two non-profit foundations in place:

- North Clackamas Parks Foundation
- Friends of Milwaukie Center, Inc.

The North Clackamas Parks Foundation provides scholarships and assists in funding the RecMobile program. It does not generate a significant amount of money.

The Friends of Milwaukie Center is an active group that contributes approximately \$60,000 per year toward Milwaukie Center programs and services.

FEES AND CHARGES

The District is currently in the process of examining the cost of providing various programs and services. Once this cost of service study is complete, the District should re-structure its rates based on the costs and benefits.

ANNEXATION

The District should continue to explore the feasibility of annexation as a means of increasing revenues.

SALE OF UNUSABLE LAND

The District's inventory of parkland includes parcels that are land-locked or, for other reasons, cannot be developed as parks. Parcels that cannot be converted to active or passive public recreation uses should be considered surplus, and the possibility of selling or trading those parcels should be explored.

LAND ACQUISITION TECHNIQUES

The following are various techniques for acquiring land that do not involve direct cash expenditures.

PUBLIC LAND TRUSTS

Land trusts such as the Trust for Public Land, Inc. and the Nature Conservancy will acquire and hold land for eventual acquisition by a public agency. In most cases, the local agency will be required to purchase the property for an agreed upon amount. In conjunction with Metro, considerable natural open space has been acquired in the region including land within the District.

EXCHANGE OF PROPERTY

This is an exchange of property between a private landowner and a public agency. For example, the District could exchange an unneeded park site or other property for a potential park site currently owned by a private party.

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TRANSFER OF DEVELOPMENT RIGHTS

This is a concept whereby an owner transfers the right to develop a piece of property to a public agency in exchange for certain tax benefits and a stated amount of cash. This concept is most common when an agency purchases the development rights to a farm. Under this agreement the owner continues to farm it but gives up certain rights such as allowing public access.

SPECIAL LAND USE ACTIONS

Through the zoning and land use approval process, public land can be acquired through density bonuses if land is dedicated, if overlay zones permit the clustering of development, or if outright negotiations are made with a developer.

LIFETIME ESTATES

This is an agreement between a landowner and the District where the District buys or receives by donation a piece of land but gives the owner the right to live on the site after it is sold for the lifetime of the owner.

CONSERVATION EASEMENT

A conservation easement is a deed restriction a landowner voluntarily places on their property to protect resources such as farm land, natural open space, wildlife habitat, or scenic views. The landowner can benefit from a conservation easement by enjoying the tax advantages of reduced property taxes. The landowner may also receive tax credit for a charitable gift. The public benefits because the restrictions and provisions of the agreement are monitored and enforced by a public agency.

PUBLIC/PUBLIC PARTNERSHIPS

Public agencies can enter into an Intergovernmental Agreement (IGA) to establish the terms of development, maintenance, and/or joint use of facilities. The District currently has agreements with school districts, Oregon Institute of Technology, and the City of Milwaukie, among others.

EXACTIONS

An exaction is the dedication of land by a property owner or developer through a land use action, such as a subdivision.

LIVING TRUST

With a living trust, a park agency purchases land but allows owners to live on the property until the owner passes away or can no longer maintain the property and moves. The property owner gains a tax benefit. The park agency is allowed time to budget development while preserving open space.

CONDEMNATION

A public agency may acquire land through condemnation procedures by demonstrating a public need and benefit.

- In a “friendly” condemnation, the buyer and seller negotiate a price.
- In an “adverse” condemnation proceeding, the buyer and seller each obtain a property appraisal to arrive at a fair market value.

PRIORITY PROJECT TYPES

Based on input from staff, the public, and the Citizen Advisory Committee, the District should allocate its resources among the priority categories described below.

Parkland Acquisition: The Master Plan identifies the need for 25 additional neighborhood parks, one community park, and many acres of linear parks for open space and trails. A recommendation is also made to expand existing parks. The acquisition of additional land will be necessary in order to meet those needs. The District needs to continue acquiring parkland while it is available.

Park Development: Since much of the District has reached build-out, there is an immediate need to provide recreation opportunities in neighborhoods where no facilities exist. Park development is an important piece of an overall park improvement package because it demonstrates value for the dollar spent.

Trail Development: Based on responses to the random household survey, walking for pleasure and nature walks are the top two recreation activities now occurring in the District. They are also the top two activities residents would like to do more frequently. The District is fortunate in that it has opportunities to create linear parks with trails that will cross the entire District and link to other regional trail systems.

Sport Field Development: The Needs Assessment revealed a considerable shortage of sport fields. The Master Plan recommends meeting this need by upgrading fields on school sites, building fields at new community park sites, and developing a multi-sport complex dedicated only to field sports.

Indoor Recreation Space: Results of the survey and input from the public and staff revealed a need for a recreation center providing gymnasium space, classrooms, and other indoor activity areas.

Additional Aquatic Facilities: During the development of the Master Plan, many requests were made to expand the aquatic facilities at the Aquatic Park, and to develop an outdoor pool in another location.

Senior Center: The Needs Assessment concluded that the current senior center would not meet the future needs of senior services. Rather than expanding the current site, a new center is recommended east of the I-205 Freeway.

Clackamas and Willamette River Access: Linear parks are proposed along the Clackamas and Willamette Rivers to meet the need for trail development, to help preserve natural resource areas, and to provide public access to the rivers.

Preservation of Natural Resource Areas: There is high interest in preserving natural resource areas. In addition to the District's large acreage on

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Mount Talbert, the Master Plan recommends many natural resource areas for acquisition and development as linear parks with trails.

Park Renovation: There was significant support in favor of maintaining, improving, and expanding existing parks.

FINANCING STRATEGIES

The cost of all the improvements recommended in the Master Plan represents nearly \$75 million. In the discussion below, several financing strategies are presented based on the level of financing considered appropriate for the District. From these options, one strategy will be selected.

Because the total project list is much higher than what can be financed at one time, it will be important to develop criteria for prioritizing projects. It is likely that some lower priority projects will not be included in the 20-year Capital Improvement Plan.

POINTS TO CONSIDER IN DEVELOPING THE FINANCING STRATEGY

Several factors have guided the development of the financing packages.

- The District already has a shortfall of operating revenue. Adding new facilities to the inventory will make this shortfall even greater.
- The District is currently paying off an \$8.56 million bond. It is costing the District about \$750,000 a year for debt service; 17 years remain.
- If the District wishes to develop major capital projects, the money will need to come from a tax-supported measure

such as a bond measure or local options levy. While grants and System Development Charges are options, the potential amount is minor compared to the overall need.

- A 20-year bond measure at a 5.25% interest rate will raise about \$16.5 million and have a tax impact of \$0.25 per \$1,000 assessed valuation.
- A \$0.25 tax rate on a local option levy would raise about \$1.3 million annually for 3 to 5 years.
- It would be possible to ask for a GO bond for acquisition and development, and a local option levy for operations and maintenance at the same time. However, the total amount would probably exceed the maximum \$0.25 limit suggested by participants in the random household survey. If the GO bond passed but the local option levy failed, the District would not proceed with the bond sale because, without the local option levy funds, the District would lack the funds necessary to maintain additional parks.
- Converting the District from a County Service District (ORS 451) to a Park and Recreation District (ORS 266) may offer an opportunity to increase the permanent tax rate.
- Forming partnerships with private groups or commercial enterprises could result in less operating cost for a facility, but also means that the District would have less control over it.
- Buying property outside the urban growth boundary to meet future recreation needs is a strategy that should be examined. Property outside the boundary is considerably less expensive at this time. Purchasing property in anticipation of annexation could save the District money in the long run.

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- Building in phases would allow more projects to be started. Disadvantages of the approach include:
 - (1) Completing a project in phases can increase the total project cost;
 - (2) Often the money cannot be found to complete the projects.
- Finally, a worst-case scenario that would allow the plan to move forward without further funding must be explored.

ALTERNATIVE FINANCING PACKAGES

Six scenarios are explained in detail on the following pages. All scenarios are presented in 2002 dollars.

A table summarizing the different scenarios is shown below (*Table 7.1*). *The recommended Scenario 3A is shown in italics.*

**Table 7.1
Scenario Summary**

Scenario	Concept	New Tax Impact	6-Year Capital Development Package	6-Year Additional Maintenance Requirement	Available for Expanded Programs & Services
1	Pay off existing bond with a GO bond	\$0.25	\$14,310,000	\$721,852	\$1,378,148

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	and use surplus for capital development and operations.				
2	Use GO bond measure to pay off original loan; extend project scope by phasing projects.	\$0.25	\$14,310,000	\$1,001,952	\$1,098,048
3	Create a new District at \$0.79 permanent tax rate. In year 3, request a GO bond.	\$0.25 + \$0.25	\$23,532,000	\$1,536,000	\$2,042,000
3A	<i>Request a two-year local option levy in 2002. Create a new District in 2004 at \$0.79 permanent tax rate and request a \$10 million GO bond (\$0.15/1000). Increase SDC rate. Sell unusable land with public involvement.</i>	\$0.10 \$0.40	\$19,526,000	\$1,500,000	\$2,000,000
4	Combination GO bond and local option levy at same time.	\$0.25 + \$0.10	\$21,710,000	\$1,357,408	\$1,853,592
5	No additional funds.	\$ -	\$ 1,691,000	\$198,577	\$ -

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SCENARIO #1: USE GO BOND TO PAY OFF ORIGINAL LOAN

Concept: Pass a medium-sized bond measure to pay off the existing bonded debt and fund a small development package. The money saved from paying off the existing bond would be used to expand the recreation programs, pay for some operational costs, and leave about 50% for capital development. Increase SDCs to fund a larger portion of park needs that result from new development.

Specifics: A \$16.5 million bond measure is proposed. Under this scenario, the original bond (\$8.56 million) would be paid off, leaving \$7.94 million for capital expenditures. Paying off the original bond would make an additional \$750,000 available in the General Fund, or a total of \$4,500,000 over 6 years. Of this, \$400,000 annually could be used for capital expenditures. The remaining \$350,000 per year would fund increased maintenance costs and expanded programs and services.

SDCs would be increased by 50% to \$1,425 per household (now \$950).

Note: This represents only a cost of living adjustment (COLA). The District should consider a policy of 100% cost recovery.

Supplement with revenue from grants and other sources.

A 20-year bond at 5% interest rate paid over 20 years would cost a taxpayer about \$0.25 per \$1,000 assessed property value.

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Revenue Sources (for 6 years)

Add'l General Fund Revenues	\$4,500,000
SDCs (\$210,000 per year)	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond (net proceeds)	\$6,700,000
Regional Partners	\$2,400,000
Local Option Levy	-
Misc./Donations	\$50,000
Total	\$16,410,000

Capital Project Expenditures (6 years)

<i>Subtotal</i>	<i>\$14,310,000</i>
-----------------	---------------------

Operations (6 years)

Capital Projects	\$721,852
Maintenance Costs	
Expanded Programs & Services	\$1,378,148
<i>Subtotal</i>	<i>\$2,100,000</i>
Total	\$16,410,000

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SCENARIO #2: USE BOND MEASURE TO PAY OFF ORIGINAL LOAN; EXTEND PROJECT SCOPE BY PHASING PROJECTS

Concept: This concept is similar to Scenario 1 except many of the projects are only partially completed, allowing more individual projects to be started.

Revenue Sources (for 6 years)

Add'l General Fund	\$4,500,000
SDCs (\$210,000 per year)	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond (net proceeds)	\$6,700,000
Regional Partners	\$2,400,000
Local Option Levy	-
Misc./Donations	\$50,000
Total	\$16,410,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Subtotal \$14,310,000

Operations (6 years)

Capital Projects	\$1,001,952
Maintenance Costs	
Expanded Programs & Services	\$1,098,048
<i>Subtotal</i>	<i>\$2,100,000</i>
Total	\$16,410,000

Capital Project Expenditures (6 years)

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SCENARIO #3: CREATE NEW PARK DISTRICT PLUS GENERAL OBLIGATION BOND

Concept: Create a new park district under ORS 266, which will increase tax base by \$0.25 for a total tax rate of \$0.7882. In year three, pass a GO bond for \$13.8 million for capital improvements. The new GO bond would have a tax impact of approximately \$0.25 per \$1,000 assessed valuation.

Specifics: This option relies on the voter-approved formation of a new park district, and subsequent approval of a GO bond measure. The increase in the permanent tax rate from the formation of the new park district will provide revenue of approximately \$1.3 million annually that can be used for capital projects, programs and services, or operations and maintenance. This option would provide the District with long-term sustainable financing, and eliminate the need to compete with libraries and schools for local option levies.

This option also assumes the sale of some existing parkland. While no specific sites are recommended, 6 acres at a value of \$50,000 per acre is shown as a revenue source.

Since this is a two-phase approach requiring voter approval at each phase, it is recommended that a portion of the new tax base created in phase one be used to show progress through park development and renovation. Remaining funds could be used to bring staffing, programs and services, operations and maintenance back to pre-1997 levels.

Please Note: There are many variations possible under this scenario. The District could choose to set a permanent tax rate at \$0.79 but collect only a portion of it. The GO bond level could be set at a different level as well. This scenario shows what is possible with a permanent tax rate that is well below other Districts,

but a total tax impact that may be higher than residents will be willing to pay.

Revenue Sources (for 6 years)

Add'l General Fund	\$7,800,000
SDCs	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond	\$13,800,000
Regional Partners	\$2,400,000
Sale of unusable land	\$300,000
Misc./Donations	\$50,000
Total	\$27,110,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Capital Project Expenditures (6 years)

Subtotal	\$23,532,000
----------	--------------

Operations (6 years)

Capital Project	\$1,536,000
Maintenance Costs	
Available for Expanded Programs & Services	\$2,042,000
Subtotal Operations	\$3,578,000
Total Costs	\$27,110,000

Chapter Seven: Action Plan

SCENARIO #4: COMBINATION GO BOND AND LOCAL OPTION LEVY

Concept: The GO bond amount and the local option levy rate would be voted on at the same time. This would mean that the voters would be asked to approve a tax rate of \$0.35 at the polls.

As with Scenario 2, this alternative would construct projects on a phased basis, allowing for more projects to be started.

Revenue Sources (for 6 years)

SDCs	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond	\$16,500,000
Regional Partners	\$2,400,000
Local Option Levy	\$3,211,000
Misc./Donations	\$50,000
Total	\$24,921,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

Capital Project Expenditures (6 years)

Subtotal \$21,710,000

Operations (6 years)

Capital Project Maintenance Costs	\$1,357,408
Expanded Programs & Services	\$1,853,592
Subtotal Operations	\$3,211,000
Total	\$24,921,000

SCENARIO #5: NO ADDITIONAL FUNDS

Concept: Maintain the current rate of funding for capital development and operations. Reallocate property tax dollars to reflect community values.

Specifics: This is a worst-case scenario in which no new funding options are provided. It assumes the same SDC rate now in place, some grant money and some donations. The amount of grants has been reduced because it assumes the District would not have the matching amount. Most of the emphasis on this scenario is with neighborhood park rehabilitation and development. Very little is allocated for new or renovated facilities. In this case, it would be important to re-evaluate all expenditures, including those from the general fund, to make certain that allocations reflect community values.

This scenario also illustrates the dilemma the District has been facing for the past several years. Even minimal park development increases the District's maintenance costs. Because the existing revenue sources do not include additional funds for operations, the District must deplete its reserves to fund the higher maintenance costs. Funds for expanded programs and services must also come from reserves or increased fees and charges.

Meanwhile, the demand for new parks and the need for programs and services continue to grow.

RECOMMENDED SCENARIO AND ASSOCIATED PROJECTS

additional programs and services, and \$19.5 million would fund high priority capital projects. A recommended project list is included after the following description of Scenario 3A.

As stated earlier in Chapter Three: District Analysis, one of the strategies explored during the process was to dissolve the current County Service District (ORS 451), and to re-form as a Special Parks District (ORS 266). The change would result in a new governance structure and would permit a change in the permanent tax rate.

The District's permanent tax rate currently is \$0.5382, the lowest of any of the park districts used for purposes of comparison during this process. A higher permanent tax rate would provide secure long-term funding. It could eliminate the need to request additional operating funds every two years through a voter-approved local option levy.

The recommended financing Scenario 3A, crafted and unanimously endorsed by the CAC, calls for creating a Special Parks District in 2004 with a suggested permanent tax rate of \$0.79. The scenario also includes a \$10 million General Obligation Bond to fund construction of capital projects that are needed in the District. A local option levy in 2002 would provide funding to restore cuts in operations and maintenance, programs, and services. It would also allow the District time to make necessary preparations and build support for the transition from one District type to another.

The total package, which also includes participation by regional partners, System Development Charges, grants, and sale of unusable land, would provide \$23 million over a six-year period. \$1.5 million would be devoted to maintenance of capital projects, \$2 million would fund

Chapter Seven: Action Plan

RECOMMENDED SCENARIO

SCENARIO #3A: LOCAL OPTION LEVY, CREATE NEW PARK DISTRICT PLUS GENERAL OBLIGATION BOND

Concept: Pass a two-year local option levy to allow the District to restore cuts that resulted from passage of Measure 47/50. The local option levy would have a tax impact of approximately \$0.10 per \$1,000 assessed valuation for two years only. In 2004, create a new park district under ORS 266, and increase tax base by \$0.25 for a total tax rate of \$0.7882. A \$10 million bond measure is also proposed. The new GO bond would have a tax impact of approximately \$0.15 per \$1,000 assessed valuation.

Specifics: Under this scenario, the District would lay out its three-year plan for forming a new District and requesting a GO bond. Residents would be asked to approve a small two-year local option levy to restore cuts that resulted from passage of Measure 47/50. Two years later, the voters would be asked to approve the formation of a new park district, and approval of a GO bond measure. The GO bond measure would allow the construction of capital projects that are needed by the community. The increase in the permanent tax rate from the formation of the new park district will provide revenue of approximately \$1.3 million annually that can be used for capital projects, programs and services, or operations and maintenance. This option would provide the District with long-term sustainable financing, and eliminate the need to compete with libraries and schools for local option levies.

This option also assumes the sale of some unusable land. While no specific sites are recommended, 6 acres at a value of \$50,000 per acre is shown as a revenue source.

Revenue Sources (for 6 years)

Add'l General Fund	\$7,800,000
SDCs	\$1,260,000
Grants (acquisition/development)	\$500,000
Grants (trails)	\$1,000,000
GO bond	\$10,000,000
Regional Partners	\$2,116,000
Local Option Levy	*
Sale of unusable land	\$300,000
Misc./Donations	\$50,000
Total	\$23,026,000

Note: Revenue Sources are over and above the level of General Fund Revenue currently available for capital projects and operations.

**The local option levy during the first two years is not included in the six-year financing package shown above. In order to make a meaningful comparison to other scenarios, the six years begins with year 3 in 2004.*

Capital Project Expenditures (6 years)

Subtotal	\$19,526,000
----------	--------------

Operations (6 years)

Capital Project	\$1,500,000
Maintenance Costs	
Available for Expanded Programs & Services	\$2,000,000
Subtotal Operations	\$3,500,000
Total Costs	\$23,026,000

Note: There are many variations possible under this scenario. The District could choose to set a permanent tax rate at \$0.79 but collect only a portion of it. The GO bond level could be set at a different level as well. This scenario shows what

is possible with a permanent tax rate that is well below other Districts.

ASSOCIATED PROJECTS

From all the capital projects identified in Chapter Four: Parks and Facilities, priority projects are recommended for inclusion in the Capital Improvement Plan. Projects are divided into three tiers – Priority 1 (2003-2013), Priority 2 (2013-2023), and Priority 3 (beyond 2023). Because Priority 3 projects are identified as long-term projects, they will not be included in the CIP covering 2003-2023 that is being prepared as an addendum to the Master Plan.

The first and second priority projects include parks and facilities for areas that are currently underserved or severely underserved such as Oak Lodge, Jennings Lodge, Southgate Town Center, and neighborhoods east of I-205. Other

high priority projects include acquisition and development of community park facilities, development of land that is already publicly owned, and development of neighborhood parks on school properties. *Table 7.2* and *7.3* list the first and second priority projects, respectfully.

Third priority projects are shown on *Table 7.4* and include projects that will be more difficult to accomplish because land is not in public ownership, projects are costly, or ability to acquire land is uncertain.

The project lists are intended to indicate priority relative to the entire list of projects, but are in no way intended to be absolute. The District must have the flexibility to respond to donations, available funding, and partnership opportunities as they arise. A list of unit cost estimates used to calculate the anticipated cost of each project is included in *Appendix F*.

Chapter Seven: Action Plan

**Table 7.2 Suggested Capital Projects
PRIORITY 1**

Priority 1 (2003- 2013)		Neighborhood	Project Type
Neighborhood Parks			
N-31	Pfeifer Property	Sunnyside	Develop
N-21	Justice Park Site	Sunnyside	Develop
N-20	James Abele Park Site	Sunnyside	Develop
N-5	Mt. Scott Elementary School	Sunnyside	Develop
N-4	Altamont Park Site (Phase 2)	Sunnyside	Develop
N-26	Stringfield Family Park	Oak Grove/Jennings Lodge*	Develop
N-16	Jennings Lodge Elementary School	Oak Grove/Jennings Lodge	Develop
N-15	Candy Lane Elementary School	Oatfield/Jennings Lodge*	Develop
N-13	View Acres Elementary School	Oatfield	Develop
N-12	Concord Elementary School	Oatfield	Develop
N-7	Stanley Property	Milwaukie	Develop
N-3	New Neighborhood Park (Fuller Area)	Southgate	Acquire & Dev
	Mill Park	Southgate	Acquire & Dev.
Community Parks			
C-25	New Community Park	Sunnyside	Acquire & Dev.
	North Clackamas Park	Milwaukie	Renovate
Natural Resource Areas			
NR-33	North Clackamas District Park (Three Creeks)	Southgate	Develop
	Mt. Talbert	Sunnyside	Develop
NR-30	Spring Park	Milwaukie	Develop
Special Use			
SU-8	Milwaukie Riverfront Park	Milwaukie	Develop
SU-17	Multi-sports Complex west of I-205	Oatfield	Develop
Linear Parks			
L-3	Trolley Trail	Milwaukie	Acquire & Dev.
L-9	Trolley Trail	Milwaukie/Oak Grove	Develop
L-10	Trolley Trail	Oak Lodge	Develop
L-11	Trolley Trail	Oak Grove/Jennings Lodge/Oatfield	Develop
L-32	Mount Scott Trail	Sunnyside	Acquire & Dev.
Other Facilities			
	25 Additional Sports Fields (located on NCSD #12 property)	District-wide	Develop
	Community Recreation Center (east of I-205)	District-wide	Develop
	Maxicom	District-wide	Install

* The Oak Grove and Jennings Lodge neighborhoods make up the NCPRD planning neighborhood called "Oak Lodge". A portion of the Jennings Lodge neighborhood also falls in part of the Oatfield planning neighborhood.

Chapter Seven: Action Plan

**Table 7.3 Suggested Capital Projects
PRIORITY 2**

Priority 2 (2013-2023)	Neighborhood	Project Type
Neighborhood Parks		
	Sunnyside	Renovate
N-34	Sunnyside	Acquire & Dev.
N-24	Sunnyside	Develop
N-23	Sunnyside	Acquire & Dev.
N-19	Sunnyside	Acquire & Dev.
	Milwaukie	Renovate
N-29	Milwaukie	Develop
N-10	Milwaukie	Develop
N-9	Milwaukie	Acquire & Dev.
	Milwaukie	Develop
	Oak Grove	Renovate
	Oak Grove	Renovate
N-11	Oak Grove	Acquire & Dev.
	Southgate	Renovate
N-6	Southgate	Acquire & Dev.
N-2	Southgate	Acquire & Dev.
N-1	Southgate	Acquire & Dev.
N-28	Oatfield	Acquire & Dev.
N-14	Oatfield	Acquire & Dev.
Community Parks		
C-18	Sunnyside	Develop
	Oatfield	Renovate
Natural Resource Areas		
	District wide	Acquire & Dev.
NR-27	Sunnyside	Acquire & Dev.
Special Use		
	Oak Grove	Renovate
Linear Parks		
L-43	Sunnyside	Acquire & Dev.
L-44	Sunnyside	Acquire & Dev.
Other Facilities		
	Southgate	Renovate
	District-wide	Renovate
	District-wide	Develop

Chapter Seven: Action Plan

**Table 7.4 Additional Capital Projects
PRIORITY 3**
(For consideration in the future)

		Neighborhood	Project Type
Natural Resource Areas			
NR-33	Boardman Slough	Oatfield	Acquire & Dev.
Special Use			
	Off - leash Area	West of I-205	Acquire & Dev.
	Off - leash Area	East of I-205	Acquire & Dev.
Linear Parks			
L-1	OMSI to Springwater Trail	Milwaukie	Acquire & Dev.
L-2	OMSI to Springwater Trail	Milwaukie	Acquire & Dev.
L/NR-5	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L/NR-6	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L-7	Trolley Trail/Willamette Greenway	Oak Lodge	Acquire & Dev.
L/SU-8	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L-12	Willamette Greenway Trail	Oak Lodge	Acquire & Dev.
L-13	North Clackamas Greenway Trail	Oatfield	Acquire & Dev.
L-16	I-205 Trail to Unnamed	Southgate	Acquire & Dev.
L-17	Unnamed	Southgate	Acquire & Dev.
L/NR-18	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-19	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-20	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-21	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-22	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L/NR-23	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L-24	Unnamed	Sunnyside	Acquire & Dev.
L/NR-25	Clackamas River Greenway Trail	Sunnyside	Acquire & Dev.
L-26	Bluffs Trail	Sunnyside	Acquire & Dev.
L-27	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-28	Camp Withycomb Trail	Sunnyside	Acquire & Dev.
L-29	Camp Withycomb Trail	Sunnyside	Acquire & Dev.
L-30	Camp Withycomb Trail	Sunnyside	Acquire & Dev.
L-31	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-33	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-34	North Clackamas Greenway Trail	Southgate	Acquire & Dev.
L-35	North Clackamas Greenway Trail	Southgate	Acquire & Dev.
L-36	Springwater to North Clackamas Greenway	Milwaukie	Acquire & Dev.
L-37	Springwater to North Clackamas Greenway	Milwaukie	Acquire & Dev.
L/NR-38	Phillips Creek Trail	Southgate	Acquire & Dev.
L/NR-39	Phillips Creek Trail	Southgate	Acquire & Dev.
L-40	Unnamed trail	Sunnyside	Acquire & Dev.
L/NR-41	Sieben Creek Trail	Sunnyside	Acquire & Dev.
L/NR-42	Sieben Creek Trail	Sunnyside	Acquire & Dev.
L-45	Unnamed trail	Sunnyside	Acquire & Dev.
L-46	North Clackamas Greenway Trail	Sunnyside	Acquire & Dev.
L-47	I-205 Trail	Oatfield	Acquire & Dev.
Other Facilities			
	Additional Gymnasiums	District-wide	Dev. w/partners
	Senior Center	District-wide	Acquire & Dev.
	Warm Water Therapy Pool	District-wide	Develop
	Aquatic Facility	District-wide	Acquire & Dev.
	Swimming Pool (outdoor)	n/a	Study
	Tennis Courts	District-wide	Dev. w/partners

Appendix A: Public Involvement Summary

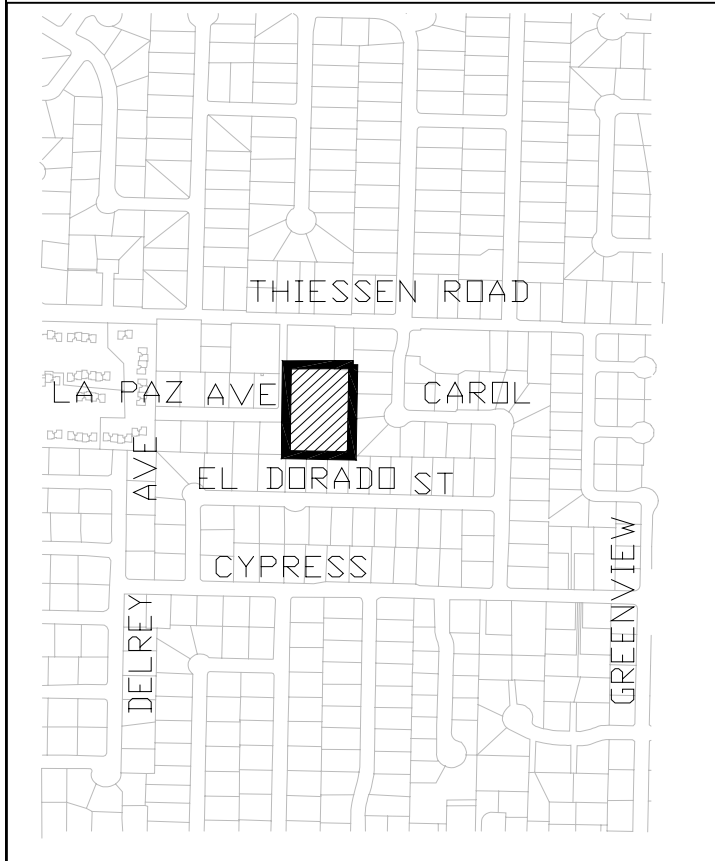
North Clackamas Parks & Recreation District Master Plan Update Summary of Public Involvement Process

- 11-member Citizen Advisory Committee guided process over 15 months
- Kick-off presentations to numerous groups including:
 - 7 Parent Teacher Organizations
 - 7 Community Participation Organizations
 - 4 Neighborhood Associations
 - 3 Civic Organizations
 - 7 Special Events
- 4 newsletters sent to all District households throughout the planning process. Newsletter included mail-in survey (approx. 200 returned)
- 2 community workshops (approx. 40 participants)
- 2 open houses (approx. 40 participants)
- Website survey
- Produced video for Clackamas County cable channel
- Surveyed 20 organized sports providers
- Random household survey (841 questionnaires distributed, 479 returned)
- Staff workshop (approx. 26 participants)
- 30-day public comment period during which staff conducted 18 public presentations and distributed 220 survey packets (approx. 60 returned). Specific presentations included:
 - North Clackamas School District #12
 - Milwaukie City Council and Park and Recreation Board
 - Happy Valley City Council
 - Clackamas County Bike/Pedestrian Committee
 - Friends of the Milwaukie Center and the Center Advisory Board
 - CC Youth Action Council
 - North Clackamas Chamber of Commerce
 - 9 CPOs (approx. 180 participants)

Appendix C: Park Descriptions

ALMA MYRA PARK

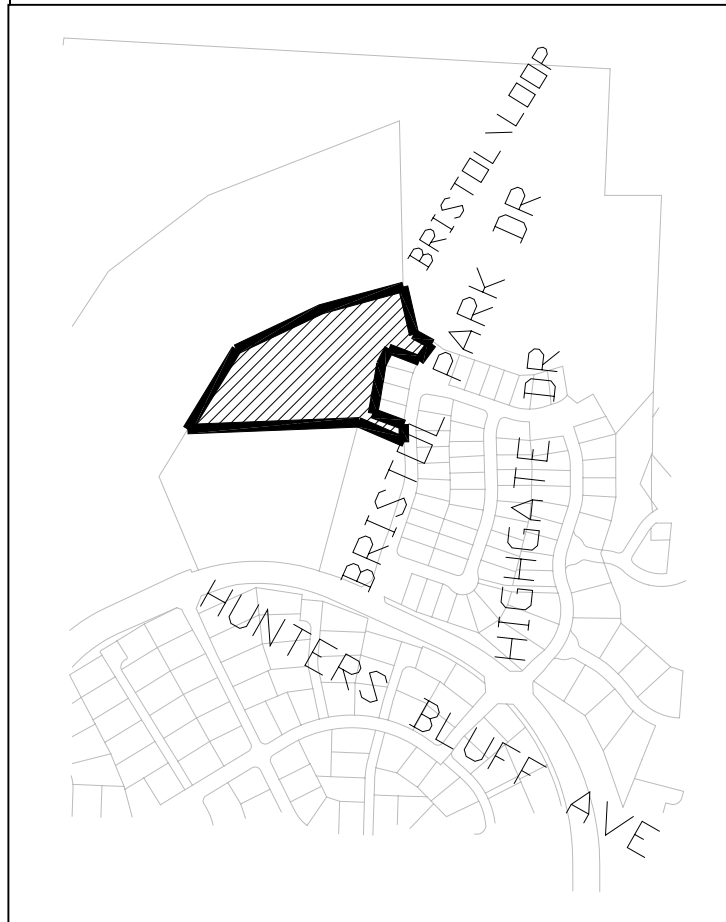
Address:	7510 SE Thiessen Road
Size:	2.19 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Children's play areas, paved half-court, picnic tables, site furnishings, drinking fountain, soft-surface trail, irrigated lawn, plant bed
Natural Resource Areas:	Forested area
Deficiencies/Problems:	
Planned Improvements:	Install benches along trail in forest area
Comments:	Acquired 1992 Master Plan completed 1995 Neighbors do not want basketball hoop installed.
Site Location:	



Appendix C: Park Descriptions

ALTAMONT PARK SITE

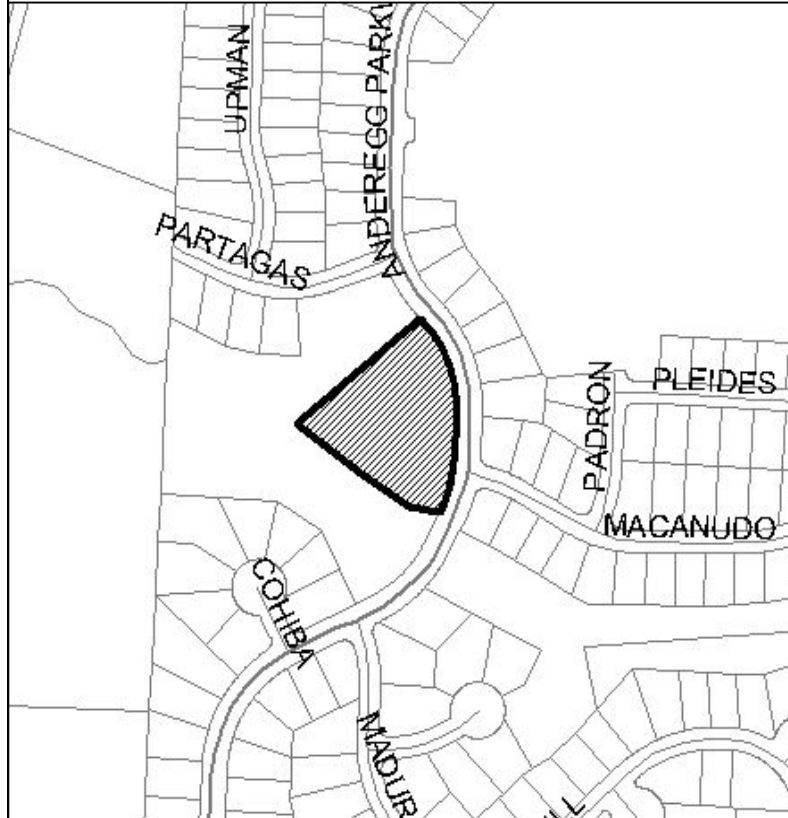
Address:	8901 SE Bristol Park Drive
Size:	4.60 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Complete a master plan with community involvement and develop a neighborhood park
Comments:	Acquired 1999 Adjacent to undeveloped school site. (7.4 acres)
Site Location:	



Appendix C: Park Descriptions

ANDEREGG PARC PROPERTY

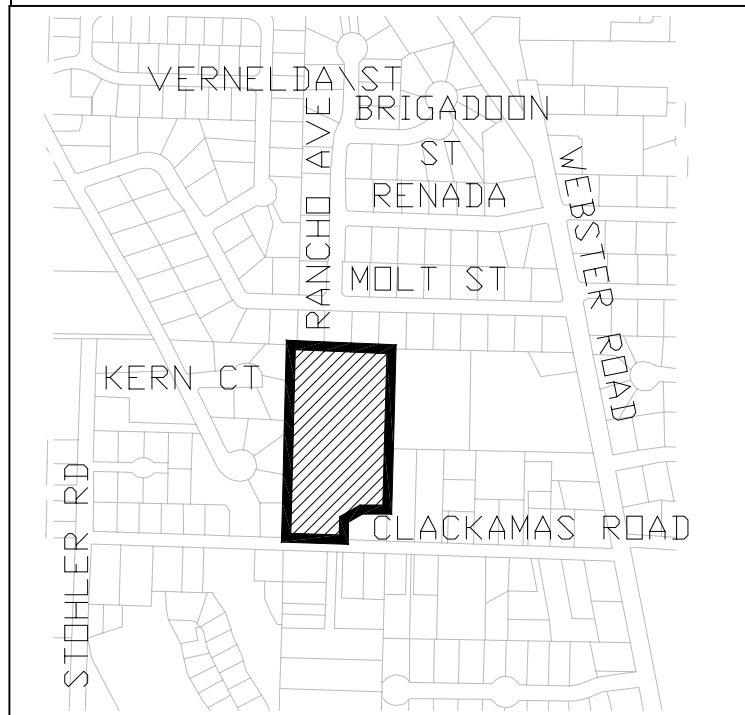
Address:	16083 SE Anderegg Parkway
Size:	1.39 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	None. However site is surrounded by 3.3 acres natural area including wetlands and a perennial stream.
Deficiencies/Problems :	
Planned Improvements:	Develop a neighborhood park with toddler and youth play areas, irrigation, and picnic tables.
Comments:	Acquired in July 2002
Site Location:	



Appendix C: Park Descriptions

ANN-TONI SCHREIBER PARK

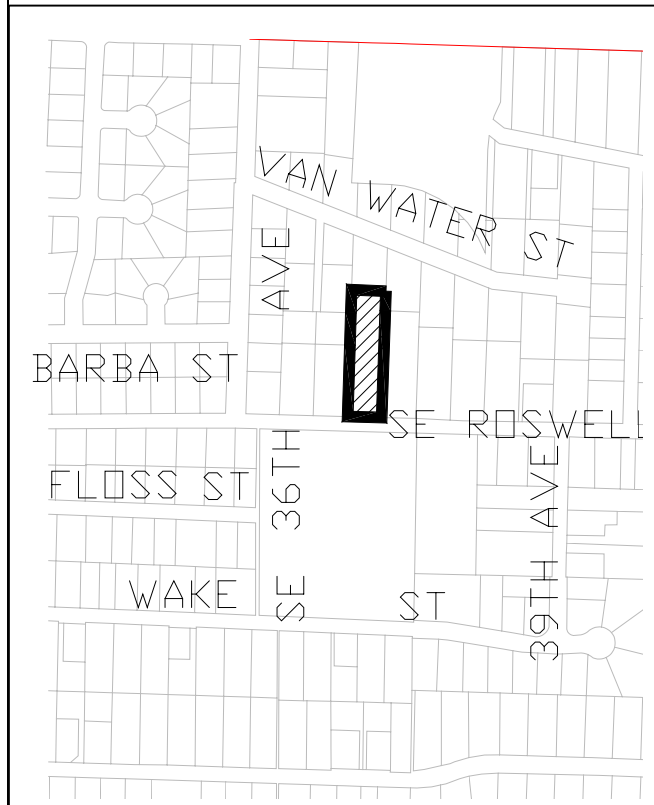
Address:	6717 SE Clackamas Road
Size:	6.72 Acres
Ownership:	NCPRD
Status:	Community Park
Existing Facilities:	Toddler and children's play areas, 30 on-site parking spaces (2 ADA), basketball half-courts, 5 picnic tables on concrete pads, chemical restrooms (one ADA accessible) with wooden screen, site furnishings and signs, softball and soccer fields (unlighted).
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Add soft-surface trail around perimeter of park and a sport field
Comments:	Acquired 1994 Master Plan completed 1995 Neighbors complain about noise in the parking lot at night.
Site Location:	



Appendix C: Park Descriptions

ARDENWALD PARK

Address:	3667 SE Roswell Street Located across from Ardenwald Grade School
Size:	0.96 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, 4 picnic tables and small shelter, concrete amphitheater steps (concrete) next to shelter, standard site furnishings and signs, automatic irrigation system.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992 Master Plan completed 1990 Concerts are held in the park every Thursday evening in August.
Site Location:	

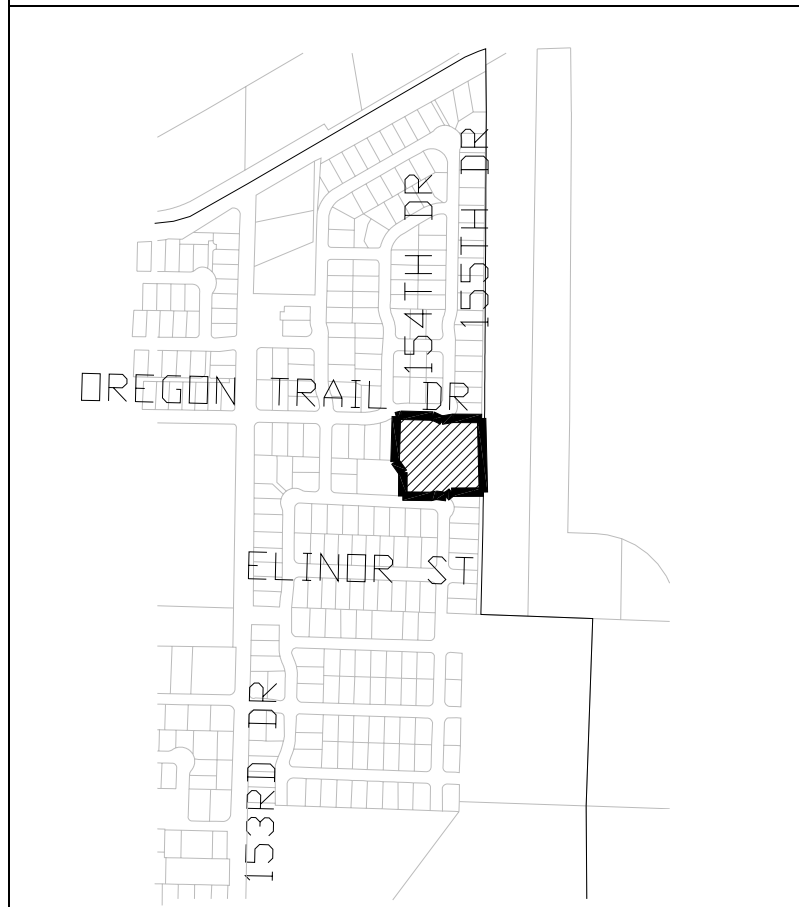


Appendix C: Park Descriptions

ASHLEY MEADOWS PARK

Address:	15410 SE Oregon Trail Drive (near Oregon Trail Elementary School)
Size:	1.69 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Neighborhood Park Master Plan is scheduled for completion in 2001-2002
Comments:	Acquired 1997. Surrounded by new residential development including multi-family townhouses and an assisted living center (Princeton Village).

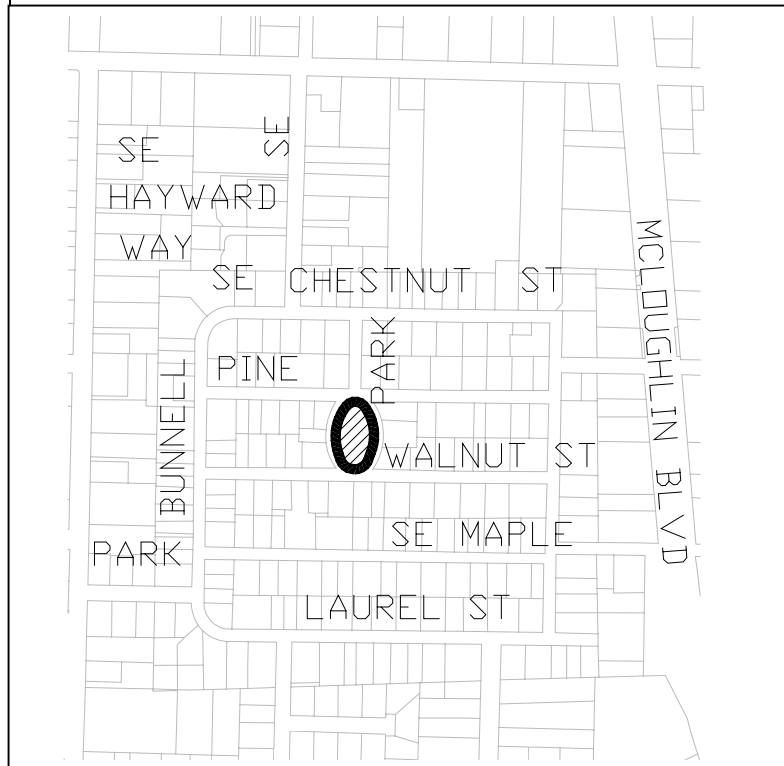
Site Location:



Appendix C: Park Descriptions

BUNNELL PARK

Address:	2560 SE Pine Street
Size:	0.75 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Split rail fence and lawn, standard site furnishings and signs
Natural Resource Areas:	None
Deficiencies/Problems:	Neighbors opposed any development of neighborhood park facilities.
Planned Improvements:	None
Comments:	Acquired 1993
Site Location:	

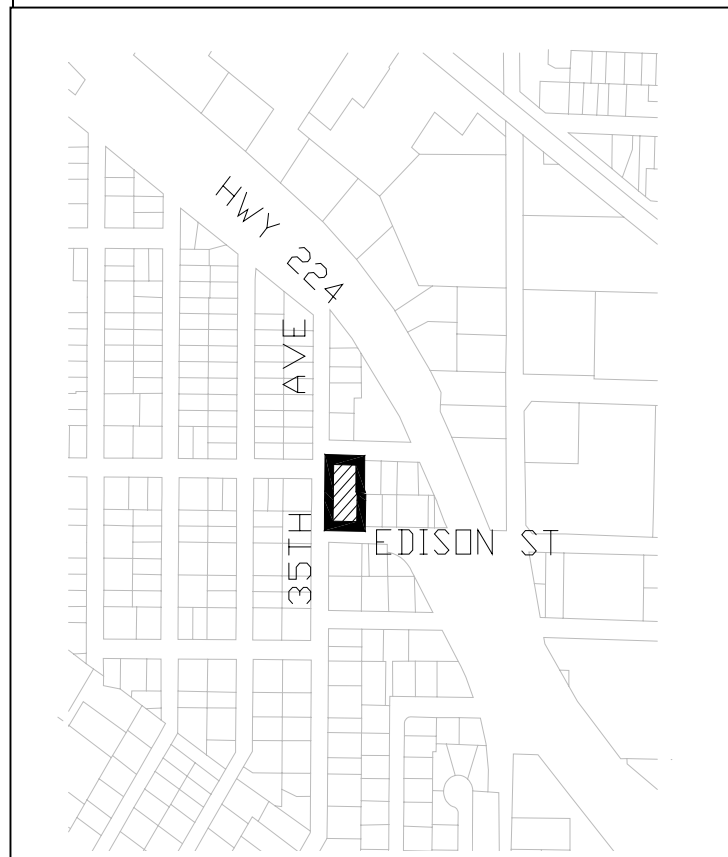


Appendix C: Park Descriptions

CENTURY PARK

Address:	11500 SE 35 th Avenue
Size:	0.50 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Children's play area, tennis court, basketball half-court, and 2 picnic tables on concrete pad, irrigated lawn, standard site furnishings and sign.
Natural Resource Areas:	None
Deficiencies/Problems:	Electricity needs to be brought to the site so an automatic irrigation system can be installed. Safety surfacing at children's play area should be upgraded.
Planned Improvements:	Re-develop tennis court. Add shaded picnic tables. Upgrade safety surfacing at children's play area. Extend electrical service to site.
Comments:	Acquired 1992

Site Location:



Appendix C: Park Descriptions

DISTRICT ADMINISTRATION OFFICE

Address:	11022 SE 37 th Avenue
Size:	0.50 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Administration Office Space
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992

Site Location:



Appendix C: Park Descriptions

DISTRICT MAINTENANCE FACILITY

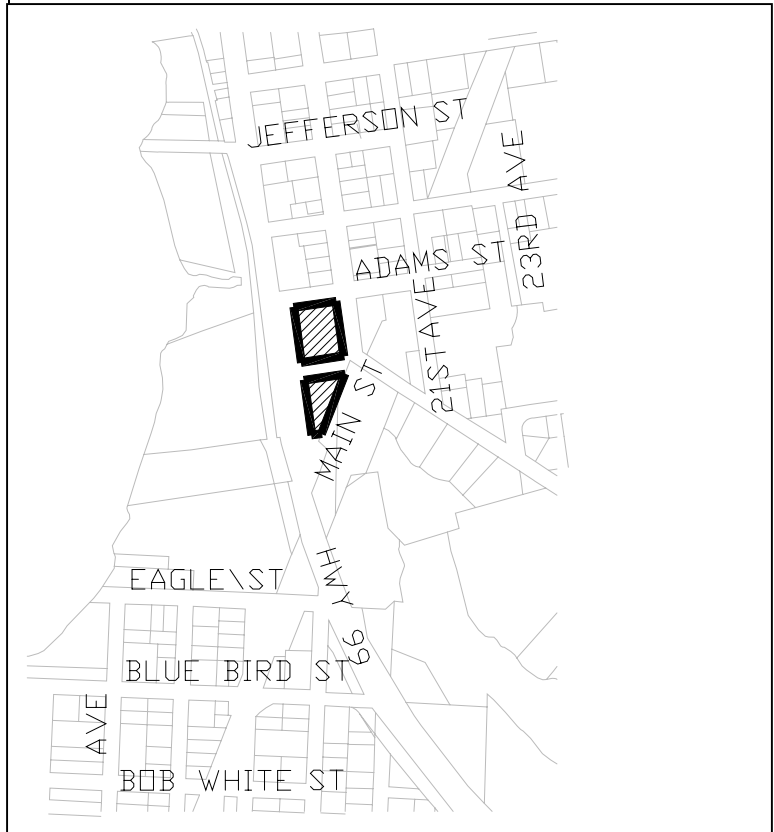
Address:	9909 SE 40 th Avenue
Size:	1.00 acre
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Offices for maintenance staff, maintenance yard
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	
Site Location:	



Appendix C: Park Descriptions

DOGWOOD PARK

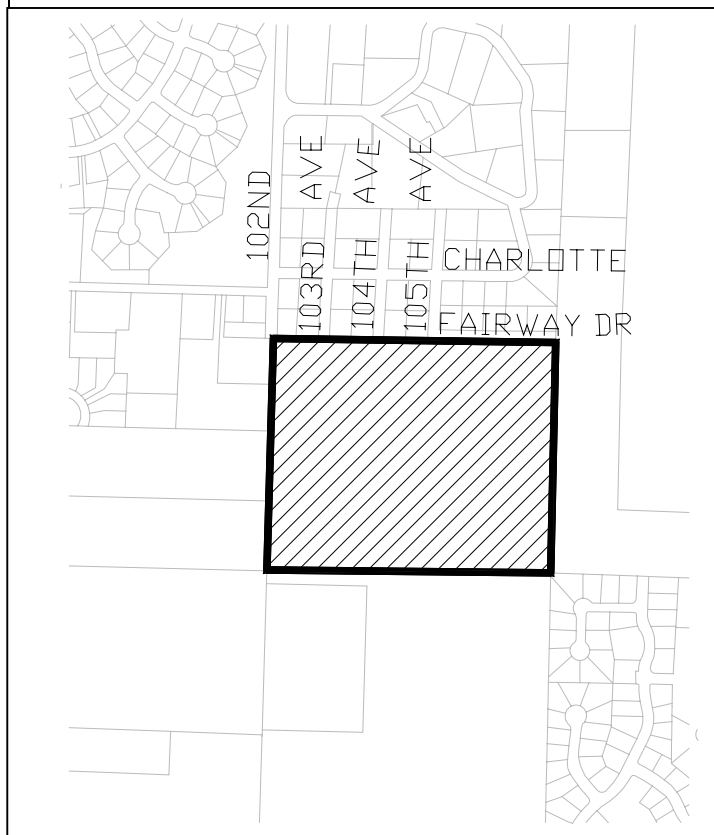
Address:	11299 SE Main Street (on Kellogg Lake)
Size:	0.75 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Pocket Park
Existing Facilities:	2 picnic tables on concrete pad, irrigated lawn, standard site furnishings and sign.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992. This park is included in the City of Milwaukie's Riverfront Plan.
Site Location:	



Appendix C: Park Descriptions

ELLA V. OSTERMAN

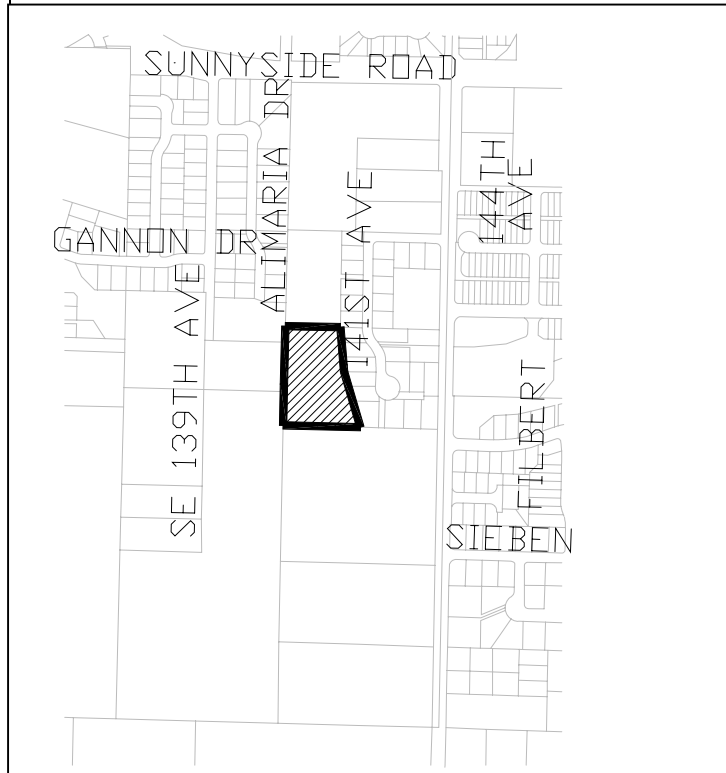
Address:	Located at former Top O' Scott Golf Course site
Size:	31 Acres (including 15 acre executive golf course)
Ownership:	Veritas Investment
Status:	Undeveloped Community Park or Special Use Area (Developer tentatively plans to donate to District in fall/winter 2004)
Existing Facilities:	
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Adjacent to cemetery
Site Location:	



Appendix C: Park Descriptions

FOREST CREEK ESTATES

Address:	12845 SE 141 st Avenue
Size:	4.39 Acres
Ownership:	NCPRD
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Wetland
Deficiencies/Problems:	
Planned Improvements:	Trail through the site.
Comments:	Acquired 1994
Site Location:	

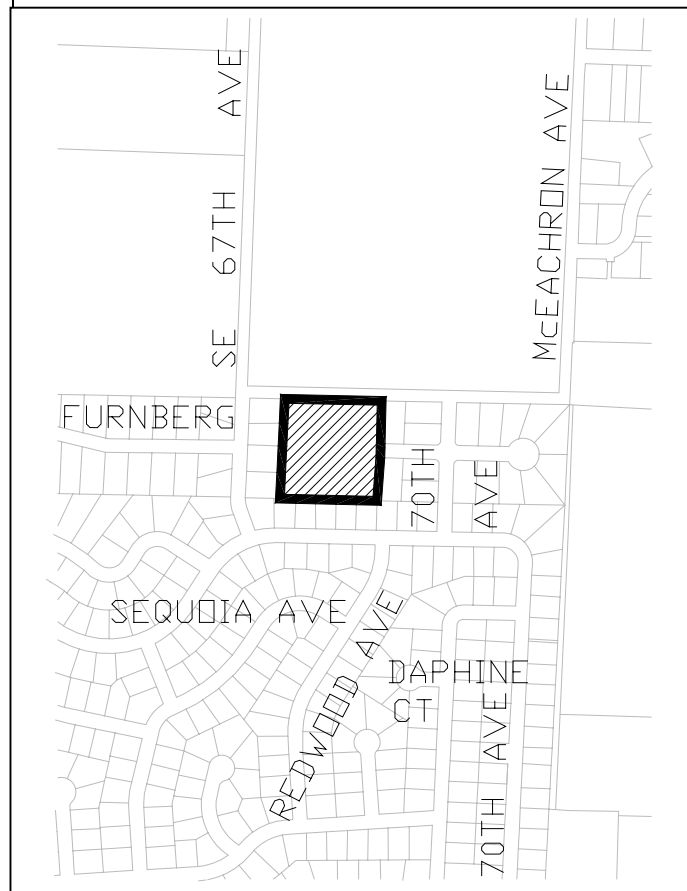


Appendix C: Park Descriptions

FURNBERG PARK

Address:	6850 SE Furnberg
Size:	2.64 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Children's play area, 2 parking spaces (1 ADA), 3 picnic tables, unirrigated native plantings, asphalt path and boardwalk, seasonal chemical restroom.
Natural Resource Areas:	Enhanced Wetland
Deficiencies/Problems:	Need bench seating
Planned Improvements:	Phase out use of herbicides and fertilizers by expanding use of native plants and drought tolerant seed mix
Comments:	Acquired 1992. Master Plan completed 1996. Wetland was enhanced with assistance from Metro.

Site Location:

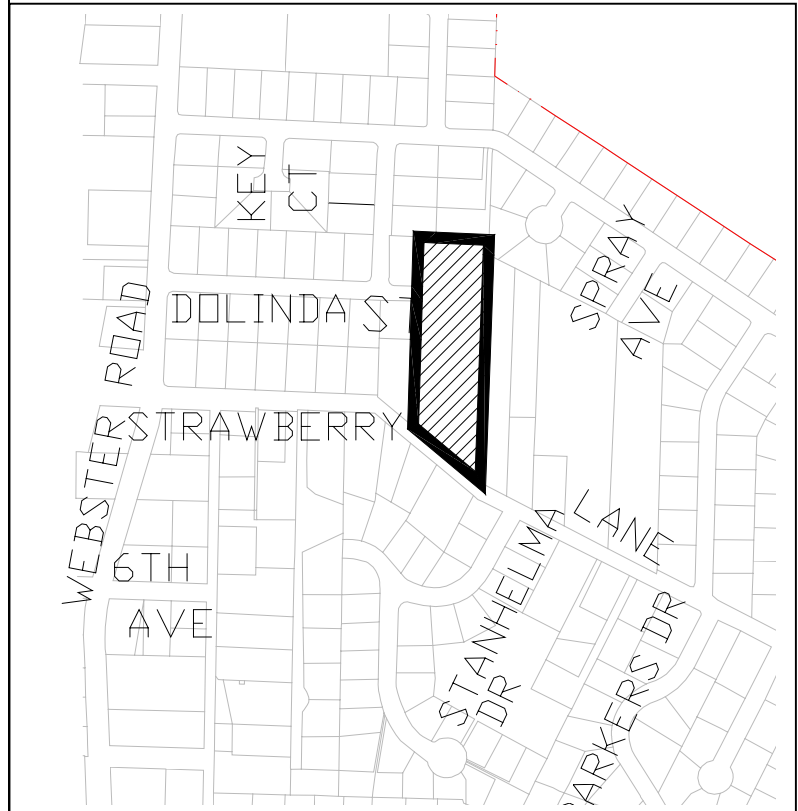


Appendix C: Park Descriptions

HEDDIE NOTZ PARK

Address:	7821 Strawberry Lane
Size:	2.64 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler and children's play areas, paved court, and picnic table on concrete pad, standard site furnishings and sign, irrigated lawn and plant bed.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1993 Master Plan completed 1995

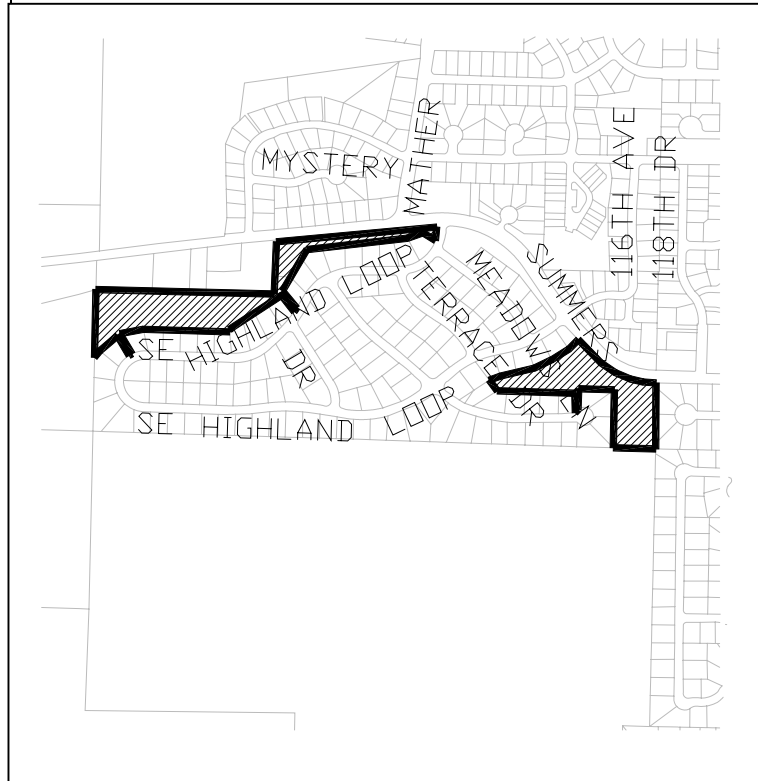
Site Location:



Appendix C: Park Descriptions

HIGHLAND SUMMIT PROPERTY

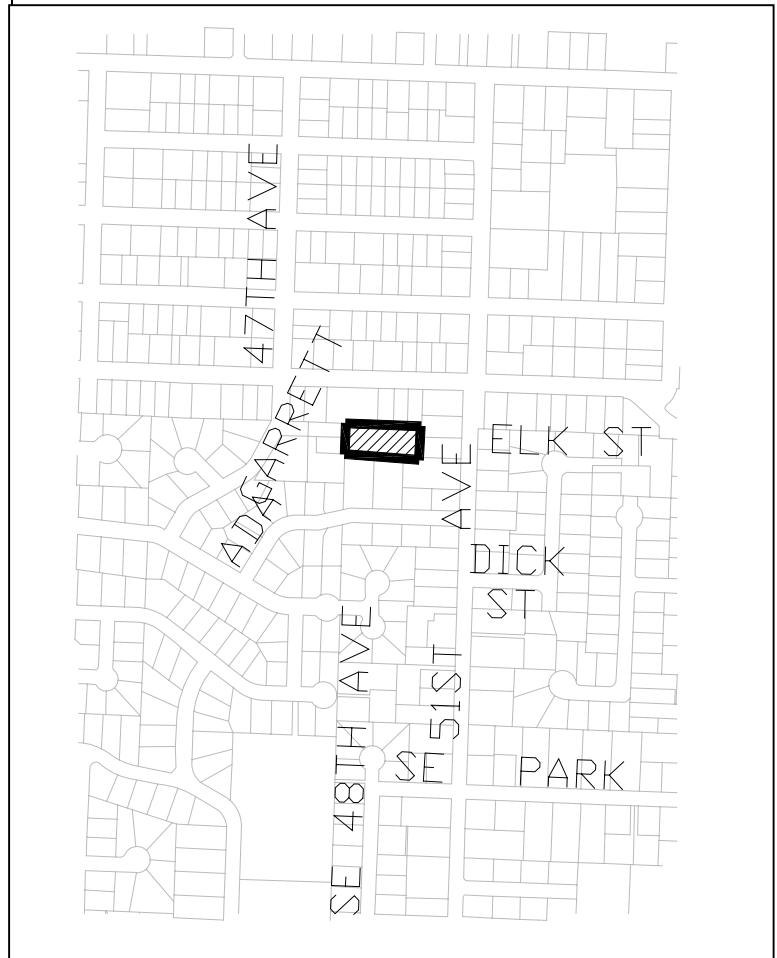
Address:	
Size:	3.90 Acres
Ownership:	NCPRD
Status:	Miscellaneous Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1993 – leftover sites dedicated
Site Location:	



Appendix C: Park Descriptions

HOMEWOOD PARK

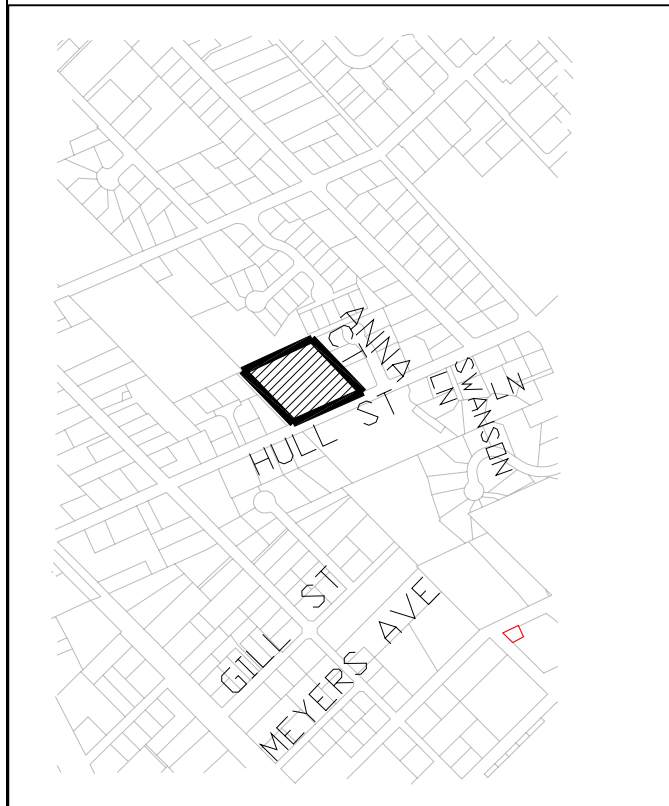
Address:	
Size:	1.21 Acres
Ownership:	City of Milwaukie. Acquired in 1998, 1999, 2000
Status:	Neighborhood Park
Existing Facilities:	Undeveloped Parkland (Neighborhood Park)
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	
Site Location:	



Appendix C: Park Descriptions

HULL STREET PROPERTY

Address:	Adjacent to the Swanson Street site (3.0 acres)
Size:	1.97 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Wetland
Deficiencies/Problems:	
Planned Improvements:	Possible trail or boardwalk
Comments:	Acquired 1993
Site Location:	

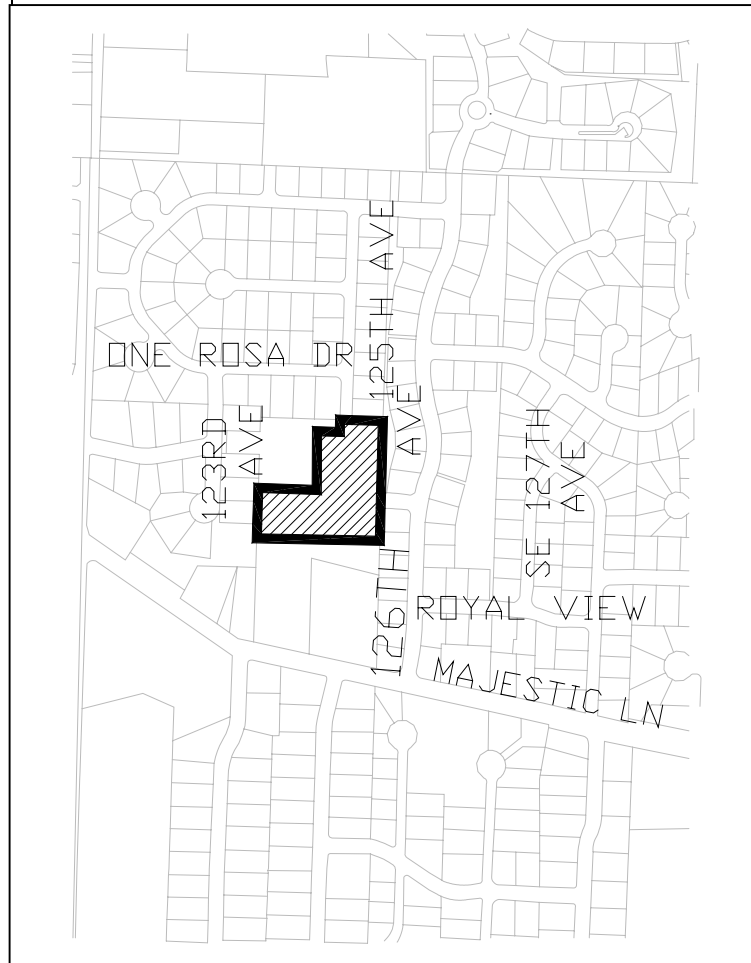


Appendix C: Park Descriptions

JAMES ABELE PARK

Address:	12593 SE Royal View
Size:	2.80 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	
Natural Resource Areas:	Large stand of fir trees (former tree farm)
Deficiencies/Problems:	
Planned Improvements:	Develop neighborhood park according to 1994 Master Plan.
Comments:	Acquired 1993 Master Plan completed 1994

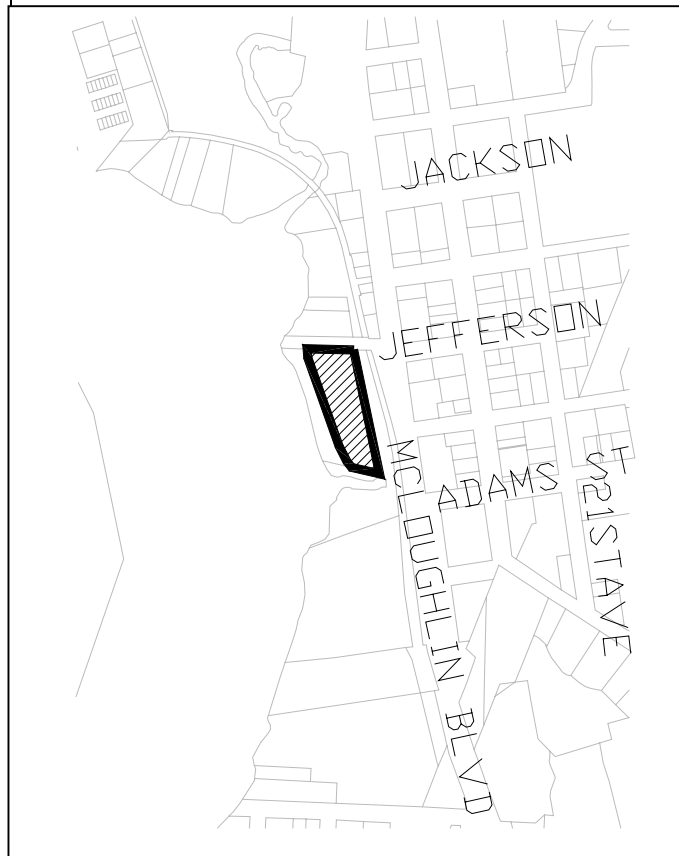
Site Location:



Appendix C: Park Descriptions

JEFFERSON STREET BOAT RAMP

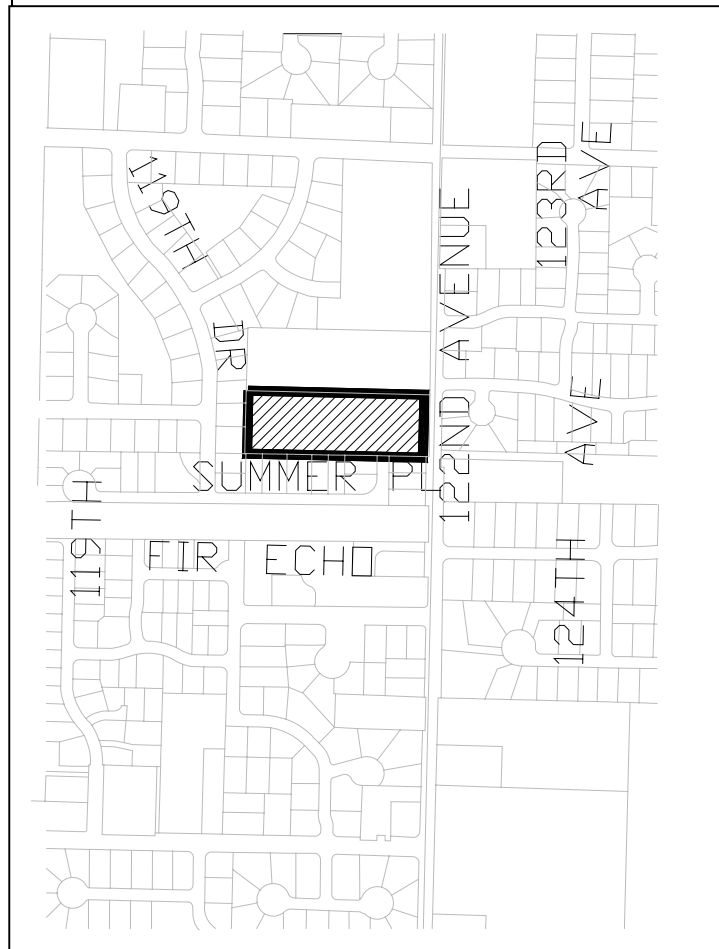
Address:	1850 SE Jefferson Street
Size:	2.10 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Boat ramp, 35 boat trailer spaces (2 ADA), permanent restroom, standard site furnishings and sign
Natural Resource Areas:	Willamette River
Deficiencies/Problems:	Boat ramp requires repair.
Planned Improvements:	
Comments:	Acquired 1992 This site is included in the City of Milwaukie Riverfront Development Plan. Marine Board offered one million dollars to upgrade
Site Location:	



Appendix C: Park Descriptions

JUSTICE PROPERTY

Address:	122 nd Avenue
Size:	2.98 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Purchase adjacent property and develop as a neighborhood park. Complete a master plan with community involvement.
Comments:	Acquired 1993 Site is located in a residential area.
Site Location:	

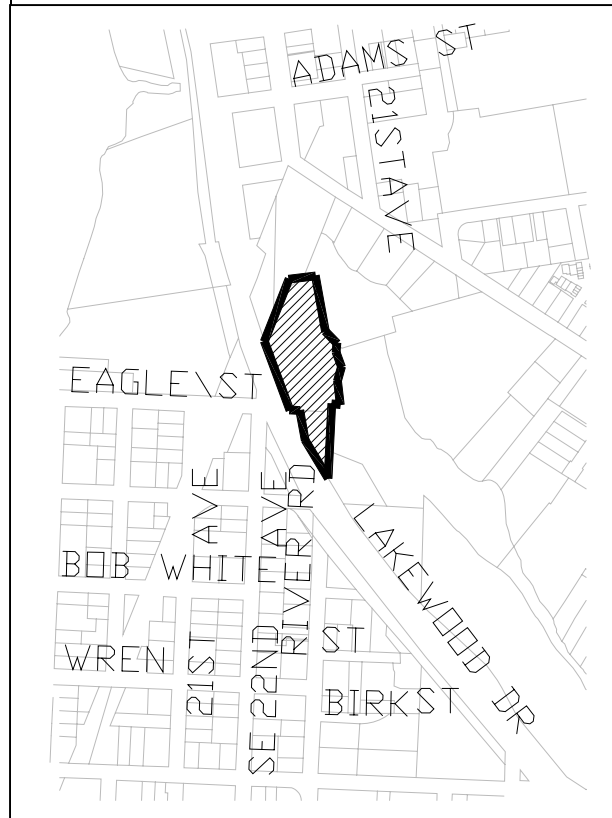


Appendix C: Park Descriptions

KELLOGG LAKE SITE

Address:	Highway 99 across from Dogwood Park
Size:	3.50 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Undeveloped Special Use Area
Existing Facilities:	
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992 This site is included in the City of Milwaukie Riverfront Master Plan. Potential special use area

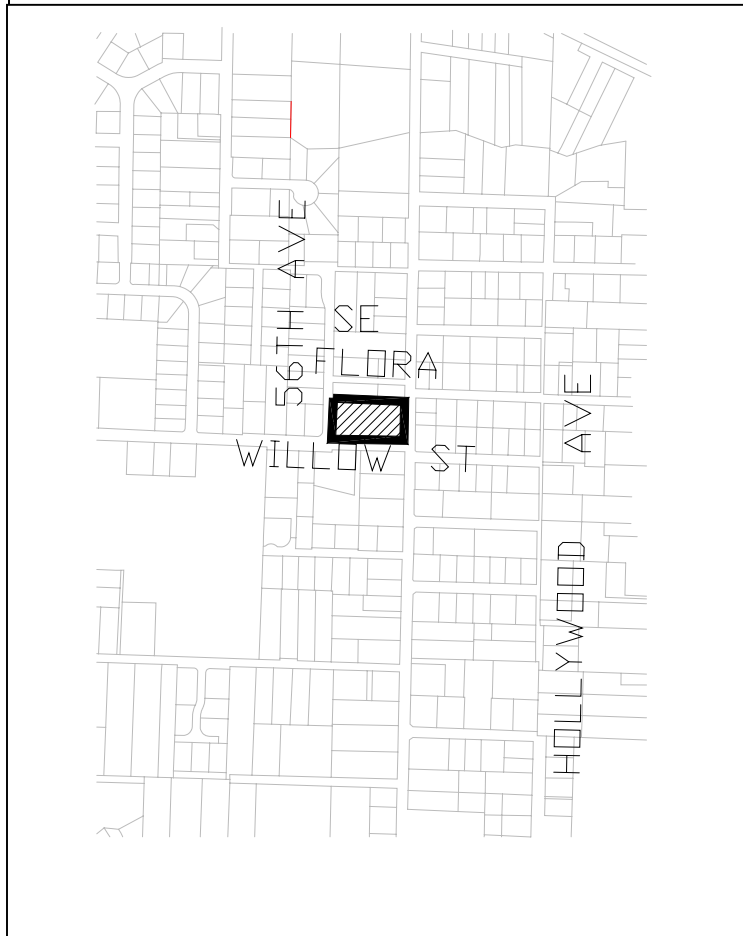
Site Location:



Appendix C: Park Descriptions

LEWELLING COMMUNITY PARK

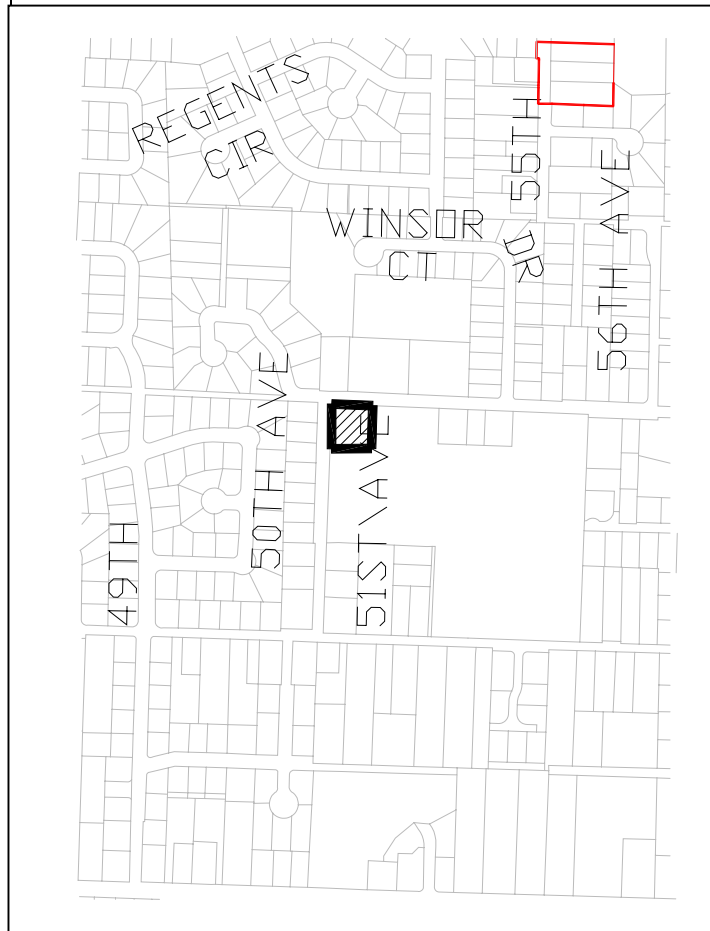
Address:	Corner of Stanley and Willow
Size:	0.93 Acres
Ownership:	City of Milwaukie. Acquired 1999
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	Hedges on the western border of the site
Planned Improvements:	Two play areas, basketball area, and installation of drinking fountain, bike racks, and automatic irrigation system, planting native species appropriate for the soil hydrology.
Comments:	
Site Location:	



Appendix C: Park Descriptions

LEWELLING ELEMENTARY SCHOOL TENNIS COURTS

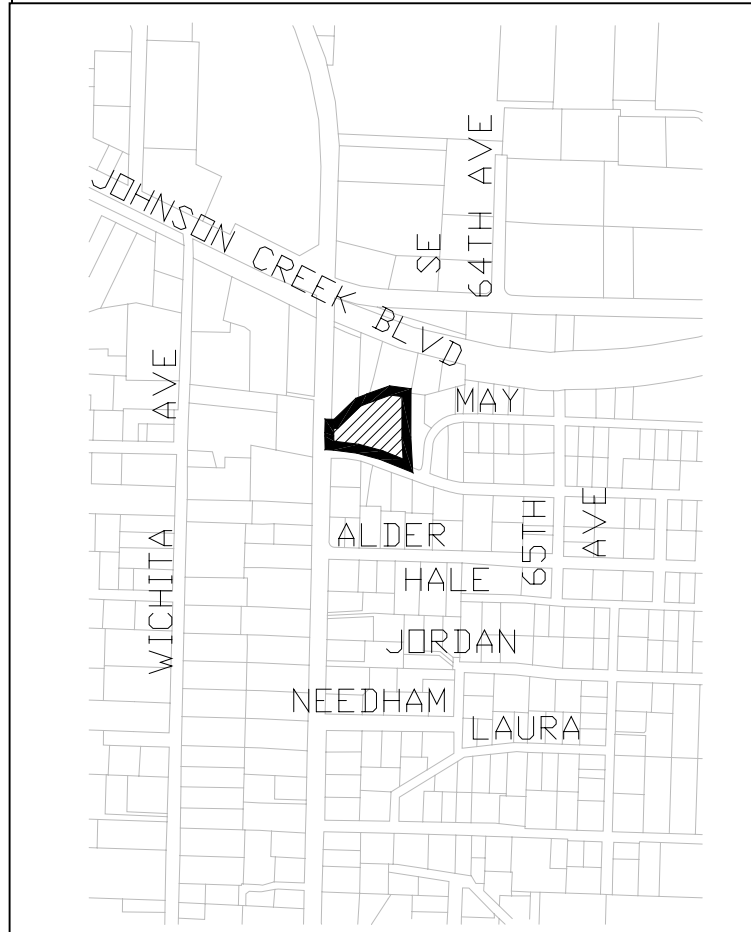
Address:	Lewelling Elementary School
Size:	0.31 Acres
Ownership:	North Clackamas School District; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Developed
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

MILL PARK

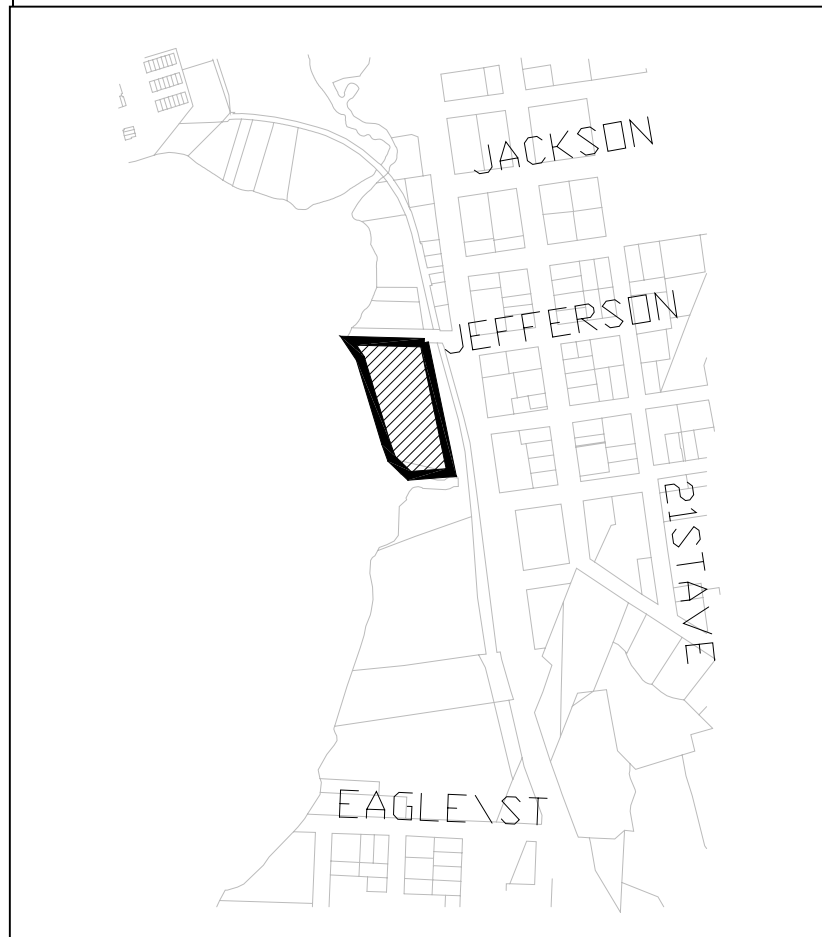
Address:	6201 SE Overland Street
Size:	1.00 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, 1 picnic table on concrete pad, irrigated plant beds, standard site furnishings and sign.
Natural Resource Areas:	Creek is adjacent to Johnson Creek. The park is flooded during winter months with heavy rainfall.
Deficiencies/Problems:	Children's play area and basketball half-court are needed.
Planned Improvements:	Add children's play area and basketball half court
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

MILWAUKIE RIVERFRONT PARK

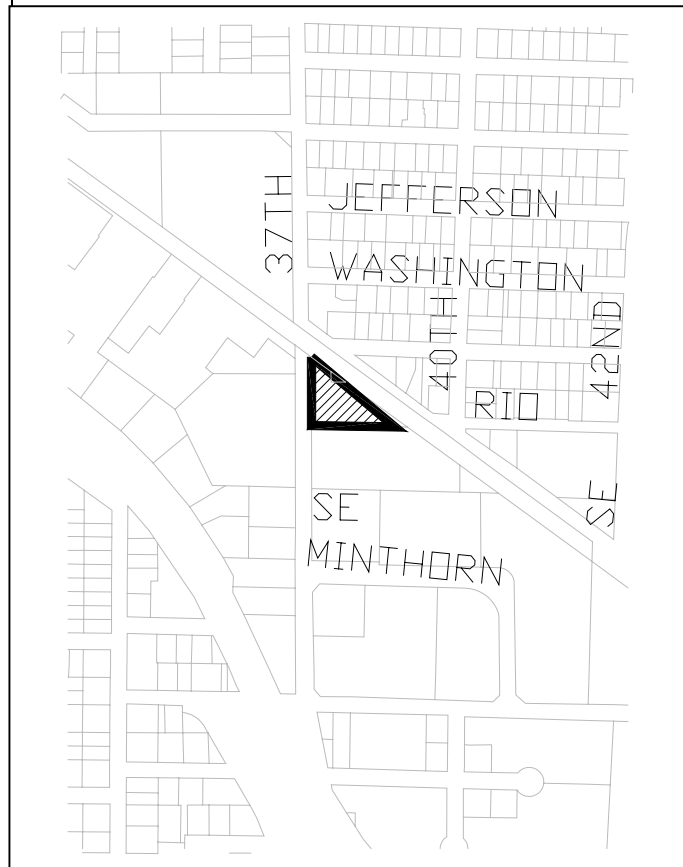
Address:	
Size:	7.00 Acres
Ownership:	City of Milwaukie. Acquired 1998, 1999, 2000
Status:	Special Use Area
Existing Facilities:	None
Natural Resource Areas:	Willamette River
Deficiencies/Problems:	
Planned Improvements:	Part of the City of Milwaukie's Riverfront Master Plan
Comments:	
Site Location:	



Appendix C: Park Descriptions

MINTHORN NORTH

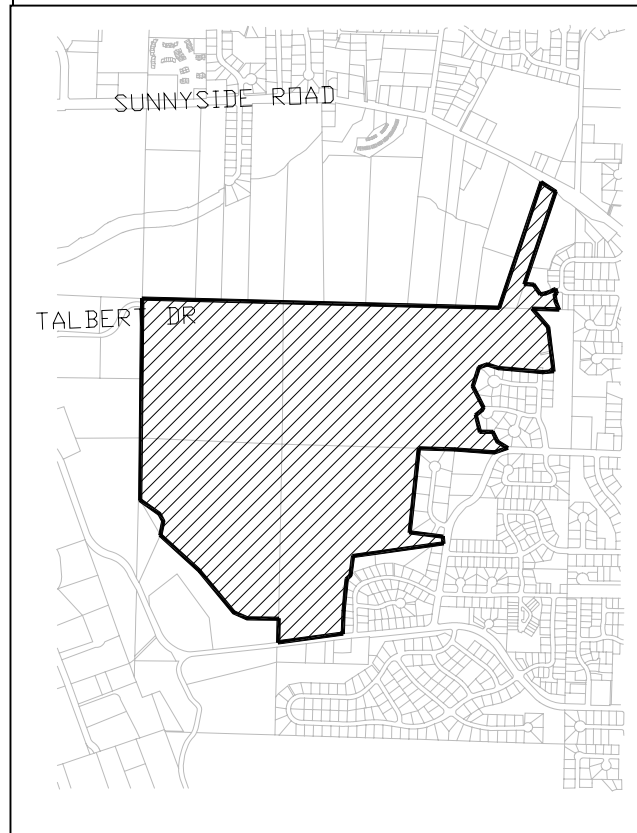
Address:	Extends east of SE 37 th and south from Union Pacific Rail Line adjacent to SE Railroad Avenue
Size:	0.96 Acres
Ownership:	City of Milwaukie. Acquired 2000
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	Two drainage ditches run through the site. Also, one fairly large and two smaller mounds of imported fill.
Planned Improvements:	Restore wetland function, modify hydrology, remove non-native vegetation, provide public access, provide ongoing maintenance as required, develop management plan with the wetlands conservancy for joint site management.
Comments:	Part of the regional waterways
Site Location:	



Appendix C: Park Descriptions

MT. TALBERT

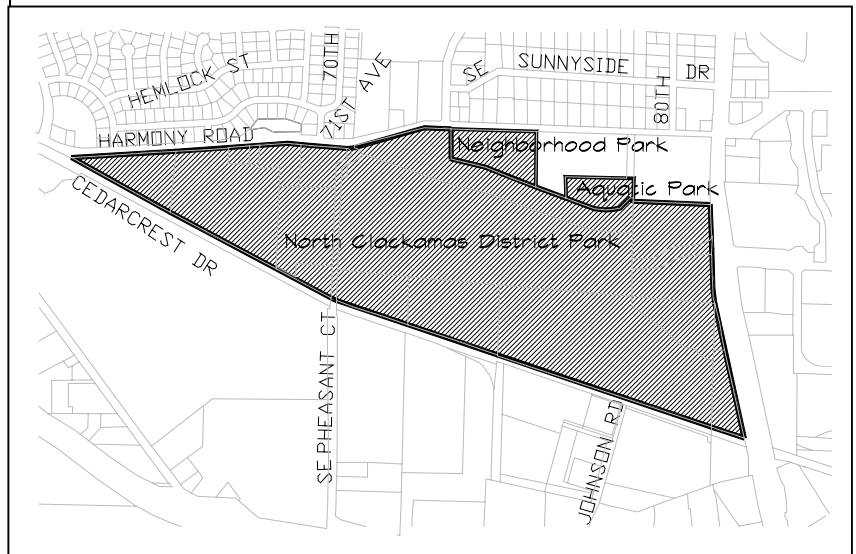
Address:	11650 SE Sunnyside Road
Size:	185 Acres
Ownership:	NCPRD
Status:	Natural Resource Area
Existing Facilities:	Some trails
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1994-99. Metro shared in purchase of property (75% Metro, 25% District). Master Plan completed in 2000 Drainage issues currently being studied.
Site Location:	



Appendix C: Park Descriptions

NORTH CLACKAMAS DISTRICT PARK/ HARMONY ROAD NEIGHBORHOOD PARK

Address:	7300 SE Harmony Road
Size:	85.00 acres
Ownership:	NCPRD, Clackamas County Water & Environmental Services, and Oregon Department of Transportation
Status:	Special Use Area (1 acre), Neighborhood Park (1.5 acres), and Natural Resource Area (82.5 acres)
Existing Facilities:	<ul style="list-style-type: none"> ▪ Aquatic Park (1 acre) indoor leisure pool, parking shared with adjacent OIT. ▪ Neighborhood park (1.5 acres) with toddler play area, 7 regular parking spaces, 3 ADA parking spaces, 4 basketball courts, 1 picnic table, standard sign and site furnishings, irrigated ornamental plant beds and lawn. ▪ Wetland (82.5 acres), ▪ OIT soccer field (maintained by NCPRD) ▪ OIT gymnasium (partially maintained by NCPRD)
Natural Resource Areas:	Wetland
Deficiencies/Problems:	<p>Wetland has contamination dating from breached aquifer by railroad PCBs that is being treated with bioremediation.</p> <p>Neighborhood park area needs restroom.</p>
Planned Improvements:	<p>Construct trails through natural area.</p> <p>Update attractions at aquatic park.</p>
Comments:	Acquired 1992
Site Location:	

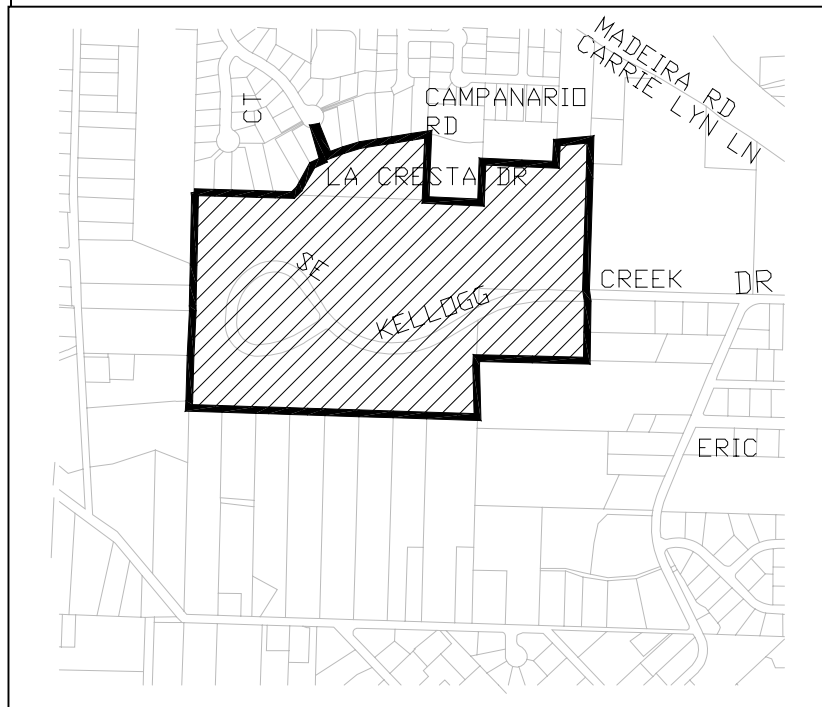


Appendix C: Park Descriptions

NORTH CLACKAMAS PARK

Address:	5440 SE Kellogg Creek Drive
Size:	45.45 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Community Park
Existing Facilities:	Milwaukie Center, Sara Hite Rose Garden, 65 regular parking spaces, 10 ADA parking spaces, large park shelter (capacity 200), 2 large picnic areas (capacity 100 each), shall shelter with 2 picnic tables, permanent restroom, irrigated plant beds, 2 softball fields (1 lighted), 1 adult soccer field, standard sign and site furnishings, horse arena (may be protected by deed restriction), off-leash area for dogs.
Natural Resource Areas:	Mt. Scott Creek runs through park.
Deficiencies/Problems:	Flooding
Planned Improvements:	Update Master Plan.
Comments:	Acquired 1992 Master Plan completed in 1994. This park has the District's only reservable park shelter.

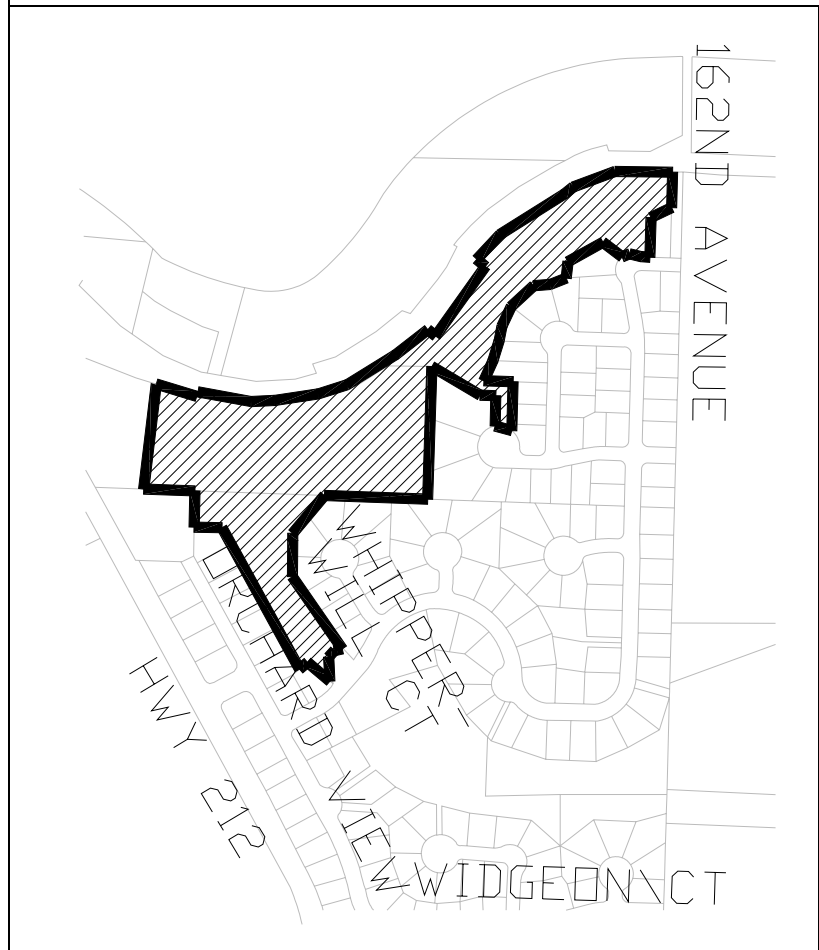
Site Location:



Appendix C: Park Descriptions

ORCHARD SUMMIT PROPERTY

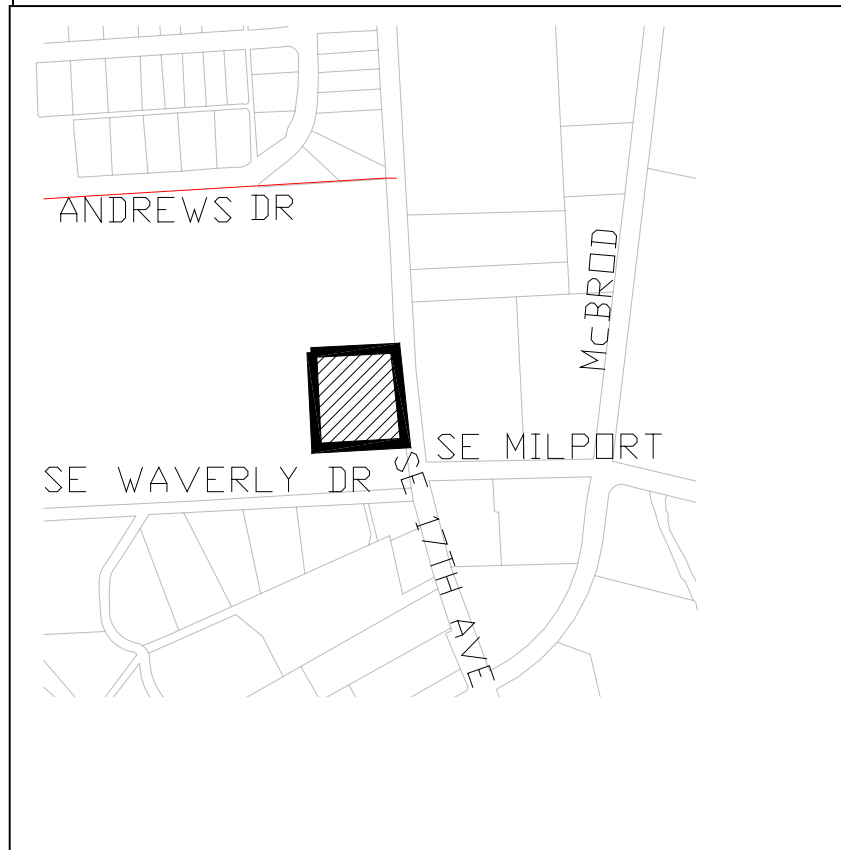
Address:	Highway 212 & 162 nd Avenue
Size:	4.00 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park or Special Use Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1995 Hillside left over from residential development.
Site Location:	



Appendix C: Park Descriptions

PIONEER CEMETERY

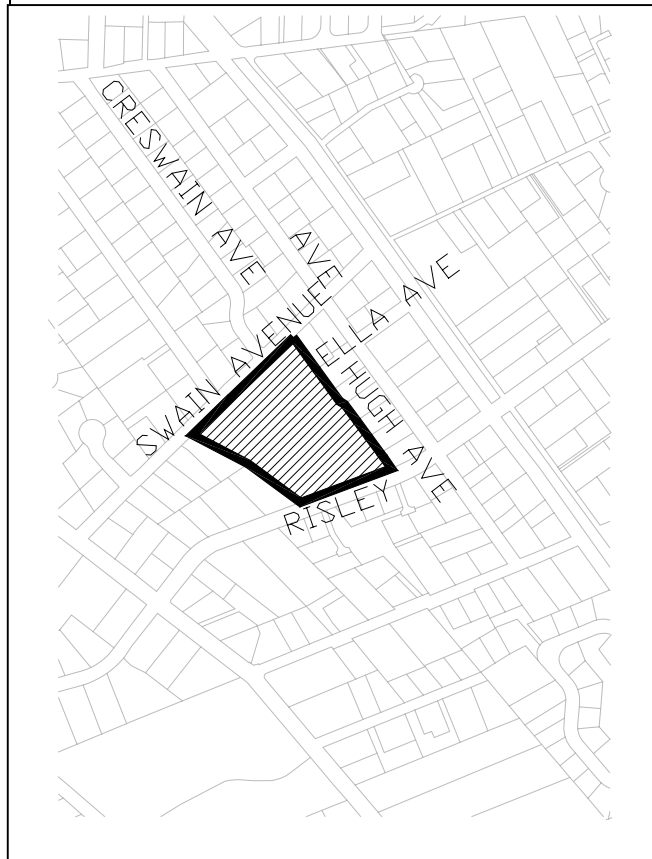
Address:	9501 SE 17 th Ave (adjacent to Waverly Golf Club)
Size:	1.77 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Standard sign, 1 picnic table
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

RISLEY PARK

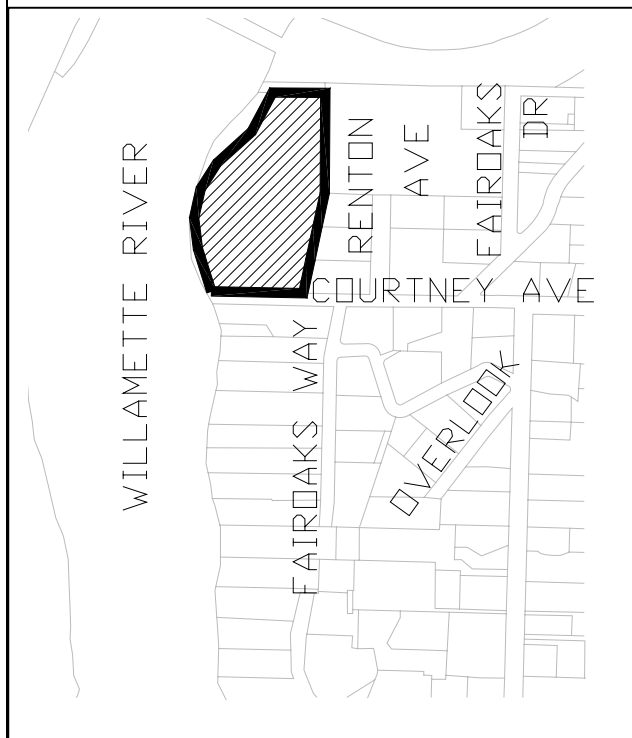
Address:	2350 SE Swain Avenue
Size:	5.20 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler and children's play areas, 2 tennis courts, 6 picnic tables on concrete pads, chemical restroom w/wooden screen, district site furnishings and signs, informal sports field with small backstop, ¼ mile long 8' wide asphalt trail around park, unirrigated lawn.
Natural Resource Areas:	Floodplain.
Deficiencies/Problems:	Tennis courts need to be refurbished. Irrigation needed in turf area. During certain rain events, River Forest Creek overflows its banks and floods the lower portion of Risley Park.
Planned Improvements:	Oak Lodge Sanitary District hopes to use a portion of the park as a detention pond.
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

RIVERVILLA PARK

Address:	925 SE Courtney Avenue
Size:	5.00 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	28 regular parking spaces, 2 handicap spaces, 2 picnic tables on concrete pads, permanent restroom, standard sign and site furnishings, 200' asphalt walking trail to river, wheelchair accessible fishing ramp.
Natural Resource Areas:	Floodplain. The park has flooded to the top of the restroom roof.
Deficiencies/Problems:	<ul style="list-style-type: none">▪ Railing is needed on fishing ramp to make it safe for people with disabilities.▪ Park is difficult to find and access due to narrow roads and lack of directional signs.▪ Toddler and children's play areas would make the park more usable by the neighborhood.
Planned Improvements:	
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

ROSWELL POND

Address:	East of the Southern Pacific Railroad and to the north of the Rockvorst Avenue cul-de-sac.
Size:	1.63 Acres
Ownership:	City of Milwaukie. Acquired 1989
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Remove non-native and invasive plants. Reintroduce native and wetland species on the center berm and along the edge of the wetland.
Comments:	
Site Location:	



Appendix C: Park Descriptions

ROWE MIDDLE SCHOOL TENNIS COURTS

Address:	
Size:	0.31 Acres
Ownership:	North Clackamas School District; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Developed
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	

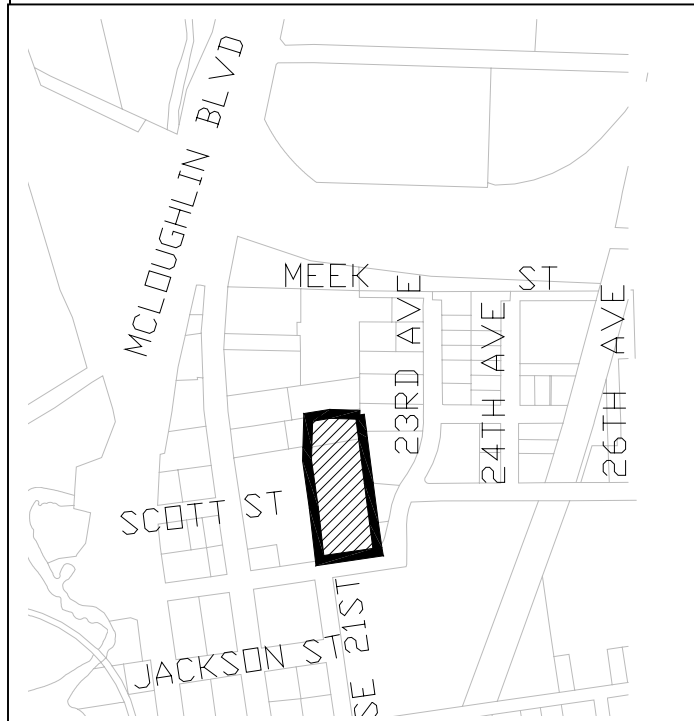


Appendix C: Park Descriptions

SCOTT PARK / LEDDING LIBRARY

Address:	10660 SE 21 st Avenue
Size:	3.08 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	library, small concrete amphitheater, ornamental plant beds, standard sign and site furnishings, parking shared with library
Natural Resource Areas:	Spring Creek Pond – habitat for domestic and migratory waterfowl.
Deficiencies/Problems:	Rats have become a problem due to people feeding the ducks.
Planned Improvements:	Phase II of Master Plan.
Comments:	Acquired 1992. Master Plan completed in 1990. Phase I, Improvements to 21 st Street and Park Entry, has been completed. Phase II, Pond Embankment Stabilization and Replanting, has been delayed until it has been determined whether or not light-rail will travel through this site.

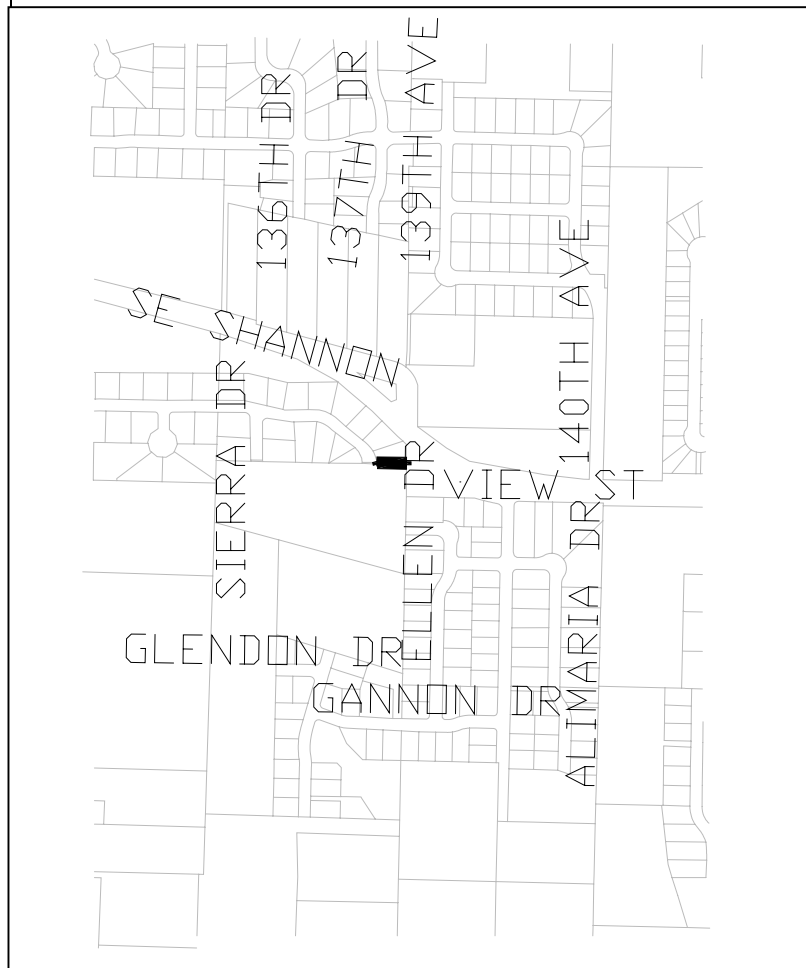
Site Location:



Appendix C: Park Descriptions

SHANNON VIEW PROPERTY

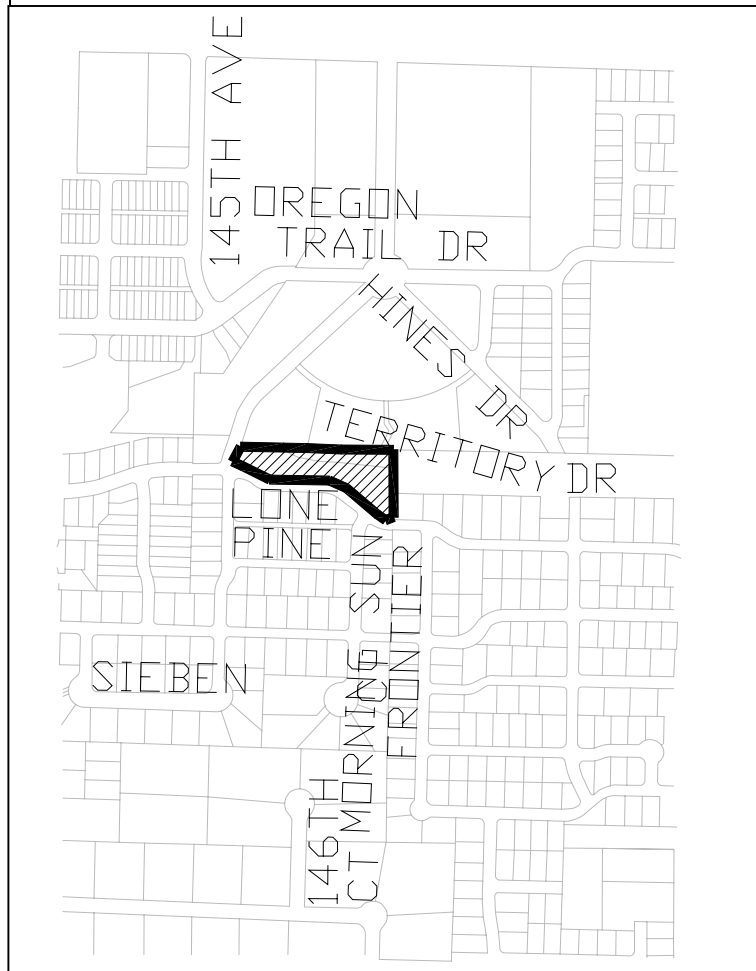
Address:	next to Sunnyside Road, off of Shannon View Street
Size:	0.01 Acres
Ownership:	NCPRD
Status:	Miscellaneous Natural Resource Area
Existing Facilities:	10' wide 75' long asphalt walking path
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

SIEBEN PROPERTY

Address:	14395 SE Territory Drive
Size:	1.00 Acres
Ownership:	NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Deficiencies/Problems:	
Natural Resource Areas:	
Planned Improvements:	Complete master plan for neighborhood park.
Comments:	Acquired 1994
Site Location:	

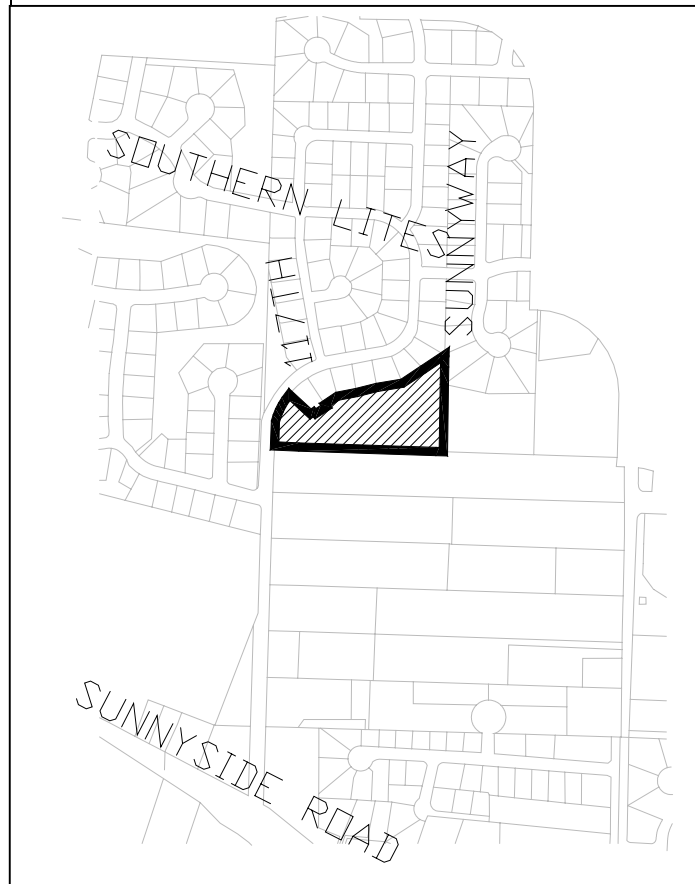


Appendix C: Park Descriptions

SOUTHERN LITES PROPERTY

Address:	12088 SE 117 th (north of Sunnyside Road)
Size:	6.32 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, basketball half-court, 2 picnic tables on concrete pads, irrigated turf, standard sign and site furnishings, concrete walk through park interior.
Natural Resource Areas:	Drainage swale
Deficiencies/Problems:	Maintenance is difficult on sloping banks adjacent to drainage swale.
Planned Improvements:	
Comments:	Acquired 1994 Master Plan completed 1994 Maintenance staff say the park is unused during the workday and there frequently is no trash to collect.

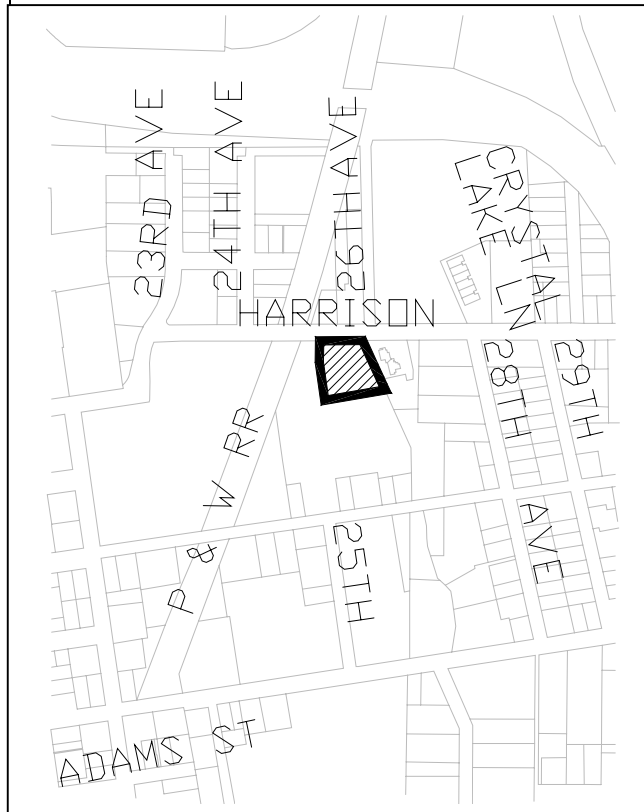
Site Location:



Appendix C: Park Descriptions

SPRING CREEK PARK

Address:	2566 Harrison Street (near Scott Park and Ledding Library)
Size:	0.80 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Open Space
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992; Sold 2002
Site Location:	

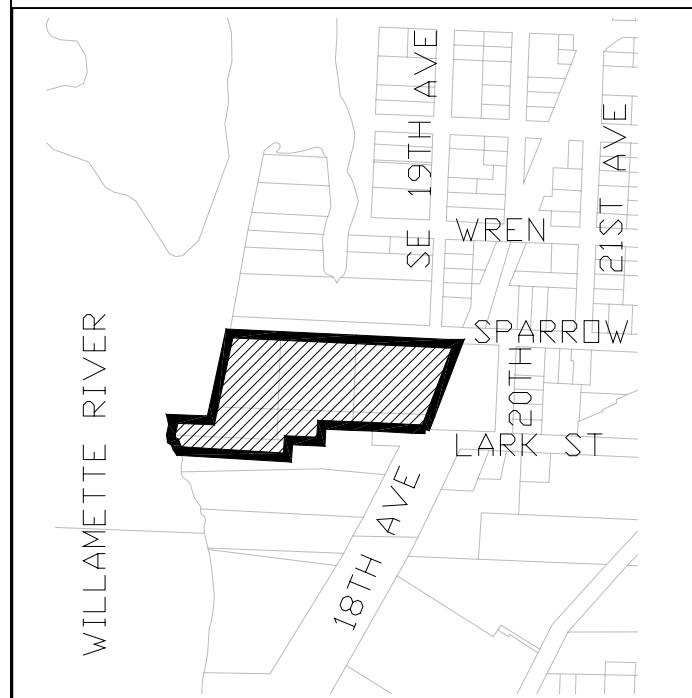


Appendix C: Park Descriptions

SPRING PARK

Address:	1881 SE Lark Street
Size:	6.87 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Natural Resource Area
Existing Facilities:	Standard sign, dirt-walking trail to Elk Rock Island, which is owned and managed as a natural area by City of Portland.
Natural Resource Areas:	Part of Elk Rock Island Natural Area on Willamette River. Includes wetland area.
Deficiencies/Problems:	Blackberries, reed canary grass and purple loosestrife are problems.
Planned Improvements:	Develop a master plan for the site that supports/complements the management plan.
Comments:	<ul style="list-style-type: none">▪ Purchased by City of Milwaukie from Hilda Keller in 1971.▪ Elk Rock Island Natural Area Management Plan was completed in 1994 by the partnership of NCPRD, Portland Parks & Recreation, City of Milwaukie, and Friends of Elk Rock Island Natural Area.

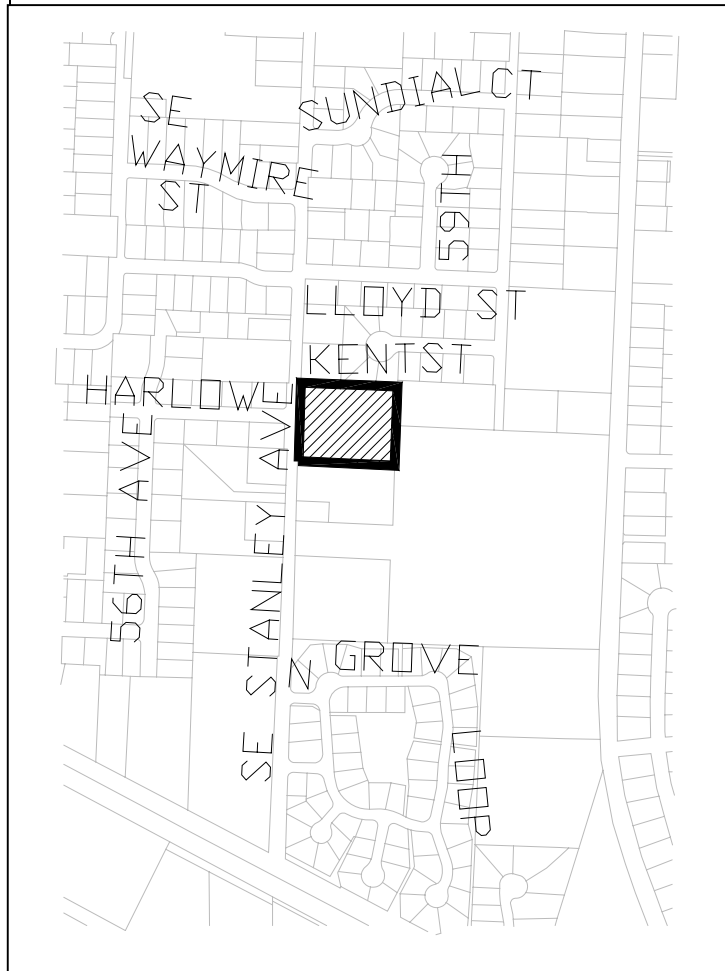
Site Location:



Appendix C: Park Descriptions

STANLEY PARK

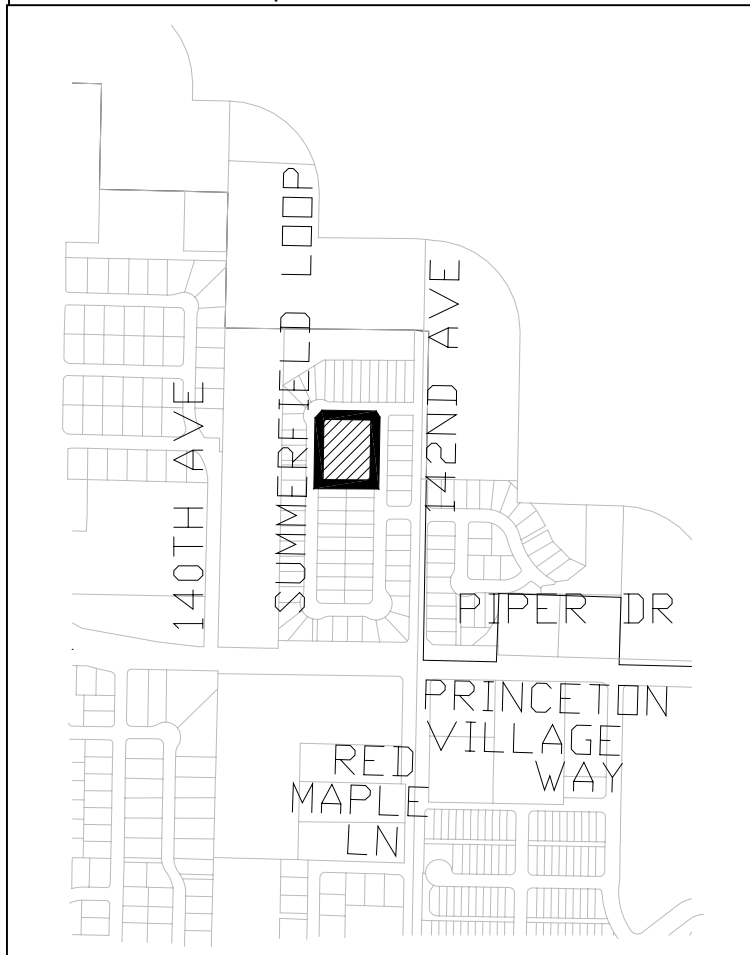
Address:	11800 SE Stanley Avenue
Size:	1.97 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	Sidewalk through the park to Lewelling Elementary School
Natural Resource Areas:	Well site
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

SUMMERFIELD PARK

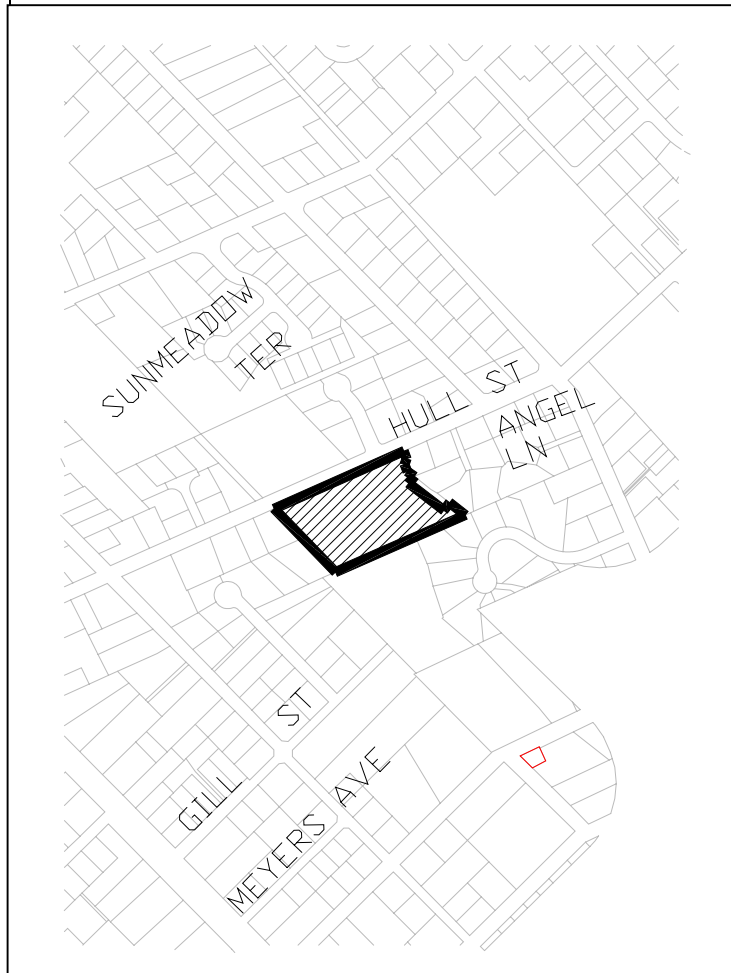
Address:	14001 SE Summerfield Loop
Size:	0.90 Acres
Ownership:	NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler play area, swing sets, basketball half-court, 5 picnic tables on concrete pads, irrigated lawn and plant beds, standard site furnishings and sign.
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Currently being developed as neighborhood park.
Comments:	Acquired 1997 Master Plan completed 2000 Construction completed in 2001
Site Location:	



Appendix C: Park Descriptions

SWANSON PLACE PROPERTY

Address:	Hull Street
Size:	3.00 Acres
Ownership:	NCPRD
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Wetland
Deficiencies/Problems:	
Planned Improvements:	Possible trail or boardwalk through wetlands.
Comments:	Acquired 1997
Site Location:	



Appendix C: Park Descriptions

TROLLEY TRAIL

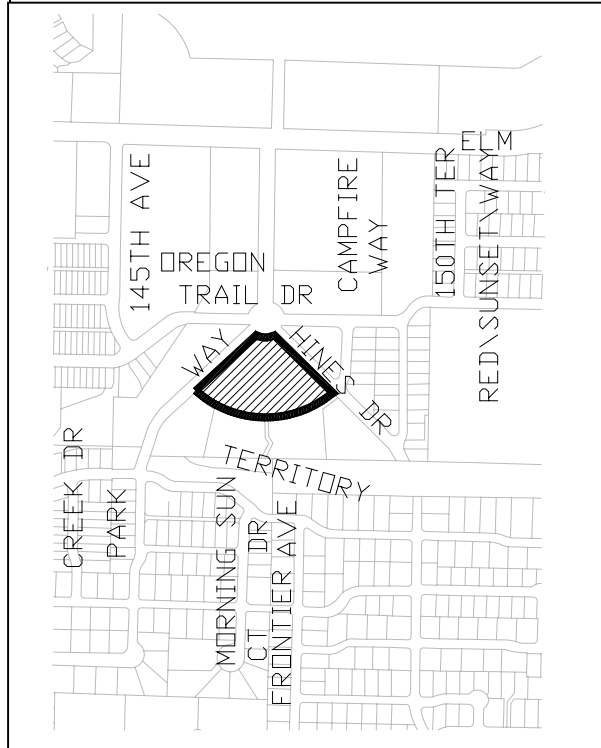
Address:	Jefferson Boat Ramp to Glen Echo Avenue at Gladstone City Limits
Size:	6 miles, 29.09 Acres
Ownership:	NCPRD
Status:	Undeveloped Linear Park
Existing Facilities:	None (the trail is usable but not yet developed)
Natural Resource Areas:	wetlands
Deficiencies/Problems:	flooding
Planned Improvements:	Multi-use trail
Comments:	Abandoned streetcar line. Acquired from Union Pacific in 2001. Master plan will be complete in February/March 2003
Site Location:	



Appendix C: Park Descriptions

VILLAGE GREEN PARK

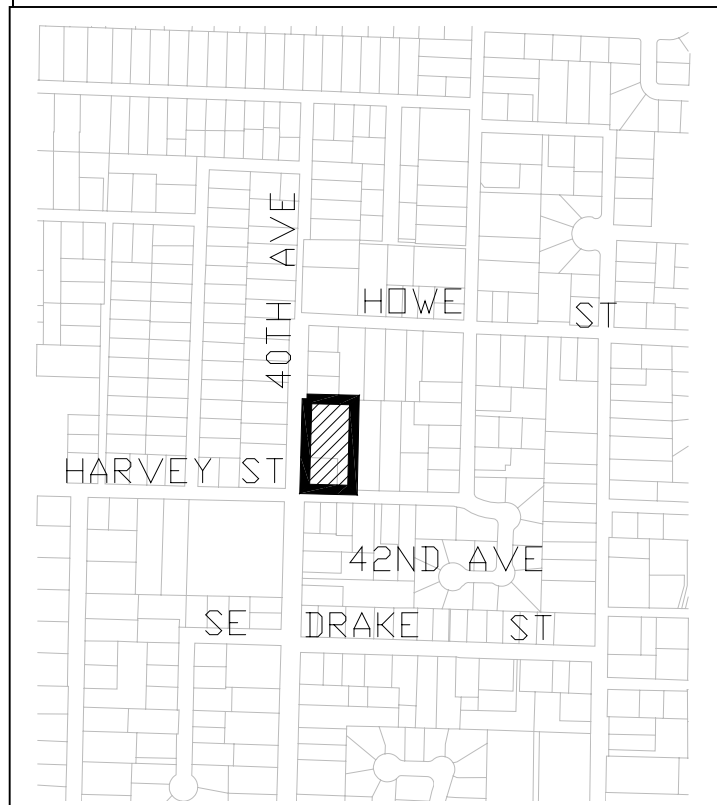
Address:	13786 SE Sieben Parkway
Size:	2.70 Acres
Ownership:	Clackamas County; maintained by NCPRD
Status:	Special Use Area
Existing Facilities:	Transit Hub
Natural Resource Areas:	
Deficiencies/Problems:	This site is vandalized frequently. Most of the site furnishings and amenities have been removed. Until commercial establishments develop around the area, vandalism will likely continue.
Planned Improvements:	None until commercial development occurs.
Comments:	Acquired 1997 Master Plan completed in 1994.
Site Location:	



Appendix C: Park Descriptions

WATER TOWER PARK

Address:	9890 SE 40 th Avenue
Size:	0.92 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Neighborhood Park
Existing Facilities:	Toddler and children's play areas, basketball half court, and 2 picnic tables on concrete pads, 2 picnic tables on grass, irrigated lawn and plant beds.
Natural Resource Areas:	Well site
Deficiencies/Problems:	Plant beds must be weeded by hand – herbicides cannot be used on well site.
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

WELL #8

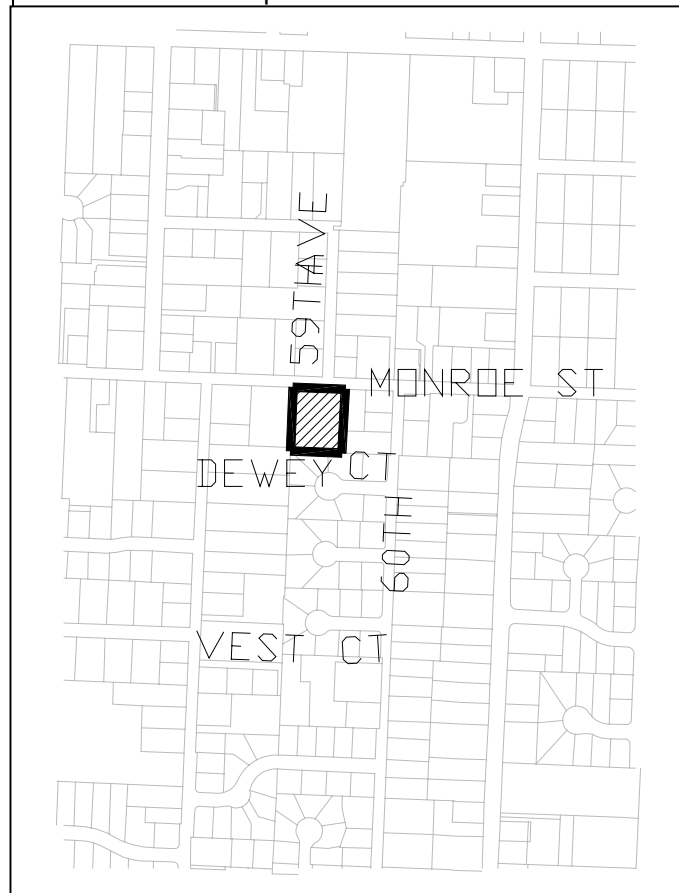
Address:	Lake Road next to Highway 224
Size:	0.25 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Miscellaneous Open Space
Existing Facilities:	None
Natural Resource Areas:	Well site
Deficiencies/Problems:	
Planned Improvements:	
Comments:	Acquired 1992
Site Location:	



Appendix C: Park Descriptions

WICHITA PARK

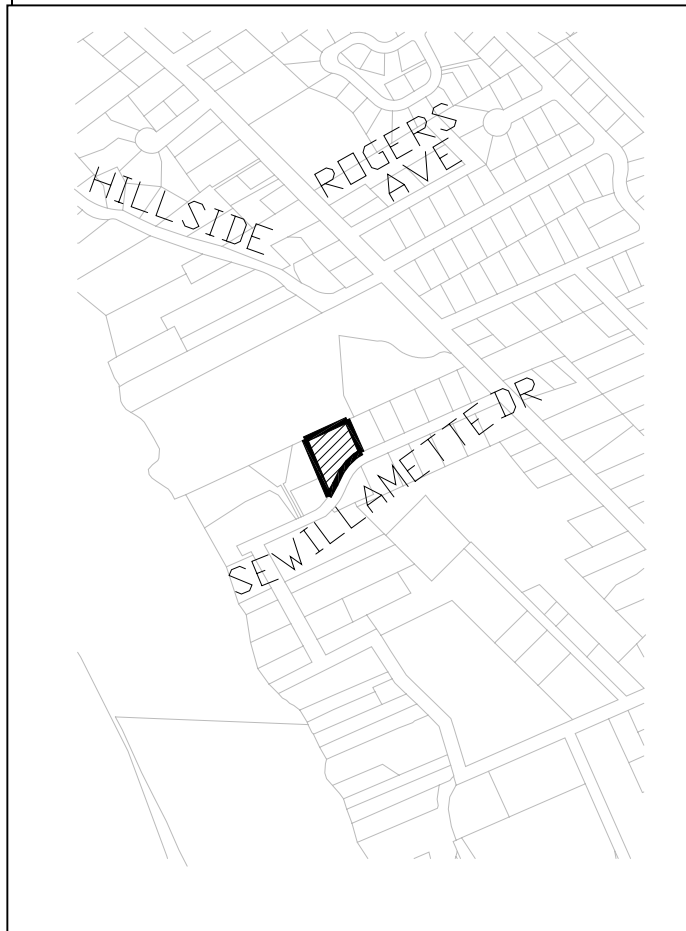
Address:	5908 SE Monroe Street (Linwood Neighborhood District Association)
Size:	0.95 Acres
Ownership:	City of Milwaukie; maintained by NCPRD
Status:	Undeveloped Neighborhood Park
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	
Planned Improvements:	Neighborhood park facilities including park trail, toddler and children's play areas, basketball half-court, drinking fountain, bike racks, and automatic irrigation system, picnic tables and benches, soft-surface perimeter trail, open turf area, trees.
Comments:	Acquired 1992 Master Plan adopted 1999
Site Location:	



Appendix C: Park Descriptions

WILLAMETTE DRIVE PROPERTY

Address:	Willamette Drive east of River Road
Size:	0.60 Acres
Ownership:	NCPRD
Status:	Miscellaneous Open Space
Existing Facilities:	None
Natural Resource Areas:	
Deficiencies/Problems:	Residents dump grass clippings and trash on site.
Planned Improvements:	
Comments:	Acquired 1993
Site Location:	



Appendix C: Park Descriptions

WILLOW PLACE

Address:	13014 SE Freeman
Size:	0.83 Acres
Ownership:	City of Milwaukie Acquired 1992
Status:	Natural Resource Area
Existing Facilities:	None
Natural Resource Areas:	Half of an artificially divided pond, small dense grove of Douglas Fir
Deficiencies/Problems:	
Planned Improvements:	Remove native plants in the pasture area, reintroduce wetland species along the edge of the wetland, diversify the upland forest area by removing ivy and blackberries and planting natives in the under story, plant shrubs and other native plants in the transition area.
Comments:	
Site Location:	



Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																						Ages and Abilities Served																							
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled						
A HEART for Seniors	n														n																													n	n			
AARP	n					n								n	n	n												n																	n	n		
Absolute Magic	n								n																																		n	n	n	n		
Adult Living Alternatives	n														n																													n	n			
Adult Soccer		n																										n																	n	n		
Adult Softball League		n																										n																	n	n		
Adventure Dive Northwest			n																			n																					n	n				
Alder Creek Kayak Supply			n																			n																						n	n			
All Star Rafting																																																
American Legion	n					n																			n																				n	n		
Art Media	n			n																																								n	n	n		
Arts Action Alliance of Clackamas County	n			n																																								n	n	n		
Bally Total Fitness	n											n																														n	n	n	n			
Blind Commission	n														n																												n	n	n	n		
Care Service Options, Inc.	n																																												n	n		
Cascade Soccer Club		n																										n																				
Choices for Life	n														n																															n	n	
Churches	n																							n																				n	n	n	n	
Clackamas Babe Ruth Baseball		n																										n																				
Clackamas Boys Basketball		n																																														
Clackamas Community College	n						n																																						n	n	n	n
Clackamas County Library	n						n																																						n	n	n	n
Clackamas County Mental Health	n							n																																					n	n	n	n
Clackamas County Public Health	n													n																															n	n	n	n
Clackamas County Social Services	n																			n																									n	n		
Clackamas Girls Basketball		n																																														

Appendix D: Programs and Services Matrix

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																							Ages and Abilities Served																														
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled														
Clackamas Little League		n																									n																													
Clackamas Youth Basketball		n																										n																n	n											

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																				Ages and Abilities Served																						
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled			
Nelson's Nautilus	n		n								n													n																n	n	n	n		
North Clackamas Arts Guild	n			n																																					n	n	n		

Recreation Programs and Services: Other Recreation and Human Service Providers

Provider	Program Duration		Types of Programs Provided																				Ages and Abilities Served																					
	Year-Round	Seasonal	Aquatics	Arts, Crafts & Hobbies	Childcare / Respite Care	Community Service Projects / Volunteer Opportunities	Computers	Counseling	Dance & Music	Drama	Drop-In Play / Open Gym	Fitness	Golf	Health and Wellness	Independence Assistance	Intergenerational Projects	Language and Writing	Legal Assistance	Low Income Services	Museum Programs	Nutrition Services	Outdoor Recreation	Special Events	Special Interest Classes	Swimming	Court Sports	Track & Field Sports	Spring Break Camps & Field Trips	Tax/Financial Services	Transportation Services	Travel/Trips	All Ages	Families	Infant (8 to 35 months)	Preschool (3-4 years)	Children (5 to 9)	Youth (10 to 14)	Teens	Adults (18 to 24)	Adults (25 to 54)	Older Adults (55+)	Disabled		
Skyhawks		n																							n	n									n	n								
St Andrews Legal Clinic	n																	n	n																						n	n	n	n

Appendix E: Random Household Survey Results

SAMPLE DESIGN AND SELECTION

The survey of public attitudes, recreation interests, and recreation participation characteristics was made in the North Clackamas Parks & Recreation District during August and September 2001. Members of high school Key Clubs, District staff, and MIG staff distributed questionnaires to randomly selected households in the District.

Each member of the selected household aged ten and over was asked to fill out a questionnaire. There were 479 surveys returned.

Table 1
Survey Distribution and Return

	Quantity
<i>Households Surveyed</i>	405
<i>Questionnaires Distributed</i>	841
<i>Questionnaires Completed</i>	479
<i>Return Rate</i>	57.0%

Results of the survey process are shown below. In each table, *N* equals the total number of responses to the question. In cases where multiple responses were allowed, *N* is greater than the number of survey respondents (479).

SUBGROUP RESULTS are provided by neighborhood planning area and by age group when they vary significantly from the District-wide results. It is important to note, while the District-wide results are statistically valid, subgroup responses have a lower confidence level and should be given less weight.

Comparisons are also drawn, where applicable, to results of a July 2000 **OPERATING LEVY ASSESSMENT SURVEY** conducted by Intercept Research Corporation.

SURVEY RESULTS

The results of each survey question are shown below along with subgroup results and other analysis where applicable.

1. Have you participated in **recreation programs or services** offered by the Parks & Recreation District during the last 12 months?

N = 473

34.5% Yes 65.5% No

Almost 35% of the respondents have participated in District programs and services during the past year. This is higher than the average participation rate of around 25% reported in other communities.

SUBGROUP RESULTS

Milwaukie is the only planning area where more than half (53.5%) of the survey respondents participate in recreation programs or services.

The participation rate reported in other planning areas is as follows:

- 38.1% Oak Lodge
- 29.1% Sunnyside
- 26.1% Oatfield
- 21.4% Southgate/Town Center

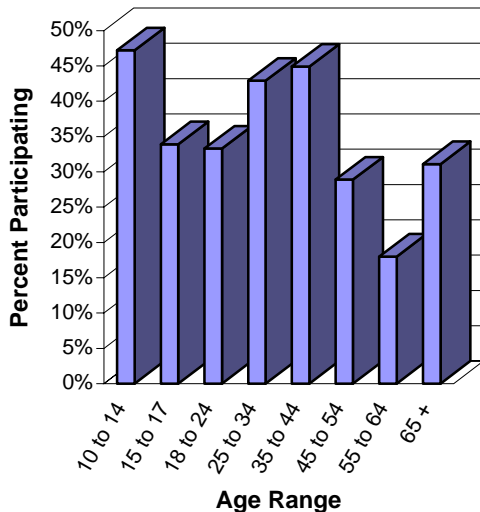
Age groups reporting the highest rate of participation in programs and services included:

- 47.2% 10 to 14 years
- 44.9% 35 to 44 years
- 42.9% 25 to 34 years

The age group reporting the lowest rate of participation was 55 to 64 (18%).

Appendix E: Random Household Survey Results

Figure 2
Participation in Programs and Services by Age Range



2. If you participated in District recreation programs and services, how did you learn about them? *Please check all that apply.*

N = 196

- 33.2% Friends or word-of-mouth
- 19.4% District program guide
- 16.1% Flyers from school
- 10.6% Local newspaper
- 7.7% Other
- 5.8% Television or radio advertisements
- 5.5% Flyers at District facilities
- 1.6% District website

The most common method of learning about District programs and services was through friends or word-of-mouth. The District program guide was the second most common method, followed by flyers from school.

The least common method of learning about District programs and services was through the District website.

SUBGROUP RESULTS

Youth ages 10 to 14 most commonly learn about programs through flyers distributed at school (37.5%).

3. If you did **not** participate in District recreation programs or services, what are your reasons? *Please check all that apply.*

N = 283

- 47.8% I'm not aware of programs
- 15.3% I'm not interested in programs offered
- 10.3% The times are not convenient
- 7.1% I participate in private programs
- 7.1% I cannot afford the cost
- 4.7% The locations are not convenient
- 4.2% I need child care in order to participate
- 2.9% Transportation is a problem
- 0.3% I'm unsatisfied with the instructors
- 0.3% Other

Of those who did not participate, almost half said it is because they are not aware of programs. Compared to other communities, this is a high percentage of residents who lack awareness of programs and services offered.

“Other” reasons, and the number of times mentioned, include: no time (14), no relevant programs (7), and medical reasons (6).

SUBGROUP RESULTS

Survey participants in the Milwaukie neighborhood planning area report the highest level of program awareness (69.6%).

Appendix E: Random Household Survey Results

The lowest level of awareness about programs is in Southgate/Town Center (55.0%).

0	1-5	6-10	11+
92.7%	5.1%	1.1%	1.1%

Sunnyside has the highest percentage (10.9%) reporting they “cannot afford the cost” of participating in District programs and services.

Heddie Notz Park N = 273			
0	1-5	6-10	11+
93.0%	4.8%	0.7%	1.5%

Residents of Milwaukie and Southgate/Town Center report the highest participation in private programs (13% and 12.5% respectively).

Risley Park N = 298			
0	1-5	6-10	11+
78.9%	14.1%	2.7%	4.4%

<p>4. How often in the <i>last 12 months</i> have you visited the following parks?</p>

Survey participants were asked about 7 of the most highly visible parks in the District.

Southern Lites N = 273			
0	1-5	6-10	11+
90.1%	8.1%	0.7%	1.1%

The most heavily used park is North Clackamas Park, one of two community parks in the District. 58.3% visited the park at least once during the last 12 months.

Rivervilla Park N = 271			
0	1-5	6-10	11+
91.1%	5.2%	1.8%	1.8%

Risley Park is also heavily used with more than 21% visiting at least once during the last year.

Ardenwald Park N = 296			
0	1-5	6-10	11+
83.1%	12.5%	2.4%	2.0%

Ann-Toni Schreiber Park is used surprisingly little for a community park.

Ardenwald was used at least once annually by 17% of District residents. This is probably due to the popular Thursday night concerts in the park each year in August.

Other N = 217			
0	1-5	6-10	11+
63.6%	16.6%	6.9%	12.9%

The most frequently mentioned “Other” park was Happy Valley Park, a park not within the District but in an area adjacent to the District.

NUMBER OF VISITS IN LAST 12 MONTHS

North Clackamas N = 401			
0	1-5	6-10	11+
41.6%	45.1%	5.2%	8.0%

Ann-Toni Schreiber Park N = 274			
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Appendix E: Random Household Survey Results

5. On a scale of 1 to 10 with 1 being **poor** and 10 being **excellent**, please rate the maintenance and care of parks managed by North Clackamas Parks & Recreation District.

N = 362

The average rating for maintenance and care of parks managed by the District was “7”.

6. If you seldom or do not use **parks** in the District, what are your reasons? *Please check all that apply.*

N = 370

- 32.7% I don't know where parks are located
- 19.9% Not interested
- 12.8% Other
- 10.6% They are not conveniently located
- 6.1% They lack adequate facilities
- 5.6% Transportation problems
- 5.0% I feel unsafe
- 4.6% No programs
- 2.8% No parking

The most frequently checked reason for not visiting parks in the District was “I don't know where parks are located”.

Inconvenient locations or lack of adequate facilities were cited 16.7%.

The top “other” reason, noted by 20 respondents, was “lack of time”.

SUBGROUP RESULTS

Youth ages 10 to 14 indicated, as one of their top reasons for not using parks, that parks are not conveniently located (19.9%). This is probably due to the fact that people in this age group need to walk or bicycle to parks, or wait for an adult to drive them.

Oak Lodge residents were *more likely* than residents of other neighborhoods to say, “Parks are not conveniently located”.

Sunnyside residents were the *least likely* to say they don't use parks because they “feel unsafe”.

Appendix E: Random Household Survey Results

7. How often in the last 12 months have you visited the *Aquatic Park*?

N = 465

55.05%	0
13.76%	1
8.39%	2
4.73%	3
3.23%	4
1.72%	5
1.94%	6
0.43%	8
3.01%	10
0.86%	12
0.86%	15
0.22%	18
1.08%	20
0.43%	25
0.43%	30
0.86%	40
0.65%	50
1.29%	60
0.65%	300
0.22%	320
0.22%	325

The highest percentage of survey participants had not visited the Aquatic Park during the past year (55.05%). The average number of visits per survey participant is 6.6. Of those who have visited the Aquatic Park in the last 12 months, the average number of visits is 14.50 times.

8. What *additional features*, programs, and services would you like to see at the Aquatic Park?

N = 183

Survey participants were asked to list additional features, programs and services they would like to see at the Aquatic Park.

In terms of facilities, the most common responses included:

- More slides (29)
- Outdoor pool (25)

Other suggestions included a tide pool, warm pool, more lap lanes, more activities, larger pool, deeper pool, sauna, steam bath, more family showers, and attractions that appeal to teens and adults.

Suggestions for programs and services were varied and included:

- Extend hours of operation (4)
- Provide childcare (3)
- Expand swimming lessons (3)
- Offer open swim times for different age groups (family swim, adult swim)
- Offer more special activities (dive-in movie, teen night)

In the miscellaneous category, the most frequent suggestion had to do with cost:

- Find ways to make it less expensive; offer coupons for reduced admission, etc. (12)

Appendix E: Random Household Survey Results

9. On a scale of 1 to 10 with 1 being **poor** and 10 being **excellent**, please rate the Aquatic Park in the following areas.

N = 263

All elements of the Aquatic Park were in the range of good to very good. The average rating for each element is shown below:

- Safe Environment 7.76
- Facility Maintenance 7.69
- Water Activities 7.41
- Hours of Operation 7.15
- Swim Lessons 7.13
- Customer Service 7.00
- Party Packages 6.99
- Value for the Dollar 6.09

10. If you have not visited the Aquatic Park at all in the last 12 months, what are your **reasons**?

N = 262

Participants were asked to write in their reasons for not visiting the Aquatic Park. The top answers, and the number of times mentioned are:

- Not interested / don't swim (36%)
- No time / too busy (16%)
- Cost (11%)
- Swim in private facility (home, private club) (8%)
- Don't know where it is / don't know about it (6%)

Several of the top reasons are outside the District's control (not interested, no time). However, exploring ways to make the experience more affordable, and improving

publicity and marketing are things the District can address.

11. How should **sport fields** be developed in the future? *Please check all that apply.*

N=396

- 27.9% Develop a multi-sport complex for several sports
- 25.9% Partner with School District to upgrade existing sport fields on school property
- 20.7% Partner with School District to increase the number of sport fields on school property
- 20.1% Locate fields throughout the District
- 5.3% Develop a sport complex dedicated to one sport

Out of five different options, the top two choices were to develop a multi-sport complex for *several sports* (27.9%) and to partner with the North Clackamas School District to *upgrade existing* sport fields on school property (25.9%).

More than 20% of respondents favored partnering with the School District to *increase* the number of sport fields on school property.

The support for locating fields throughout the District is consistent with support for partnering with the School District since schools are distributed throughout the District.

12. Do you believe a **community center** is needed in the District?

N=441 73.0 Yes 27.0% No

73% of survey participants believe a community center is needed.

Appendix E: Random Household Survey Results

SUBGROUP RESULTS

The majority of survey participants in each planning area said they believe a community center is needed in the District. The highest level of support came from Milwaukie respondents (78.8%) and the lowest level was in Oak Lodge (66.3%).

13. If you answered yes to question 12, what **facilities** would you like to have included in a community center? *Please check your top 3 choices.*

N=328

- 13.6% Multi-use gymnasium
- 10.9% Teen activity area
- 10.3% Exercise and aerobics room
- 10.0% Outdoor swimming pool
- 9.1% Children's play area
- 8.6% After-school program area
- 7.8% Meeting space, kitchen and classrooms
- 6.6% Senior activity area
- 5.9% Tennis courts
- 5.8% Performance stage
- 5.1% Soccer courts
- 4.5% Racquetball/squash courts
- 1.8% Other

SUBGROUP RESULTS

A teen activity area was supported most highly by respondents from Milwaukie and Southgate/Town Center. Southgate/Town Center respondents also indicated above average support for an exercise and aerobics room.

14. If funds were available, what type of parks or facilities should the District develop for the **future**? *Please rank each choice from 1 to 7 using 1 for your highest priority and 7 for your lowest priority.*

N=370

Weighted responses were totaled for each choice to determine which facilities have the highest level of support.

*Example: 5 people rating neighborhood parks the top priority would result in a score of 5 * 8 or 40. 4 people rating neighborhood parks second priority would result in a score of 4 * 7 or 28, and so on. The total of those scores is the weighted response.*

Overall support for neighborhood parks and large multi-use community parks is almost equal. The weighted responses are as follows:

- 1513 Small neighborhood parks within one-half mile of most neighborhoods
- 1500 Large multi-use community parks for active and passive play, located within one to two miles of most neighborhoods
- 1440 Linear parks or greenways with trails for hiking and biking
- 1361 Natural open space with very limited development such as trails and viewpoints
- 1292 Riverfront parks and river access
- 951 Large special use facility (such as a stadium or amphitheater) with regional interest
- 187 Other

In addition to the choices given, survey respondents wrote in other responses. "Other" facilities mentioned more than

Appendix E: Random Household Survey Results

once, along with their weighted results, include:

- 60 Skateboard / BMX facilities
- 32 Off-leash areas for dogs
- 30 Sport facility / more athletic fields
- 23 Community / recreation center
- 17 Develop sport fields in partnership with the School District
- 9 Swimming pool

SUBGROUP RESULTS

The number one priority for the highest percentage of Southgate/ Town Center (41.4%) and Oatfield (38.9%) respondents was a large multi-use community park.

The number one priority for the highest percentage of respondents from Milwaukie (38.0%) was neighborhood parks.

Oak Lodge and Sunnyside respondents were almost equally divided between neighborhood parks and a large community park for their number one priority.

OPERATING LEVY ASSESSMENT SURVEY

In this survey, 50% of participants said there were too few neighborhood parks. 44% said there were too few regional parks.

15. How many times *in one month (30 days)* do you participate in the following activities when they are in season?

The 20 recreational activities people participate in the most frequently, and the average number of times they participate, are shown below. Also shown for purposes of comparison is the average participation for that activity in the Northwest (the Northwest Average). Activities with higher than average participation rates are indicated in **bold**.

**Table 3
Recreation Participation**

	Average Monthly Participation	Northwest Average
Recreational computer use	5.89	5.28
Walking	5.68	5.91
Gardening	3.54	4.34
Exercising a dog on leash	3.52	3.52
Family activities	3.38	3.64
Playing instruments/singing	3.14	2.21
Exercise/weight training	2.57	1.94
Exercise/aerobics	2.39	3.32
Jogging/running	2.33	2.34
Swim, outdoors	2.11	2.46
Swim, indoors	1.93	2.39
Basketball	1.85	2.19
Exercise dog off leash	1.79	1.79
Sporting event – attend	1.67	2.50
Bicycling for pleasure	1.66	2.99
Playground – visit/use	1.57	2.81
Bicycling for exercise	1.56	1.56
Nature walks	1.54	2.71
Soccer	1.34	1.70
Arts & crafts	1.33	1.53

Appendix E: Random Household Survey Results

Other activities that showed a higher than average participation rate included:

	Average Monthly Participation	Northwest Average
Skateboarding	.87	.69
Bicycling, BMX	.71	.69

16. Pick the **top 10** activities you would most like to do **if the facilities were available**. Rank them in order of your preference.

The ten recreational activities people would most like to do if facilities were available include:

- Walking
- Nature walks
- Family activities
- Swimming, outdoors
- Bicycling for pleasure
- Swimming, indoors
- Golfing
- Exercise/weight training
- Exercising dog, on leash
- Picnicking

The remaining questions were asked of respondents 18 years of age and older.

17. What age groups should receive the **highest priority** for programs, services, and facilities in the future? *Please rank each choice from 1 to 7 using 1 for your highest priority and 7 for your lowest priority.*

Percent Ranking Priority 1	Weighted Response	
26.0%	1379	Youth (10 to 14 years)
34.4%	1366	Teens (15 to 17 years)
21.7%	1175	Children (5 to 9 years)
47.6%	935	All ages should receive equal priority
4.7%	863	Young adults (18 to 24 years)
3.8%	708	Infants and pre-schoolers (to 4 years)
2.8%	688	Adults (25 to 54 years)
3.3%	686	Older adults (55 years and up)

The number one choice for 47.6% of survey participants was “all ages should receive equal priority”.

The age group with the highest weighted response was “youth (10 to 14 years)” closely followed by “teens (15 to 17 years)”.

It appears that, although equity among age groups is important, there is support for giving some preference to youth, teens, and children.

Appendix E: Random Household Survey Results

It is interesting to note that “older adults (55 years and up)” were ranked as one of the lowest priorities. This may reflect a perception that older adults in the District are currently well served.

- 18.** What programs and services should be the **highest priorities** for the District in the future?
Please check your top 5 choices.

N=330

- 15.5% Summer recreation programs
- 15.1% After-school activities
- 9.6% Organized sports
- 8.4% Older adult services and programs
- 8.2% Health and wellness programs
- 8.1% Outdoor programs
- 6.5% Aquatic programs
- 6.1% Performing and cultural arts programs
- 4.9% Special interest classes
- 4.5% Volunteer opportunities
- 4.3% Environmental education
- 3.0% Facility rentals
- 2.7% District-wide events
- 2.2% Events that highlight other cultures
- 0.9% Other

The top two choices for programs and services (summer recreation programs, and after-school activities) are those generally geared to youth, teens, and children.

Organized sports, which can serve all ages, was rated third.

Services and programs for older adults, and health and wellness programs, were in positions 4 and 5.

OPERATING LEVY ASSESSMENT SURVEY

The responses to this question are consistent with operating levy assessment survey results almost two years ago. In response to a question asked about the priority of both facilities and services, the number two priority was recreation programs for children and youth. Recreation services and programs for older adults was the number five priority.

- 19.** If you are age **55 or older**, do you utilize services to older adults provided by the District through the Milwaukie Center?

N=99 20.2% Yes 79.8% No

20.2% of survey participants 55 years of age and older utilize services to older adults provided through the Milwaukie Center.

SUBGROUP RESULTS

Not surprisingly, the planning area with the highest percentage of survey respondents who use services for older adults is Milwaukie, the area where services are based.

Interestingly, the next largest group is from Sunnyside, the neighborhood furthest from the Milwaukie Center.

Appendix E: Random Household Survey Results

20. If you are age 55 or older and do not utilize services to older adults, what are your **reasons**?

Respondents were asked to write in their reasons for not utilizing services to older adults. The top two reasons given included:

- Not interested in programs and services offered (26)
- No time / too busy (25)

The next most frequently mentioned reason was:

- Not aware of programs (8)

21. How should facilities, programs, and services be provided/funded in the future? *Please check all that apply.*

N=326

- 19.5% Grants and donations
- 19.3% Registration fees for classes and activities
- 14.1% Rental fees for facilities
- 13.1% User fees for sport fields
- 10.8% Partnerships with public agencies
- 10.2% Partnerships with private recreation providers
- 7.1% Property taxes
- 5.8% Park System Development Charges

The top choice for funding future facilities, programs and services was to have someone else pay (grants and donations).

The next three choices (registration, rentals, and user fees) could be classified as “pay to play”.

The choices with the lowest level of support were those that would result in additional cost to the individual homeowner.

SUBGROUP RESULTS

Those least interested in paying user fees for sport fields were residents of Southgate/Town Center and those in the age group 25 to 34.

Those least interested in paying increased property taxes included residents of Milwaukie, and those in the age groups 45 to 54 and 55 to 64.

OPERATING LEVY ASSESSMENT SURVEY

To offset reduced revenues, participants were in favor of increasing fees for programs, activities and services (59%) and reducing the number of recreation programs for adults (53%).

22. Would you **support** an increase in property taxes to acquire parks, open spaces, and other facilities? *Please check one answer.*

N=326

- 16.0% Yes, I would support it.
- 21.2% I would support it, depending on the amount
- 27.0% I would support it, depending on the facilities it would fund
- 35.9% I would not support it

64% of survey respondents said they would support an increase in property taxes. Most of those said it would depend either on the amount of increase or on the facilities it would fund.

Appendix E: Random Household Survey Results

SUBGROUP RESULTS

Respondents from Milwaukie were more likely to say they would support an increase depending on the amount.

Respondents from Oak Lodge and Southgate/Town Center were more likely to say they would support an increase depending on the facilities it would fund.

Sunnyside and Oatfield survey participants were more likely to say they would not support an increase.

Respondents in the age group 55 to 64 were most likely to say they would not support an increase.

The age group 35 to 44 had the highest percentage saying they would support an increase; most said it would depend either on the amount or the facilities it would fund.

23. If you answered yes to question 22, **how much additional** would you be willing to support? *Please check one answer to indicate the highest amount you would support.*

N=195

- 52.3% Up to 15 cents per \$1,000 of assessed property value
- 32.8% Up to 25 cents per \$1,000 of assessed property value
- 7.7% Up to 50 cents per \$1,000 of assessed property value
- 7.2% More than 50 cents per \$1,000 of assessed property value

All of those who would support an increase in property taxes would support up to 15 cents per \$1,000 of assessed property value.

47.7% would support up to 25 cents per \$1,000 of assessed value.

SUBGROUP RESULTS

Those in the age group 65+ are more likely to support an increase of no more than 15 cents per \$1,000 assessed value.

24. If the District were to propose an increase in property taxes, which of the following should be included? *Please check all that apply.*

N=274

- 17.8% Funding for upkeep and maintenance
- 13.3% Park development
- 12.8% Trail and pathways development
- 12.1% Community center(s)
- 11.4% Growth of current programs, services and special events
- 9.8% Sport field development
- 8.9% Land acquisition
- 7.1% Additional programs, services and special events
- 6.7% Restoration of District programs, services and special events

The choices supported, by between 10% and 20% of survey participants, included:

- Funding for upkeep and maintenance
- Park development
- Trail and pathways development
- Community center
- Growth of current programs, services, and special events

SUBGROUP RESULTS

Funding for upkeep and maintenance of existing facilities appeals to the highest percentage of respondents age 65 and above.

Park development ranked highest in Oak Lodge.

Appendix E: Random Household Survey Results

The development of a community center had the highest support in Milwaukie, Oatfield, and Sunnyside neighborhoods.

Growth of programs, services, and special events received the most support from Milwaukie.

Trail and pathway development was supported most strongly by respondents from Southgate/Town Center.

OPERATING LEVY ASSESSMENT SURVEY

The responses to this question are consistent with operating levy assessment survey results almost two years ago. In response to a question asking about the priority of both facilities and services, the top items and their priority rankings included:

- 1 - Ongoing park maintenance and upkeep
- 3 - Open spaces and natural areas
- 4 - Trails and pathways
- 6 - Increasing the number of sport fields

Appendix F: Cost Assumptions

COST ASSUMPTIONS FOR CAPITAL PROJECTS

The cost assumptions listed below reflect conditions in 2002 and are stated in 2002 dollars. These assumptions are consistent with those used by the District in developing its most recent Capital Improvement Plan.

RENOVATION³

Neighborhood Parks	\$135,000/acre
Community Parks	\$200,000/acre
Natural Resource Areas	\$ 10,000/acre
Trails	\$240,000/mile
Buildings	\$125/sq ft

³ Assumed to be approximately 50% of the cost of new development

LAND ACQUISITION

Neighborhood Parks	\$200,000/acre
Community Parks	\$200,000/acre
Natural Resource Areas	\$55,000/acre
Linear Parks/Trails	\$55,000/acre

LAND DEVELOPMENT¹

Neighborhood Parks/ School Parks	\$270,000/acre
Community Parks	\$400,000/acre ²
Natural Resource Areas	\$20,000/acre
Linear Parks/Trails	\$625,000/mile

¹ Development costs include design, engineering, and construction

² Includes costs to construct restrooms, picnic shelters, parking, park roads, internal trails, and skate parks

Appendix G: 33 Oregon Cities

The 33 Oregon cities used for comparing levels of service for parks and facilities include:

- Albany
- Ashland
- Astoria
- Corvallis
- Dalles
- Florence
- Forest Grove
- Gladstone
- Gresham
- Happy Valley
- Independence
- Klamath Falls*
- Lake Oswego
- Lebanon
- Lincoln City
- McMinnville
- Medford
- Monmouth
- Newport
- North Bend
- Oakridge
- Oregon City
- Reedsport
- Roseburg
- Seaside
- Stayton
- Sutherlin
- Sweet Home
- Tigard
- Tualatin
- Troutdale
- West Linn
- Wilsonville



Appendix H: Public Comment on Draft Plan

Report: Public Comment Period Our Parks Future Draft Master Plan Update

June 2002

The 'draft' master plan Open House on May 30, 2002 kicked off a 30-day public comment period, requested by the District Advisory Board, for the District's 'draft' master plan document. A report summarizing the results of the Open House can be found in Appendix G. The Open House format was used throughout the 30-day comment period in the form of a survey packet to gather public comments on the 'draft' master plan.

The 'draft' master plan document was also available for review and comment at the Aquatic Park, Milwaukie Center, Administration office, and on the District's website. The District received four complete comment sheets through the Milwaukie Center. No comments were received from the other locations. See attached Public Comment Form report and email response for general comments received. Four Newsletter #3 surveys were also submitted during the 30-day public comment period. An additional four survey packets were returned after the 30-days had concluded. Those responses are included in this report.

During the 30-day public comment period, staff presented information and survey packets at 16 public meetings throughout the District.

Through the public meetings and other avenues, staff distributed around 220 survey packets. Approximately, 60 individuals completed and returned all or sections of the survey packet (this number includes responses to Sections 2 and 3 at the Milwaukie Festival Daze).

Below is a summary of the results from Sections 4 and 5 of the survey packets the District received (does not include responses to Sections 2 and 3 received at Milwaukie Festival Daze).

Survey Packet Instructions: Check up to 6 boxes in Section #2: New Parks, Trails . . . and Stuff and check up to 6 boxes in Section #3 New Programs and Services. Please answer the questions 1 and 2 in Section #4, and questions 3 and 4 in Section #5. Jot down any additional comments you may have under Question 5. Please return the survey packet to the North Clackamas Parks & Recreation District Administration Office. Thank you.

Complete results of the "box exercises" for Section #2 and Section #3 are found in Table 1.

Section #4: How To Pay?

Appendix H: Public Comment on Draft Plan

Question 1: How many boxes did you check in Section #2? (max of 6)
How many boxes did you check in Section #3? (max of 6)
How many total boxes did you check? (max of 12)

Of 44 total survey packets submitted, 43 answered Question #1.

Average # of boxes checked in Section #2:	6.1*
Average # of boxes checked in Section #3:	4.2*
	===
Average # of boxes checked:	10.3*

Question 2: Which one financing scenario do you believe is best, and why?

Total = 4 Scenario #1 – Issue G.O. Bonds to Pay Off the Original Bonds and Use Additional Funds for Park Acquisition and Development
(Available only if you used 8 or fewer dots.)

Total = 2 Scenario #2 – Issue G.O. Bonds to Pay Off the Original Bonds and Use Additional Funds to Build New Projects In Phases (Available only if you used 8 or fewer dots.)

Total = 7* Scenario #3 – Create a New Park & Recreation District (ORS 266) and Issue G.O. Bonds

Total = 13* Scenario #3A – Local Option Levy, Create New Park & Recreation District (ORS 266) Plus G.O. Bonds

Total = 11* Scenario #4 – Combination of G.O. Bonds and Local Option Levy

Total = 3 Scenario #5 – No Additional Funds (Available only if you used 4 or fewer dots.)

Total = 5 **(No Scenario Selected)**

Why? Also, do you have other ideas for raising funds?

Selected Scenario #3:

Would raise ability to establish a permanent funding base.

Appendix H: Public Comment on Draft Plan

Asterisk (*) = Includes responses where the individuals checked more than the allotted number of responses. (However, funding scenarios where chose that accommodate the number of responses)

I recently saw how fabulously successful a flea market can be when I visited relatives in Ft. Myers, FLA. If the District had a big enough space & contracted with a promoter (?) to share income as well as collect rent on the grounds, it could be a great source of revenue!

Scenario #3 would allow a new tax rate that would allow you to set the rate to accomplish revenue to fund operations.

Selected Scenario #3A:

Because, hopefully raising taxes in a few years instead of one, the economy may be better/easier for homeowners to absorb.

More public/private partnerships in acquiring & developing spaces. Add SDC's to new development, its for small neighborhood spaces.

The creation of a new Parks District, that includes more area and uses a more realistic tax base might be an easier sell to voters than Scenario #2. Folks on both sides of 205 might feel better about this and, if you don't have to go back to the voters as often, because you fixed the tax base, then residents are more likely to be comfortable with the services provided.

Looking for a reasonable way to afford & maintain a comprehensive plan requires both short & long term solutions. A new park district, as I understand this, would allow for a better view of this whole picture. There are so many wonderful opportunities & only so much time & funding. Plan 3A appears to be a proposal that best meets this concept.

3A modifies the long term funding source for the District while providing short term maintenance, acquisition and development funds for needed projects.

Long term – non-political solution solves many problems – But requires massive educational efforts to get passed.

Selected Scenario #4:

Ask for Donations – Publicize the cost of services, for example how much does it cost to run the Aquatic Center for one year, how much does it cost to run the Senior Center for one year, how much does it cost to maintain existing parks for one year.

Develop a longer volunteer group for routine tasks.

Community volunteers and fundraising.

Seems most realistic.

I think we need to have a real Drive-In Movie theater that is located near Clackamas and Milwaukie.

Selected Scenario #5:

I've checked scenario #5 because I do not believe you can get any of the others approved at this point in time. Clackamas County is having severe money problems, a large number of employees are being laid off and there seems to be no

Appendix H: Public Comment on Draft Plan

end in sight. Schools are in trouble (financially) and the state budget is a mess. I think that, at this time, priority must be given to taking care of what we have now. There are a # of things I would support if & when the economy improves.

Selected No Option:

Lottery

Section #5: How Should the District be Managed?

Of 44 survey packets submitted, 26 answered Question #3.

Question 3: Do you think it would be beneficial to form a new Special Park & Recreation District (ORS 266)? Why?

Yes Total = 12

No Total = 13

?? Total = 1

Why?

Answered "Yes":

I like that they are going to be independent.

Better managed Parks & Rec.

People have say in stability.

More streamlined.

Get county commissioners out of control.

Ability to increase tax base to fund much needed projects.

More targeted local control.

Provide more adequate funding.

Opportunity to increase funding and be directed by something other than the county commissioners.

Sounds as if it would be more representative of the people served with the board living within the District.

Better organization independent of County provides better tax base.

Answered "No":

Too much government already & trouble financing that.

Although funding is less than adequate at the present time, I feel a move such as this would seriously jeopardize chances for future funding.

Less citizen input, more special interest with an elected Park Board.

To the best of *my knowledge* the current system is working fine.

I think you will still run into funding problems after awhile.

It just seems like starting from scratch is the worst thing to do. Start with what you have and go from there.

Existing district are adequate for planning implentation.

Appendix H: Public Comment on Draft Plan

Additional layers of oversight & may be well meaning citizens without business sense.

Answered “??”:

Don't know. But which ever streamlines management is my choice.

Question 4: Do you think it would be beneficial to replace Neighborhood Parks Advisory Boards with one of the new Standing Committee options?

Of the 44 survey packets submitted, 21 answered Question #4.

Yes Total = 7

No Total = 12

?? Total = 2

Why Yes or No? If you answered “Yes,” please list your preference for the types of Standing Committees

Answered “Yes”: If you answered “Yes,” please list your preference for the types of Standing Committees

To get more services.

To be more community involved.

Committees would speak for all in place of a few neighborhood boards presenting a few different views.

Again more streamlined.

Bikes, field sports, hiking trails, buildings.

ORS 266

Answered “No”:

Harder to maintain equal representation for all areas of county, greater chance for biased representation depending on who is serving on the committees.

May be convinced if board members are elected from subareas of District to provide areas with representation.

Answered “??”:

Don't know.

Unsure.

Other Comments

Question 5: After reviewing the draft of the master plan update, do you have any additional comments or questions?

Arrange with Steve Savage the future purchase/donation of a portion of his nursery for a large community park/center.

Appendix H: Public Comment on Draft Plan

Need to see what other counties nationwide are doing to be entrepreneurial with fund-raising & maximizing uses of facilities & resources.

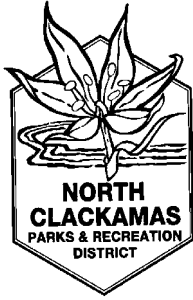
Good Luck.

Concentrate efforts on maintaining in good condition the facilities now in place, before trying to acquire additional property. You mentioned in your introductory statement that staff cuts have put an end to grant writing. Since this is a source of funding I would suggest that remaining staff make this a priority or solicit help from a volunteer who has written grants.

I don't know much about the current district management.

Create 2 groups (obtain more citizen involvement); 1 for NPABs and 1 for Standing Committees. Thereby providing consensus decisions ala house & senate conference committees.

Appendix H: Public Comment on Draft Plan



Report: Public Comment Form Our Parks Future Draft Master Plan Update

June 2002

CHAPTER FOUR: PARKS AND FACILITIES

- The Milwaukie Center is doing a good job – keep supporting it. I don't swim & don't have young kids so, I don't use parks or swim pool.
- North Clackamas Park needs to be improved for all community.
- I used to walk in North Clackamas Park but now I don't because of the big dogs that are loose. I do aquatic exercise 2x week at Aquatic Park and I volunteer at Milwaukie Center and take classes, go on trips from there. Both the places are nice.
- I am excited about the Trolley Trail. Please connect trails to each other. Please make North Clackamas Park more usable.

CHAPTER FIVE: PROGRAMS AND SERVICES

- The Milwaukie Center keeps me getting going each day – if it weren't of their services, a lot of us would be in bad shape.
- Walking paths and programs. Don't compete with other programs and services.
- The classes and trips at the Milwaukie Center are wonderful. Keep building these types of things for seniors to keep us out of trouble.
- Kids and youth have school programs adults and seniors don't – and there are more of us coming, so bring us recreation and increase our quality of life.

CHAPTER SIX: ADMINISTRATION AND MANAGEMENT

- Less government, more citizen input.
- Interests-based community groups focus too narrowly. Board of County Commissioners don't have NCPRD interests at heart.
- Be sure citizens have ample access to input.

CHAPTER SEVEN: ACTION PLAN

- Show me you are being careful with what tax payers give you to spend & I'll give more as I can.
- I'll pay more to continue development of the District and to ensure we don't lose quality programs & services.
- I am on a fixed income and everything is costing more. Why do you need more money to provide these programs? Use volunteers more.
- How much money will buy how much?

(Blank)

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (2/1/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (apprx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)
	New Community Parks																	
8	General Support			*	4						2			1				
2	C-18 Top O'Scott Dedication				1									*				
8	C-25 Community Park			*	2					1				1**				1
	Renovated Community Parks																	
4	Ann-Toni Schreiber Park				1						1	1		*				
15	North Clackamas Park			*	9	*				1			1	*				1
	Natural Resource Areas																	
8	General Support			*	3						2			*		*		
3	NR-27 Mt. Talbert					1					1			*				
8	NR-30 Spring Park					*					6					1		
1	NR-32 Boardman Slough		1															
2	NR-33 North Clackamas District Park				2													
4	Mt. Talbert (Implement Master Plan)			**							1			*				
	New Linear Parks																	
21	General Parks		1	***	5		1				7			*		**		1
13	L-1 OMSI to Springwater Trail			*	5	*					4			**				
9	L-2 OMSI to Springwater Trail			*	2	*					3			**				
14	L-3 Portland Traction Line		1	*		1*					7		1	*		1		
11	L-4 Railroad Trestle		1			*					4	3		**				
6	L/NR-5 Willamette Greenway		1			*					3			*				
5	L/NR-6 Willamette Greenway		1			*					2			*				
6	L-7 Portland Traction Line/ Willamette Greenway Connection		1			*					3			*				
2	L/SU-8 Willamette Greenway Trail													*		1		
7	L-9 Portland Traction Line				2		1				3			*				
7	L-10 Portland Traction Line				2						4			*				
6	L-11 Portland Traction Line				2						3			*				
1	L-12 Oregon Trail - Barlow Road				1													
1	L-13 North Clackamas Greenway				1													
1	L-16 I-205 Trail to Unnamed									1								
1	L-17 Unnamed											1						
	L/NR-18 Clackamas River Greenway																	
	L/NR-19 Clackamas River Greenway																	
	L/NR-20 Clackamas River Greenway																	
1	L/NR-21 Clackamas River Greenway			*														
1	L/NR-22 Clackamas River Greenway			*														
	L/NR-23 Clackamas River Greenway																	
	L-24 Unnamed																	

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (21/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (approx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)
1	L/NR-25 Clackamas River Greenway										1							
1	L-26 Bluffs Trail			*														
2	L-27 North Clackamas Greenway			*							1							
	L-28 Camp Withycombe Trail																	
	L-29 Camp Withycombe Trail																	
1	L-30 Camp Withycombe Trail									1								
2	L-31 North Clackamas Greenway			*	1													
2	L-32 Mount Scott Trail									1				*				
	L-33 North Clackamas Greenway																	
1	L-34 North Clackamas Greenway										1							
	L-35 North Clackamas Greenway																	
	L-36 Springwater to North Clackamas Greenway																	
1	L-37 Springwater to North Clackamas Greenway															1		
	L/NR-38 Phillips Creek Trail																	
	L/NR-39 Phillips Creek Trail																	
	L-40 Unnamed																	
1	L/NR-41 Sieben Creek Trail			*														
1	L/NR-42 Sieben Creek Trail			*														
	L-43 Sunnyside Village Trail																	
	L-44 Scouter's Mountain Trail																	
	L-45 Unnamed																	
3	L-46 North Clackamas Greenway		1		2													
1	T-47 I-205 Trail													*				
	New Special Use Facilities																	
3	General Support				1						2							
15	SU-8 Milwaukie Riverfront				6		1				4	2				1		1
8	SU-17 Multi-Sport Complex										1	4		1*				1
	Riverville Park																	
	New Recreation Facilities																	
4	General Support			*							3							
3	Aquatic Facility				1						2							
1	Aquatic Park (add water activities)				1													
10	Community Recreation Center (west)			*	2	1*					3	1						1
9	Community Recreation Center (east)			**	2	*			1		1	1		*				
5	Group Picnic Areas				1						2		1	*				
2	Gymnasiums										1			*				
5	Senior Center				4				1									
5	Sport Fields			*	1	*				1				1				
3	Swimming Pool (Waldorf School)					*					2							
2	Tennis Courts					*						1						

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (21/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (apprx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)	
4	Warm Water Therapy Pool				3						1								
9	X-Treme Sports Facility			*						1	3	4							
	Section #3																		
	New Aquatic Programs																		
6	General Support		1	1	3						1								
10	Expand and publicize reduced rates at the Aquatic Park for low-income individuals, youth, and District residents.			1	7	1										1			
7	Offer coupons for reduced admission.				4	1					2								
4	Provide special events and open swim times for specific age groups.				3									*					
2	Provide additional open swim opportunities.				2														
5	Partner with area school districts to award attendance and scholastic accomplishment with passes to the Aquatic Park.		1		1	1				1				*					
5	Explore feasibility of partnering with healthcare provider(s) to offer warm water aquatic exercises and therapy to older adults and people with disabilities.		1	1*						2									
6	Partner with area school districts to provide transportation and after-school swimming for youth 10-14 years.			*	2	1				1				*					
3	Explore options for providing childcare in partnership with other organizations to allow greater adult participation in programs.			*							1			*					
7	Diversify senior programming to provide more low-impact fitness and water-based programs.		1		2	1					1		1	*					
	New Recreation/Leisure Programs																		
9	General Support			1	3						2			1		1			
4	Provide a mix of revenue-generating programs and low cost, drop-in activities to ensure program affordability.			1	2									1					
4	Expand and publicize the scholarship fund for low-income residents to provide improved access to programs.				3									*					
5	Develop a single coordinating agency.			*	2								1	1					

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (21/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (approx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)
15	Provide volunteer opportunities for youths and teens.		1	*	4					1	5	1		1*				
5	Provide volunteer opportunities for adults.		1	*										1*		1		
10	Offer expanded after-school and summer programming in the District.				8	1								*				
	Establish an information and referral service for recreation programs throughout the District.																	
4	Develop partnerships to provide a centralized office to coordinate team organizations and sport field scheduling.			1						1		1						1
	New Milwaukie Center Programs																	
10	General Support				3				1		5			*				
6	Develop expanded recreation programs focusing on active lifestyles for older adults ages 55 to 64.				3				1		1		1					
5	Expand active recreation opportunities for adults ages 65 and older.				1				1		2							1
7	Provide satellite programs and services at locations other than the Milwaukie Center.			*	2	1	1		1	1								
4	Expand social services for adults aged 60 years and older.				1				1	1	1							
5	Expand partnerships to provide community health programs.				2	1			1	1								
	New Special Events																	
7	General Support			1*	4						1							
1	Adult Softball Tournaments																	1
6	Battle of the Bands			1							2	3						
1	Corporate Challenge				1													
3	Dive-in Movies			1	1							1						
3	Flea Markets				2	1												
1	Circus				1													
5	Food Festival				4							1						
2	Golf Tournaments											1						1
	Ghous in the Pool																	
	Track and Field Event																	
	Mini-Olympics																	
3	Nature Day Seminars				2									*				
5	Skate Jam				3							1				1		
4	Picnic in the Parks				1	1					1							1
1	Biathlon													*				

Appendix H: Public Comment on Draft Plan

Totals (60/57)		Rock Creek	CC Bike/Ped (2/2)	SUN (3/3)	Overland Park (21/18)	Milwaukie NDA (2/2)	NCCCC (1/1)	NCCA	Clackamas CPO (1/1)	C/CAB (3/3)	Milwaukie Festival Daze (apprx. 16/16)	YAC (4/4)	Jennings Lodge (1/1)	Happy Valley (3/3)	NCSD #12	Milwaukie PARB & City Council (2/2)	Oak Lodge CPO	Clackamas County Parks (1/1)
8	Clackamas River Raft Challenge										1	4		*		2		
4	Family Fun Fair				2							1				1		
8	Hot Air Balloon Festival				3						3	1				1		
<p>Average number of boxes marked in Section #2 was 6.1* (includes responses from the Milwaukie Festival Daze participants) Average number of boxes marked in Section #3 was 3.7* (includes responses from the Milwaukie Festival Daze participants)</p>																		
<p>Written Comments: Jennings Lodge CPO: What about development fees for Altamont & Sunnyside Village Park? (referring to N-4 and N-23) Milwaukie PARB: Where's Homewood? (referring to New Neighborhood Park section)</p>																		
<p>Asterix (*) = Indicates responses that were not added in the individuals totals or totals that went over the amount of check marks allotted. (However, individuals chose funding scenarios that accommodate the number of boxes checked) Parenthesis (/) = Indicates number of Section 2 and Section 3 of the survey packet completed and returned. (Ex: (21/18), first number is Section 2, second number is Section 3.)</p>																		

Appendix H: Public Comment on Draft Plan

Report: Open House Our Parks Future Draft Master Plan Update

Thursday, May 30, 2002 – 3:00 p.m. to 8:00 p.m.
North Clackamas Aquatic Park
7300 SE Harmony Road

Instructions: Use the blue dots at Station #2: New Parks, Trails . . . and Stuff and the red dots at Station #3 New Programs and Services. Please answer the questions 1 and 2 at Station #4, and questions 3 and 4 at Station #5. Review a draft of the master plan, if you wish, and jot down any additional comments you may have under Question 5. Leave any final comments under Question 6, and deposit your completed survey in the survey box on your way out. Thank you.

- **Results of the “dot exercises” for Station #2 and Station #3 are found in the attached documents.**

Station #4: How To Pay?

Question 1: How many of your six blue dots did you use at Station #2?

How many of your six red dots did you use at Station #3?

How many total dots did you use?

Of 47 total surveys submitted, 42 answered Question #1, 20 public and 22 staff.

	Total (42)	Public (20)	Staff (22)
Average # of blue dots used:	4.36	4.60	4.13
Average # of red dots used:	3.74	3.35	4.10
	====	====	====
Average # of total dots used:	8.10	7.95	8.23

Question 2: Which one financing scenario do you believe is best, and why?

Total = 1 Scenario #1 – Issue G.O. Bonds to Pay Off the Original Bonds and
public = 1 Use Additional Funds for Park Acquisition and Development
staff = 0 (Available only if you used 8 or fewer dots.)

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Total = 2 Scenario #2 – Issue G.O. Bonds to Pay Off the Original Bonds and
public = 0 Use Additional Funds to Build New Projects In Phases (Available
staff = 2 only if you used 8 or fewer dots.)

Total = 9.5 Scenario #3 – Create a New Park & Recreation District (ORS 266)
public = 2.0 and Issue G.O. Bonds
staff = 7.5

Total = 28 Scenario #3A – Local Option Levy, Create New Park & Recreation
public = 15 District (ORS 266) Plus G.O. Bonds
staff = 13

Total = 3.5 Scenario #4 – Combination of G.O. Bonds and Local Option Levy
public = 2.0
staff = 1.5

Total = 0 Scenario #5 – No Additional Funds (Available only if you used 4 or
fewer dots.)

Why? Also, do you have other ideas for raising funds?

PUBLIC

Selected Scenario #3:

- I think NCPRD needs to identify itself as a value to the average person by their involvement in neighborhoods.

Selected Scenario #3A:

- The District needs money for capital improvements and operation expenses and they need it now. I think the ORS 266 program will be hard to explain to the voters, but it sounds like it is the only option that will allow the voters to raise the tax base.
- Please give district parks same amenities as neighborhood parks. Playground equipment at North Clackamas Park. Control dogs and noise.
- Preserve quality of life in North Clackamas area. Provide preventative programs and services. When either juveniles or seniors are institutionalized prematurely, it costs the taxpayers more in the long run and it is because we haven't provided adequate programs and services prior to the institutionalization.

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- This seems like a good short term and long term fix to improve the parks district, a district which I believe people use more day-to-day than other county services.
- I support the parks department and have a high degree of confidence in their ability to fully implement a plan such as this.
- Seems the best way to address both immediate and long-range needs.

Selected No Option:

- Sell undeveloped parkland to fund current park development. 1) Oatfield Ridge Park, 2) Trolley Trail.

STAFF

Selected Scenario #2:

- I would vote to build new projects in phases rather than building new developments completely – otherwise the communication will be bombarded with “newness” and the effect will wear off and they will expect more out of the District.

Selected Scenario #3:

- Increases permanent property tax rate by a sizeable margin.
- Eliminate other “probably unnecessary” outside forces/influences – pushing the parks district one way or another.

Selected Scenario #3A:

- I opt for option #3A over option 3 (second choice) because nothing is accomplished overnight and funds would be made available to operate while the “new district” would be implemented without making hasty decisions due to time constraints of option 3.
- To get immediate needs met and ultimately have a stable funding base.
- Grants.
- Stable funding.

Selected Scenario #4:

- Seems like it would cost the taxpayer less overall.

Selected both Scenario #3 and Scenario #4:

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- Park to park 5K/10K run.

Station #5: Who Should Run the Show?

Of 47 surveys submitted, 44 answered Question #3, 19 public and 25 staff.

Question 3: Do you think it would be wise to form a new Special Independent Park & Rec District? Why?

Yes	Total = 36 public = 16 staff = 20	No	Total = 6 public = 3 staff = 3	??	Total = 2 public = 0 staff = 2
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Why?

PUBLIC

Answered "Yes":

- If it would allow a different or more flexible funding base, then OK.
- Pros as listed.
- Although I think elections for the Board pose problems (e.g., who has the energy and finances to run), I support the independence from the county. We need our own funding and the ability to move more quickly when opportunities present themselves.
- Autonomy from current governing structure will equate to greater flexibility in implementing goals.
- I hope an independent District would be more focused on parks.
- Less competition for same dollars.
- BCC cannot easily separate themselves from the County when making decisions for District, therefore the District is low on their priority list.
- The County Commissioners are not looking out for the best interest of the park district. The district is captive to unnecessary county service programs.
- Should respond better to voters.
- It will allow the park district to raise the tax base for improvements and operations.
- Establish stable long term financing.
- It would be less cost to operate away from County. More park district control from an internal standpoint.

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Answered “No”:

- As Clackamas County Commissioners are already elected, I see no need to replace them with other elected individuals.
- We have one under the County.

STAFF

Answered “Yes”:

- A higher rate would be more stable without continually going to voters.
- Be independent of the County.
- To increase tax base.
- 1) clarity/unity/simplicity – easier for public to understand who we are. 2) \$ access.
- I think a lot of money is being spent unwisely in the County. There would be more accountability.
- Easier to run – more residential control – City of Milwaukie has too much influence and it’s only a small part of the district.
- To get separated from “outside influences” that may not be best for the parks district in either ideas or cost (time?).
- Less pressure from County needs as a whole. We can better respond to the parks and recreation needs of the residents. County doesn’t seem to think parks and recreation are important compared to other things.
- Clarity
- Not as vulnerable to other government agencies making decisions for us.
- Based on pros and establish identity.
- More independence would be great – out from under County’s wing.
- The cost allocation savings (not being part of the County) would more than likely pay for additional expenses.
- Because it would give us the opportunity to grow and prosper without being held down by the county.
- Cost.
- Cost.
- Less “red” tape. More direct control and decision-making.

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- Independence to stand or fall or grow on our own merit.
- Elected board of directors to govern district besides BCC.

Answered “No”:

- As a County employee for 15 years, I am strongly opposed to breaking away from the County.

Answered “??”:

- At this time I need more information to give an answer.
- Do not know for sure at this point with given information.

Question 4: Do you think it would be wise to replace neighborhood parks advisory boards with one of the new Standing Committee options?

Of the 47 surveys submitted, 38 answered Question #4, 18 public and 20 staff.

Yes Total = 24
public = 9
staff = 15

No Total = 12
public = 7
staff = 5

50/50 Total = 2
public = 2
staff = 0

Why Yes or No? If you answered “Yes,” please list your preference for the types of Standing Committees

PUBLIC

Answered “Yes”: If you answered “Yes,” please list your preference for the types of Standing Committees

- Because the age based idea seems like a more representative decision and a good idea and it’s better for the community and age groups.
- Participation by the individual neighborhood committees seems spotty and uneven in its representation. Representation based on age grouping perhaps combined with interest areas would be more representative.
- Less hoops to jump through.
- As stated above, one option to consider for a standing committee based on age grouping which would naturally reflect that group’s interests.
- Age group.
- Based on age group would more be standing committees.

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- Either by facility or interest group.
- Not geographic, program based.
- To keep limited interested citizens involved, I believe it would be better to have standing committees.
- I think changing to standing committees will bring participants with better focus on topics.
- A combination of neighborhood and standing committees (age and/or interest specific) might get more enthusiastic representation to help pass levies when necessary.

Answered “No”:

- I think the District needs the neighborhood representation. The standing committees’ focus would be too narrow and may not have knowledge of the overall district.
- We need to have a neighborhood-based support and service needs feedback loop. The present system is working but needs district support.
- The composition of the NABs brings a number of interests together to consider issues. There is a group consensus of priorities. Special interest groups would set up a competitive atmosphere with less across the board dialogue.
- Local groups can better manage than a single, central committee.
- I think it would be difficult to find enough interested people to populate the special interest boards.

Answered “50/50”:

- I see benefit with both as well as disadvantages.
- I really don’t feel there would be much difference.

STAFF

Answered “Yes”: If you answered “Yes,” please list your preference for the types of Standing Committees

- Provides a more global (vs. “in my neighborhood”) approach to shared issues/concerns/projects in the District – a district-wide approach to district-wide issues.

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- Milwaukie Center, aquatics, sports, parks, park development.
- Each NPAB is only concerned with their park.
- Give residents the opportunity for input on needed projects or their interests.
- Interest areas – let people get involved in what they can get excited about.
- Less bureaucracy.
- Based on pros.
- More participation. If nothing is going on in a neighborhood, people aren't likely to be involved, but standing committees would encourage people from around the District to be involved.
- Get new ideas and new people in place.
- I would think the best option for committees would be the facility committee – simplify.
- Ad hoc.
- Facility: 1) Parks and trails, 2) Aquatic Park, 3) Community Center, 4) Senior Center. Age Group: 1) 0-12 youth, 2) 13-19 teen, 3) 20-54 adult, 4) 55+ adult. Interest Area: 1) sports and fitness, 2) Aquatics, 3) Cultural and Performing arts, 4) Social Services. There could be representatives from neighborhood parks.

Answered “No”:

- Too bureaucratic – each neighborhood has different needs pertaining to parks and recreation services.
- Confusing.
- Each neighborhood should be represented.

Other Comments

Question 5: After reviewing the draft of the master plan update, do you have any additional comments or questions?

PUBLIC

- Go for levy in November.
- It looks like a lot of effort with good ideas.
- The CAC did a great job.
- More support for natural areas and trails.

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- Present economic situation – I think it will be hard to get public to vote and support money issues.
- I don't think the master plan provides scenarios for cases where land for neighborhood and community parks is not available. What are the possible alternatives?
- Park district needs to separate itself from social services, i.e., meals on wheels.

STAFF

- I like it – good stuff.
- More natural areas – “escape from urban life.”
- Go for it – We could not have done this when the District was first established, but now we can -- and should.

Question 6: Any final comments or pieces of advice?

PUBLIC

- It was my understanding from the initial master plan that Milwaukie park properties would be transferred to NCPRD after the first five years. This doesn't seem to have happened.
- Continue working to develop better relations with voting public – be more responsive to individuals.
- The District needs to address the dog issue in North Clackamas Park. Rules need to be established and enforced concerning noise (loud music, dogs barking), dogs in parks, mountain bikes in natural areas, etc.
- For Ann Toni Schreiber Park, use funds from Clackamas Road to provide a walking trail that goes all the way around the park instead of just halfway.
- Liked the cookies after a complex survey such as this. I earned my cookie.
- Keep PERS.

STAFF

- The sooner independent, the better.
- All confusing.

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- Based on the number of out of district participants, it would be good to poll them and get their ideas regarding the park district.
- Post on Internet.
- Do whatever it takes to improve our image with the public. One thing I would personally like to see is nice “professional looking” parks-type uniforms for the parks maintenance staff. Every parks agency I’ve ever seen wears nice uniforms, professional and neat.
- Be happy, have fun, recreate.

NEW NEIGHBORHOOD PARKS

DOT BOX

Total = 9 public = 4 staff = 5	If you support more neighborhood parks in general, place a dot in this box.	
0	N-1 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 1 staff = 0	N-2 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-3 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-4 Altamont Site	Develop a new neighborhood park in cooperation with North Clackamas School District on land-banked property
Total = 2 public = 1 staff = 1	N-5 Mt. Scott Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District
0	N-6 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-7 Stanley Property	Develop a new neighborhood park on City of Milwaukie land-banked property
0	N-9 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 1 staff = 0	N-10 Wichita Park	Work with Linwood Neighborhood District Association to implement the neighborhood park master plan

0	N-11 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-12 Concord Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District
Total = 1 public = 1 staff = 0	N-13 View Acres Elementary School	Provide neighborhood park facilities in partnership with North Clackamas School District
Total = 2 public = 2 staff = 0	N-14 Neighborhood Park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-15 Candy Lane Elementary	Provide neighborhood park facilities in partnership with Oregon City School District
Total = 1 public = 0 staff = 1	N-16 Jennings Lodge Elementary	Provide neighborhood park facilities in partnership with Oregon City School District
0	N-19 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-20 James Abele Property	Develop a new neighborhood park on District land-banked property
Total = 3 public = 2 staff = 1	N-21 Justice Property	Develop a new neighborhood park on District land-banked property
0	N-22 Sieben Property	Develop a new neighborhood park in cooperation with WES on land-banked and other publicly owned property
0	N-23 Sunnyside Village Park No. 5	Acquire and develop a neighborhood park

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Total = 5 public = 5 staff = 0	N-24 Neighborhood Park	Acquire land and develop a new neighborhood park
0	N-26 Neighborhood Park	Acquire land and develop a new neighborhood park; connect to Portland Traction Line Linear Park
0	N-28 Neighborhood park	Acquire land and develop a new neighborhood park
Total = 1 public = 0 staff = 1	N-29 Lewelling Park	Implement the master plan for a neighborhood park in partnership with City of Milwaukie and Lewelling Neighborhood District Association
0	N-31 Neighborhood Park	Acquire land and develop a new neighborhood park

RENOVATED NEIGHBORHOOD PARKS

DOT BOX

0	If you support renovating neighborhood parks in general, place a dot in this box.	
0	Bunnell Park	Provide additional recreation facilities
0	Century Park	Renovate
0	Mill Park	Purchase additional property and provide additional recreation facilities
Total = 1 public = 0 staff = 1	Harmony Road Neighborhood Park	Provide additional amenities
0	Risley Park	Renovate
0	Scott Park	Complete Phases II and III of master plan
0	Southern Lites Park	Restore banks of drainage way
0	Add acres to existing parks	Acquire/develop additional land adjacent to existing parks when the opportunity arises.

NEW COMMUNITY PARKS

DOT BOX

0	If you support more community parks in general, place a dot in this box.	
Total = 2 public = 1 staff = 1	C-18 Top O' Scott Dedication	Complete and implement a master plan for a new community park
Total = 1 public = 0 staff = 1	C-25 Community Park	Acquire and develop a community park east of I-205

RENOVATED COMMUNITY PARKS

DOT BOX

Total = 3 public = 3 staff = 0	Ann-Toni Schreiber Park	Provide additional recreation facilities
Total = 13 public = 6 staff = 7	North Clackamas Park	Complete and implement an updated master plan

NATURAL RESOURCE AREAS

DOT BOX

Total = 4 public = 2 staff = 2	If you support more natural resource areas in general, place a dot in this box.	
Total = 6 public = 5 staff = 1	NR-27 Mt Talbert	Acquire additional land through dedication to expand natural resource area
Total = 2 public = 1 staff = 1	NR-30 Spring Park	Complete and implement a master plan in coordination with Elk Rock Island Natural Area Management Plan
Total = 2 public = 2 staff = 0	NR-32 Boardman Slough	Participate in partnership to acquire land
Total = 6 public = 3 staff = 3	NR-33 North Clackamas District Park	Complete and implement a new master plan which reflects site conditions and current environmental regulations
Total = 12 public = 9 staff = 3	Mt Talbert	Implement the Master Plan

NEW LINEAR PARKS

DOT BOX

Total = 10 public = 4 staff = 6	If you support more linear parks in general, place a dot in this box.	
Total = 1 public = 1 staff = 0	L-1 OMSI to Springwater Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 2 public = 2 staff = 0	L-2 OMSI to Springwater Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 3 public = 3 staff = 0	L-3 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor
0	L-4 Railroad Trestle	Work with regional partners to develop a bicycle and pedestrian connection across the Clackamas River
Total = 1 public = 1 staff = 0	L/N ₅ R-5 Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₆ R-6 Willamette Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 3 public = 3 staff = 0	L-7 Portland Traction Line / Willamette Greenway Connection	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L/S ₈ U-8 Willamette Greenway Trail	Participate with City of Milwaukie to acquire and develop trail. (see also SU/L - 8)
Total = 7.5 public = 3.5 staff = 4.0	L-9 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor

Total = 6.5 public = 4.5 staff = 2.0	L-10 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor
Total = 2 public = 1 staff = 1	L-11 Portland Traction Line	Work with regional partners to develop a linear park / trail corridor
0	L-12 Oregon Trail - Barlow Road	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 3 public = 2 staff = 1	L-13 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-16 I-205 Trail to Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-17 Unnamed	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 0 staff = 1	L/N ₁₈ R-18 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L/N ₁₉ R-19 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L/N ₂₀ R-20 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₂₁ R-21 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₂₂ R-22 Clackamas River Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

0	L/N ₂₃ Clackamas River R- Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	<i>L-24 Unnamed</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N ₂₅ Clackamas River R- Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-26 Bluffs Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-27 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	<i>L-28 Camp Withycombe Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	<i>L-29 Camp Withycombe Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	<i>L-30 Camp Withycombe Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-31 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L-32 Mount Scott Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-33 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

0	L-34 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-35 North Clackamas Greenway Trail	Work with regional partners to develop a trail corridor
0	L-36 Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor
0	L-37 Springwater to North Clackamas Greenway Trail	Work with City of Milwaukie to acquire land and develop a linear park / trail corridor
0	L/N R-38 <i>Phillips Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N R-39 <i>Phillips Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-40 <i>Unnamed trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N R-41 <i>Sieben Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L/N R-42 <i>Sieben Creek Trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
0	L-43 Sunnyside Village Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 1 staff = 0	L-44 Scouter's Mountain Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

0	<i>L-45 Unnamed trail</i>	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 0 staff = 1	L-46 North Clackamas Greenway Trail	Work with regional partners to acquire land and develop a linear park / trail corridor
Total = 1 public = 0 staff = 1	T-47 I-205 Trail	Work with regional partners to acquire land and develop a linear park / trail corridor

NEW SPECIAL USE FACILITIES

DOT BOX

0	<p>If you support more special use areas or facilities in general, place a dot in this box.</p>	
<p>Total = 6 public = 2 staff = 4</p>	<p>SU-8 Milwaukie Riverfront</p>	<p>Participate with City of Milwaukie in a review and refinement of the Riverfront Master Plan. Partner with the City and regional partners. (Area includes Dogwood Park, Kellogg Creek Site, and Jefferson Street Boat Ramp)</p>
<p>Total = 14 public = 7 staff = 7</p>	<p>SU-17 Multi-Sport Complex</p>	<p>Develop a multi-sport complex on grounds of Old Clackamas High School in partnership with North Clackamas School District</p>
<p>Total = 1 public = 0 staff = 1</p>	<p>Riverville Park</p>	<p>Complete master plan improvements</p>

NEW RECREATION FACILITIES

DOT BOX

Total = 8 public = 1 staff = 7	If you support more recreation facilities in general, place a dot in this box.	
Total = 2 public = 1 staff = 1	Aquatic Facility	Develop partnerships with public and private organizations to provide an additional indoor pool. (see also <i>Community/ Recreation Centers</i>)
Total = 7 public = 5 staff = 2	Aquatic Park	Provide additional water activities at the Aquatic Park.
0	Community Recreation Center	Explore acquisition of existing property for conversion to a community center west of I-205.
Total = 18 public = 3 staff = 15	Community Recreation Center	Acquire property and develop a community center east of I-205. Include space for senior services.
0	Group Picnic Areas	Build a group picnic area with one or more shelters in each neighborhood planning area.
Total = 2 public = 1 staff = 1	Gymnasiums	Partner with public and private organizations to provide 14 additional gymnasiums to District residents.
Total = 3 public = 2 staff = 1	Senior Center	Provide an additional 24,700 square feet of space devoted to providing services and programs to older adults east of I-205. Explore design options that will accommodate shared uses. (see also <i>Community/Recreation Centers</i>)

<p>Total = 4 public = 0 staff = 4</p>	<p>Sport Fields</p>	<p>Increase capacity of existing sport fields and develop new ones in partnership with North Clackamas School District equivalent to 49 additional fields.</p>
<p>Total = 4 public = 1 staff = 3</p>	<p>Swimming Pool</p>	<p>Investigate a partnership with Portland Waldorf School and Friends of Milwaukie Pool for public access to outdoor swimming pool.</p>
<p>Total = 2 public = 0 staff = 2</p>	<p>Tennis Courts</p>	<p>Partner with North Clackamas School District and Clackamas County to provide 24 additional tennis courts to District residents.</p>
<p>Total = 10 public = 1 staff = 9</p>	<p>Warm Water Therapy Pool</p>	<p>Develop a partnership with health care provider(s) to provide a warm water therapy pool and programs at the Aquatic Park.</p>
<p>Total = 4 public = 1 staff = 3</p>	<p>X-Treme Sports Facility</p>	<p>Develop an extreme sports facility near a community park or community center. Facilities may include such things as a climbing wall, a skate facility, bike jumps, and should be designed with user involvement.</p>

OTHER IDEAS: OPEN HOUSE STATION #2

- Skate park
- R/C model airplane field
- Skate park
- Feeder stations and blinds for wildlife watching – Mt. Talbert District Park
- Find new area for dogs away from residential areas
- Purchase the Derby-Heinz property on top of Mt. Scott
- L9-L10: Work with local residents, not Metro, on development of trail
- L9-L11: Work better with Trolley Trail Friends
- Acquire Mt. Scott Butte
- Acquire old Home Base property – great bowling alley, etc.

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NEW AQUATIC PROGRAMS

DOT BOX TYPES OF NEW AQUATIC PROGRAM

Total = 4 public = 4 staff = 0	If you support more aquatic programs in general, place a dot in this box.
Total = 3 public = 0 staff = 3	Expand and publicize reduced rates at the Aquatic Park for low-income individuals, youth, and District residents.
Total = 3 public = 2 staff = 1	Offer coupons for reduced admission.
Total = 1 public = 0 staff = 1	Provide special events and open swim times for specific age groups.
Total = 1 public = 0 staff = 1	Provide additional open swim opportunities.
Total = 7 public = 3 staff = 4	Partner with area school districts to award attendance and scholastic accomplishment with passes to the Aquatic Park.
Total = 7 public = 3 staff = 4	Explore feasibility of partnering with healthcare provider(s) to offer warm water aquatic exercise and therapy to older adults and people with disabilities.
Total = 6 public = 1 staff = 5	Partner with area school districts to provide transportation and after-school swimming for youth 10 to 14 years of age.
0	Explore options for providing childcare in partnership with other organizations to allow greater adult participation in programs.
Total = 3 public = 2 staff = 1	Diversify senior programming to provide more low-impact fitness and water-based programs.

NEW RECREATION AND LEISURE PROGRAMS

DOT BOX TYPES OF NEW RECREATION AND LEISURE PROGRAMS

Total = 12 public = 2 staff = 10	If you support more recreation and leisure programs in general, place a dot in this box.
Total = 5 public = 4 staff = 1	Provide a mix of revenue-generating programs and low cost, drop-in activities to ensure program affordability.
Total = 4 public = 1 staff = 3	Expand and publicize the scholarship fund for low-income residents to provide improved access to programs.
Total = 10 public = 3 staff = 7	Develop a single coordinating agency.
Total = 5 public = 4 staff = 1	Provide volunteer opportunities for youths and teens.
Total = 3 public = 3 staff = 0	Provide volunteer opportunities for adults.
Total = 1 public = 0 staff = 1	Offer expanded after-school and summer programming in the District.
0	Establish an information and referral service for recreation programs throughout the District.
Total = 1 public = 0 staff = 1	Develop partnerships to provide a centralized office to coordinate team organizations and sport field scheduling.

NEW MILWAUKIE CENTER PROGRAMS

DOT BOX

TYPES OF NEW MILWAUKIE CENTER PROGRAMS

<p>Total = 7 public = 4 staff = 3</p>	<p>If you support more programs and services for older adults in general, place a dot in this box.</p>
<p>Total = 5 public = 2 staff = 3</p>	<p>Develop expanded recreation programs focusing on active lifestyles for older adults ages 55 to 64.</p>
<p>Total = 2 public = 2 staff = 0</p>	<p>Expand active recreation opportunities for adults ages 65 and older.</p>
<p>Total = 12 public = 1 staff = 11</p>	<p>Provide satellite programs and services at locations other than the Milwaukie Center.</p>
<p>Total = 1 public = 1 staff = 0</p>	<p>Expand social services for adults aged 60 years and.</p>
<p>Total = 8 public = 4 staff = 4</p>	<p>Expand partnerships to provide community health programs.</p>

NEW SPECIAL EVENTS

DOT BOX

TYPES OF NEW SPECIAL EVENTS

Total = 9 public = 1 staff = 8	If you support more special events in general, place a dot in this box.
Total = 5 public = 5 staff = 0	Adult Softball Tournaments
Total = 2 public = 0 staff = 2	Battle of the Bands
Total = 1 public = 0 staff = 1	Corporate Challenges
Total = 2 public = 1 staff = 1	Dive-in Movies
Total = 5 public = 1 staff = 4	Flea Markets
0	Circus
Total = 4 public = 2 staff = 2	Food Festival
Total = 2 public = 1 staff = 1	Golf tournaments
0	Ghouls in the Pool

Total = 1 public = 1 staff = 0	Track and Field Event
0	Mini-Olympic
Total = 7 public = 5 staff = 2	Nature Day Seminars
Total = 1 public = 0 staff = 1	Skate Jam
Total = 5 public = 1 staff = 4	Picnics in the Parks
Total = 1 public = 1 staff = 0	Biathlon
Total = 6 public = 1 staff = 5	Clackamas River Raft Challenge
Total = 3 public = 0 staff = 3	Family Fun Fair
Total = 11 public = 7 staff = 4	Hot Air Balloon Festival

OTHER IDEAS: OPEN HOUSE STATION #3

(from public unless otherwise noted)

- Event: Scavenger hunt to locate all parks (staff)
- Event: Cruise Ins
- Event: Auto swap meet at Milwaukie Center
- Event: Bike or un as a Rose Festival Event
- Class: Horseback riding classes for adults

Appendix H: Public Comment on Draft Plan

From: Herrigel, JoAnn [<mailto:herrigelj@ci.milwaukie.or.us>]
Sent: Friday, June 28, 2002 12:28 PM
To: 'Henley, Mike'; 'Krista Marwardt'
Subject: RE: Master plan comments:

Mike:

I don't have any further input. There was no additional discussion after you left.

Here's a formal comment for the Master Plan, though:

I would like to see if we could add HOMEWOOD Park near Home and Monroe in Milwaukie to the list of Neighborhood Parks, though. If you need to remove one in order to accommodate Homewood, take Stanley off the list (Wichita is also in Linwood NDA).

Thanks,

JoAnn

-----Original Message-----

From: Henley, Mike [<mailto:MikeHen@co.clackamas.or.us>]
Sent: Thursday, June 27, 2002 2:49 PM
To: 'Herrigel, JoAnn'
Subject: RE: Master plan comments:

thanx. any comments or feedback from the meeting? You've got a good group to work with. Mart has been excellent on the DAB. mike

-----Original Message-----

From: Herrigel, JoAnn [<mailto:herrigelj@ci.milwaukie.or.us>]
Sent: Thursday, June 27, 2002 2:23 PM
To: 'Henley, Mike'
Subject: RE: Master plan comments:

Here they are:

Kathy's Comments

Adopt a Park Program should be strongly encouraged

Appendix H: Public Comment on Draft Plan

Eliminate high maintenance plants (don't just try to not use them)

Use native plants that are low maintenance

Increase usage of park site maps, signs, and develop handouts as advertising including educational tools

Park descriptions are inconsistent (Spring Park designations incorrect)

Lake Rd and Ardenwald future parks are not in the plan - any way to get them in????

Current community parks don't meet the standards in the plan - will these be upgraded?

How will District work with the City regarding the Riverfront plan?

Description of the Aquatics Park shows how much emphasis and importance it plays in NCPD

The use of the Waldorf School is encouraged - how is a relationship being built now?

Like to satisfy standards for Neighborhood parks

Encourage analysis of rec programs - 53% of Milwaukie responders used them

How should we spend money - on what we really need or what we WANT?

District should focus less on revenue generation and more on user interests

Need more coordination of information re: programs and services

How can interested parties bring up and encourage R 266 designation?

How does plan address grant writing?

How much salable/unused land is there?

Typo on 7.7 - preservation of natural resources

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan Identified Projects
			20-Year Vision	10-Year Plan (priority number)	
Oak Lodge	Local	Zehntbauer Property	acquire and improve / riverfront land	find a way to buy property (1), then make site plan (5)	not identified
		Cottonwood Park	expand and improve / riverfront land, natural area enhancement	find way to expand (3)	identified to implement neighborhood park master plan (Rivervilla Park)
		Risley Park	upgrade park facilities (ball field, basketball hoops, wading pool, etc.) Also, improve natural areas	phase in improvements (4)	identified for renovation
		Bunnell Park	improve as a mini-park	improve (9)	identified to provide additional recreation facilities
		Naef/Roethe Area	acquire and improve; enhance wetlands and wildlife habitat; add trails and benches; playground	-	property on Naef identified for development
	Natural Areas	Elkhorn Springs	acquire in phases and enhance for users of Traction Line	negotiate to buy property (7)	not identified
		Riverforest Area	acquire and enhance; wildlife habitat, ped access to river	-	identified to develop as neighborhood park (not natural park, as before)
	Trails	Portland Traction	acquire and improve	acquire Milwaukie to Gladstone (2) and improve (8)	acquired: identified to develop trail
		Other through development process	acquire through donation and improve	-	
	Schoolyard and Existing Facilities	Oak Grove Community Center	arrange for District's use of facility	arrange District's use of facility (6)	identified
		North Oak Grove Elementary	improve school yard	possibly ball fields, playgrounds (10)	completed - funds given to school district
		Oak Grove Elementary	improve school yard	possibly ball fields, playgrounds (10)	completed - funds given to school district
		Riverside Elementary	improve school yard	possibly ball fields, playgrounds (10)	completed - funds given to school district
		Jennings Lodge Elementary	improve school yard	possibly ball fields, playgrounds (10)	identified to develop park facilities w/ Clackamas School District
Oatfield	Local (listed by priority)	Central Ridge	acquire and develop multi-facility park	acquire this land as first priority local park site (1), minimal development (3)	identified to develop park
		Webster/Thiessen	acquire and develop as activity park	acquire this land as second priority local park site (2), minimal development (3)	not identified / area developed as residential
		North Oatfield	acquire and develop small facility	-	identified for development as neighborhood park
		Upper Kellogg Creek	acquire and develop for views, picnic	-	not identified
		Johnson Road	acquire and develop for kids & adults	-	not identified

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan Identified Projects
			20-Year Vision	10-Year Plan (priority number)	
Oatfield cont.	Local cont.	Clackamas Road	acquire and develop, maybe ball fields	-	Ann-Toni Schreiber Park built in this area
		Boardman Slough	acquire and develop for passive use	-	identified to participate in partnership to acquire land
		Strawberry Lane	acquire and develop	-	Heddie Notz Park built in this area
	Natural Areas	Headwaters Kellogg Creek	acquire, restore wetland habitat	natural area acquisition / restore (8)	not identified
		Upper Kellogg Creek	acquire, restore habitat, maybe a trail	develop management plan (9)	not identified
		Boardman Slough	acquire, restore habitat, public access	develop management plan (9)	not identified
	Trails (listed by priority)	Upper Kellogg Creek trail	connect bikeways and creek appreciation	link between Lake and Aldercrest (10)	identified for trail development
		Upper Kellogg Creek II	-	-	identified for trail development
		Lake Rd to Rusk Rd connection	connect residential areas with District Park and North Clackamas Park	-	not identified
		Boardman Pathway	transportation route	-	not identified
	Schoolyard and Existing Facilities	Portland Traction	-	-	acquired: identified for trail development
		Clack HS tennis courts	improve	lights, surface, other needs (4)	District provided money for facilities
		Concord ES play equipment	improve	either here or at McLoughlin JHS (5)	identified for play yard improvements
	Various schools	improve ball fields & facilities as needed.	schools to be determined (6)	-	
Sunnyside	Local	Panoramic Park Area	acquire for active use, natural areas, trails	local park, active uses, trails (3 or 4)	Altamont site acquired / minimal development
		Windmill Park Area	acquire for school fields, trails	-	not identified
		Northwest Park Area	acquire for a small park	-	not identified
		Southern Lights Park Area	acquire for natural area, picnic, passive uses	acquire land for mini park (6)	developed
		Royal Park Area	use depending on size of land acquired	acquire (3 or 4) ; develop mini park (8)	J Abele / not developed, land-banked
		Northeastern Area	acquire medium size park	-	not identified
		Arrowhead Flats Park Area	acquire for active use, some natural	acquire (1) ; develop for multi use (5)	Justice Property / not developed, land-banked
		Sieben Creek Park Area	acquire for natural area park, passive uses	-	identified to develop park w/ WES
		Clackamas Water District Park	acquire to benefit employees in area	-	Riverside Park / potential to acquire & take over maintenance
		River Shore Park Area	acquire for regional park	-	potential to acquire & take over maintenance
	Carver Park Area	acquire for natural areas and playing fields	acquire for local park (9 or 10)	identified to acquire land and develop	
Natural Areas	Beebe Island Natural Park	acquire for natural area park	-	not identified	
Trails	Mt Scott Creek Trail	proposed route identified	develop Sunnyside to Mather (7)	identified for trail development	

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan	
			20-Year Vision	10-Year Plan (priority number)	Identified Projects	
Sunnyside cont.	Trails cont.	Bluffs Trail	proposed trail underway	-	identified for trail development	
		Highland Trail	expects dedication of 7 acres	-	identified, slightly re-routed	
		other neighborhood trails	other trail links	-	many trails still proposed	
		Clackamas River Trail	land expensive, would be nice trail	-	identified for trail development	
	Schoolyards	Sunnyside ES	improve sports fields or playground equip	(9 or 10)	not marked for improvements	
		Clackamas ES	improve playground facilities	(11)	not marked for improvements	
		Mt Scott ES	improve sports fields or playground equip	(12)	identified for play yard improvements	
Southgate	Local	Bell Area Park	acquire a site, use depending on site	acquire for small park (4)	not identified	
		Overland Area Park	acquire a site, use depending on site	acquire for small park (4)	identified to develop park	
		Monroe Area Park	acquire for multiple use park	acquire (3); develop for multi-use (8)	not identified	
		Causey Area Park	acquire for mini park for community area	acquire (1); develop park (6)	not identified	
		Fuller Area Park	acquire for vest pocket park	-	identified to develop park	
	Natural Areas	Johnson Creek natural areas:				
		Luther Area	used to enhance Springwater Corridor	acquire (2); dev. for natural area (7)	identified to develop park	
		Linwood Area	used to enhance Springwater Corridor	acquire (2); dev. for natural area (7)	Mill Park developed	
		Stanley Area	used to enhance Springwater Corridor	acquire (9); develop for natural area (11)	not identified	
		Monroe Area wetlands	wildlife preservation and education	-	not identified	
	Trails	Springwater Corridor Trail	coordinate planning with adjacent jurisdictions	plan for and improve (10)	completed	
		Intra-neighborhood trails	to link people and places and for recreation	-	identified: Phillips Creek Trail proposed	
		Loop trail network	to link people and places and for recreation	-	identified: Phillips Creek Trail proposed	
		Trails connecting to regional park	to link people and places and for recreation	-	identified	
	Schoolyards	Improve equipment and facilities	-	(5)	not identified	
Milwaukie	Local	Ardenwald Park	-	develop park as specified in Master Plan	not identified	
		Wichita Water District Park	-	develop into neighborhood park	identified to implement neighborhood park's Master Plan	
		Furnberg Park	-	expand / connect with greenbelt	developed as park	
		Pocket Park	-	develop somewhere in west Milwaukie	not identified	
		Stanley Park	-	develop as neighborhood park	identified to develop park	
		Spring Park	-	develop as neighborhood park	not identified	
		Scott Park	-	rehabilitation as identified in Master Plan	not identified	
		acquire various land for development as parks	-	Kellogg Lake, Willamette River, Johnson Creek, Spring Creek	-	
Century Park	-	redevelop park to neighborhood park standards	identified for renovation			

Appendix I: Master Plan Comparison 1992 to 2002

Location	Park Type	Park Name	1992 Neighborhood Parks Plan		2002 Master Plan
			20-Year Vision	10-Year Plan (priority number)	Identified Projects
Milwaukie cont.	Local cont.	North Clackamas Park	-	create a Master Plan	identified / updating park's Master Plan
		Add 2-acreas of park land	-	develop a tot lot	completed at Ardenwald Park
	Natural Areas	Spring Creek Park	-	develop as natural resource area	identified as natural resource area
	Trails	Riverfront Trail	-	develop for river access	identified for trail development
	Schoolyards and Existing Facilities	Ardenwald ES play yards	-	-	not identified
		Lewelling ES	-	play yard improvements	not identified
		Milwaukie Center	-	expand Milwaukie Center	completed

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