



# PARKS AND RECREATION MASTER PLAN

OCTOBER 2015

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# Executive Summary – The Corvallis Legacy

## ***Purpose & Project Vision***

This **Master Plan Update** focuses on immediate/short-term (1-2 years), mid-term (3-5 years), and longer-term (more than 5 years) capital development and improvement strategies that correspond to the community’s unmet needs and priority investments for critical parks and recreation services. This study aligns available and future resources with services and commitments to include desired level of service, sustainable fiscal stewardship, and industry best practices in operating and maintaining the Department’s infrastructure and providing services. The process produced a prioritized capital improvement and implementation plan to ensure that the Department is moving in the right direction to meet the needs of the Corvallis community.

## ***History & Planning Context***

The City of Corvallis, roughly 14.13 square miles in size, is a growing and prosperous community located in Oregon’s beautiful Willamette Valley. In addition to year round residents, the City is also home to Oregon State University, with an enrollment of approximately 23,800 students. The City currently offers residents more than 560 acres of parkland, 1,240 acres of undeveloped natural areas, 47 park sites, and 22 miles of trail.

The Department also operates the Chintimini Senior and Community Center, the Osborn Aquatic Center, a skatepark, an off-leash dog park, sports fields, and a variety of community rooms. The Department also provides affordable recreation, health, enrichment and wellness programs, activities, and events for all ages, abilities, and income levels.

In 2011, the City was facing severe budget cuts, and the Department was threatened with closures of both the aquatics and senior centers in order to respond to a drastically reduced operating budget. In response, the community passed a three-year operating levy. This allowed the centers to continue operating and the Department to begin both a master plan update and the development of a cost recovery and resource allocation philosophy, model, and policy. The intent of this process was to guide the Department over the next five to ten years, and lessen its dependence on the City’s general tax supported funding.

The 2013 Master Plan was intended to update relative information from the previous plan and add innovative best practices, tools, and methodologies for analysis and to recommend goals, objectives, and capital development needs for the next five to ten years. The City needs a system-wide approach to evaluating all of its programs, natural areas, parks, facilities, and amenities to ensure that the system is still meeting the needs of residents.

## **Planning Process**

Corvallis engaged the services of a team of consultants with national and local parks and recreation planning experience (led by Colorado-based GreenPlay, LLC) to assist in developing this master plan, guided by a staff Project Team. The consultants assessed existing parks, trails, recreation facilities and services, and new opportunities through research, site visits, and a comprehensive public engagement process. The consultant team reviewed administrative, land, facility, programmatic, and industry trends. Demographic trends were also reviewed, and the team considered best practices, and conducted a comprehensive needs assessment, gap analysis, and level of service analysis.

In addition, GreenPlay completed a Phase 1 project to develop the Department's Cost Recovery and Resource Allocation Philosophy and Policy which formed much of the Master Plan's analysis and recommendations. It began in August of 2011 and was accepted by a Council sub-committee in December 2011, being adopted by City Council January 3, 2012. Phase 2 was the development of the Master Plan update which began in January 2012 and was completed in the fall of 2013.

## **Vision & Mission**

### **Mission**

*“Corvallis Parks and Recreation preserves and creates a community heritage by providing places and programs designed to enhance the quality of life.”*

### **Vision**

*“Corvallis Parks and Recreation Department will play a pivotal role in maintaining a high standard of livability in our community. We will enhance the quality of life for residents with our green network of attractive, well managed parks, trails, and natural areas and create a premier destination for visitors.*

*Programs and services offered by the Department will be excellent in terms of value and quality. We will invite the citizens of Corvallis to make healthy, sustainable choices by offering a variety of recreational and wellness activities, facilities, volunteer opportunities, and educational programs.*

*Corvallis citizens and visitors will experience outstanding customer service and will partner with Parks and Recreation professionals. The community will experience a sense of ownership of their parks. People of all ages, abilities, and incomes will enjoy attractive and accessible facilities and an exceptionally diverse selection of innovative and fun recreational opportunities.”*

## Key Findings

### Public Engagement

A series of seven public meetings and stakeholders focus groups were conducted in January and February 2012. Another four meetings were held May 3-4, 2012 (including a Spanish-speaking outreach meeting). In addition, staff conducted more outreach to the Spanish-speaking community at a Cinco de Mayo event, which resulted in these key findings.

- The Department is doing a lot right, and citizen satisfaction is high.
- Users express the desire to maintain the level of service currently enjoyed.
- Participants want to connect the community through a comprehensive bike and pedestrian trail system, and they want alternative & public transportation coordination.
- OSU's growth will have a significant impact on the Corvallis parks and recreation system.
- Disadvantaged and growing populations need neighborhood services within walkable distances.
- There is a high value placed on walkable services in the Corvallis community.
- There may be neighborhoods in Corvallis that are underserved.
- River access is important.
- School gym space is at or past capacity, and the public needs an available drop-in gym to use.
- Gym space, playgrounds, neighborhood parks, restrooms, open space, and synthetic turf are all areas for future expansion, and some have need for cardiovascular fitness equipment and class spaces.

***I don't participate in so many [facilities and services], but I heartily support them for everyone – especially connection to nature and care of the environment.***

*Survey write-in comment*

### Survey

A random, statistically-valid survey, as well as an open on-line survey yielded input from almost 750 households. The following survey conclusions provide understanding of usage patterns and recreation preferences and help to establish priorities. The top five identified issues are:

1. Maintaining what we have
2. Healthy active lifestyles
3. Connectivity/alternative transportation (trails, etc.)
4. Implementing planned parks and trails projects
5. Positive activities for youth

Facilities to add, improve or expand according to a 4 or 5 on a point scale where 5 = “very important”:

1. Pedestrian/bike paths and trails (76%)
2. Open space/conservation lands (64%)
3. Community gardens (53%)
4. Playgrounds (covered) (44%)
5. Indoor swimming pool (38%)
6. Picnic areas/shelters (36%)
7. Mountain bike trails (35%)
8. Multi-generational community center (33%)

Rated least important – Cricket fields

Programs with a higher degree of importance with opportunities improve or add:

1. Local food growing, preparation & preservation
2. Summer programs for youth
3. Fitness & wellness programs
4. Volunteer program
5. Athletic leagues for youth
6. Cultural / arts programs
7. Family programs
8. Arts and crafts
9. Sustainability / environmental projects & programs

## ***Analysis of Inventory & Services***

### **Key Issues Indoor Facilities**

The following indoor facilities or amenities to add, expand, or improve were identified:

- *A multi-generational community center ranked as one of the priorities in the survey and the available resources are not meeting the needs. In addition, the current Chintimini Center has many challenges including parking deficits which prevent expanding its use.*
- *Indoor swimming pool was ranked in the top for facilities to add, expand, or improve.*
- *Although this did not present as a priority in the survey, gym space is sorely lacking for programming in Corvallis. School use is challenging at best, and a full service community center would alleviate some pressure.*
- *There is a great potential for improvements and collaborations at both the Majestic Theater and the Avery Nature Center sites.*

### **Key Issues for Outdoor Facilities**

The following outdoor facilities or amenities to add, expand, or improve were identified:

- *Off leash dog areas generally need to be more walkable and distributed around the system, while fenced parks can be provided at a drivable distance.*
- *Neighborhood park access and increasing walkability should be addressed together.*
- *There is no standard available for community gardens, but this clearly ranked as a priority. In addition, the Department recently created a community gardens master plan to guide and inform the development process.*

- *Typically, neighborhood parks do not have permanent restrooms, because they are assumed to be within a walkable distance from home; and they are more expensive to operate and maintain; however, this often emerges as a community desire.*
- *There is a high degree of importance placed on natural areas and conservation lands by the community.*
- *There is no standard available for covered playgrounds; additional targeted analysis was determined to be necessary and was completed in this master planning effort.*
- *While improving access to the river may be a need for many, opportunities may be limited by available site locations and site constraints.*
- *Although having more outdoor pools was an issue at public meetings, it did not emerge as an issue through the survey. However, adding spray grounds or waterplay areas is a potential component in future site development or current site renovation and as a neighborhood park feature.*
- *The amenities below may be secondary priorities for improvements, additions, or expansion. Replacing some existing fields with synthetic turf fields can complement the existing inventory, extending the capacity of current playability.*
  - *Covered bus stops*
  - *Disk golf*
  - *Tennis*
  - *Park shelters*
  - *Synthetic turf*
- *With the high student population there may need to be another skatepark in another location and an adventure challenge course.*
- *In the OSU study area green space is lacking; the composition analysis shows a lack in the mix of components (trails, natural areas, and developed park).*

### **Key Issues For Trails**

The following trails issues were identified:

- *There is opportunity in the role and relationship that multi-modal recreational trails have with alternative transportation plans.*
- *Trails, connections, and loop walks, were the number one priority across the system. As a result, an in-depth trails element was added by Corvallis to this master plan effort, prior to completion of the master plan development process.*
- *There is a need to invest in and expand the trail system as indicated in the Trails chapter.*

## **Key Issues for Programs**

The following programs to add, expand, or improve were identified:

- *There appears to be a high degree of satisfaction with current aquatics programming, although capacity may be an issue in time.*
- *Youth athletic leagues ranked high among programs to add, expand, or improve.*
- *Although the cardio equipment and free weights did not rank high on the survey, fitness and wellness programs did.*
- *These program areas are definitely areas for expansion and addition, although facilities or spaces may be required to support such activities:*
  - *Fitness and wellness*
  - *Cultural and arts*
  - *Sustainability and environmental projects*
  - *Local food growing, preparation, and preserving*
  - *Summer programs for youth*
- *Although there is a high degree of importance for special events, there is also a high degree of met needs in this area. These are very costly to provide, so caution is warranted to assure that they are adequately under-written or funded if more events are added.*
- *Although outdoor fields did not rank high as an un-met need, youth athletic leagues ranked high among programs to add, expand, or improve.*

## **Key Issues for Operations and Management**

The following management, planning and sustainability key focus areas were identified:

- *There is a need to explore continuing the temporary parks and recreation levy, and for an increase to fund important un-met needs.*
- *There is a need to improve walkable LOS.*
- *There appears to be a need to increase targeted marketing efforts.*
- *There will be an impact to current LOS as growth occurs if not addressed as the City moves forward.*
- *There lacks a comprehensive planned lifecycle replacement program to address deferred maintenance items, major capital projects, and unfinished conceptual projects.*
- *The OSU Study area shows a deficit in green space and park acreage.*
- *There is a need for additional funding and leveraging strategies for the current Family Assistance program.*

## **Key Issues For Safety and Other Areas**

The following safety and other issues were identified:

- *There is illegal activity in the parks and lack of enforcement.*
- *There is an impact to some programmatic capacity from the use of non-residents from adjacent communities. Should the Department become a special district, there are opportunities to expand the service area beyond the current city limits and UGB.*
- *Where cross-agency intersections or opportunities occur, there is a need to coordinate access points, maintenance concerns, wayfinding, etc.*

## **Summary of Plan Recommendations**

Recommendations are provided, and flexibility with this plan is warranted, because unique opportunistic enterprises for entrepreneurial ventures or other partnerships may arise as Corvallis moves forward. The priority or opportunity for any improvements or changes within the current system may present itself based on a number of future variables. Variables might include:

- New development
- Opportunistic ventures or partnerships
- Annexation
- Unforeseen conditions
- Changes in demographics in socioeconomic conditions
- Unexpected benefactor
- Financial constraints
- Changing priorities and politics

Highlights of recommendations by recreation type are summarized below:

- Administrative Strategies
  - Affordable Services
  - Americans with Disabilities Act (ADA)
  - Annexation
  - Beautification Areas/Mini Parks
  - Community Engagement and Communication
  - Concession and Vending
  - Conservation
  - Crime Prevention through Environmental Design (CPTED)
  - Marketing
  - Master Plan Update
  - Operations and Maintenance
  - System Development Charges – SDC
  - Transportation
  - Zoning
- Programmatic Elements
  - Arts and Culture
  - Benton County Collaborations
  - Outdoor Recreation and Education

- Capital Improvement Plan
  - Trails
  - Indoor Assets
  - Outdoor Assets
  - Unique Opportunities
  
- Funding the Capital Improvement Plan

### ***Capital Improvement Plan (CIP)***

The CIP phases investment projects into three categories and are not in priority order:

- Immediate or 1-2 years – critical improvements and revenue enhancements to be accomplished over the short term; improve what the City currently has funds for and maintains
- Mid-term 3-5 years
- Longer-term beyond 5 years

Funding required to implement the improvements recommended in this Master Plan exceeds \$135 million, not including acquisition and other costs to be determined. This plan describes Parks and Recreation facilities, parks, trails, and natural areas needs in a comprehensive way so staff can develop near term goals based on available funding opportunities. The City's existing Capital Improvement Program is designed to facilitate projects in plans as they transition from planned projects to implemented projects. Through the annual CIP review process, the projects in this Master Plan will be brought forward for community and City Council consideration.

### ***Conclusion***

Corvallis is home to over 54,000 diverse residents, some of whom are avid users of the Department's parks, facilities and services, and others who are not aware of what the Corvallis system has to offer. This Master Plan provides a vision and strategies to enhance popular indoor and outdoor recreational activities and add new ones to engage the diverse community. An "all hands on deck" approach is needed (among staff as well as stakeholders and partners) to embrace the plan vision and guiding principles. This master plan helps position the Corvallis Park and Recreation Department to proactively plan for the future and ensure its legacy as a valued treasure for the next century and beyond.

# I. The Planning Context

This chapter focuses on setting the stage for why and how a master plan is developed.

## A. Purpose of this Plan – Project Vision

This **Master Plan Update** is a ten year plan, which focuses on immediate/short-term (1-2 years), mid-term (3-5 years), and longer-term (more than 5 years) capital development and improvement strategies that correspond to the community’s unmet needs and priority investments for critical parks and recreation services. This study aligns available and future resources with services and commitments to include desired level of service, sustainable fiscal stewardship, and industry best practices in operating and maintaining the Department’s infrastructure and providing services. The process produced a prioritized capital improvement (CIP) and implementation plan to ensure that the Department is moving in the right direction to meet the needs of the Corvallis community. This prioritized CIP list may be updated annually as required by changing needs and circumstances.

## B. Critical Success Factors

A series of critical success factors and performance measures (**Figure 1**) were established to guide the Master Plan Update process.

**Figure 1: Critical Success Factors and Performance Factors**

Critical Success Factors	Performance Measures
1. Ensure key stakeholder and partner participation in the process, including community groups, school district representatives, special interest groups, the business community, Oregon State University, staff, and City of Corvallis officials.	1. Determine list of invited stakeholders and partners and provide opportunities for participation and education.
2. Prioritize capital improvement projects and provide potential funding sources. Develop and prioritize a list of projects that are eligible for System Development Charge funding specifically.	2. Determine priorities based on the results of the needs assessment, gap analysis, fundability, and desired level of service scores using a strategic development/improvement methodology, not a cookie-cutter approach.
3. Encourage staff participation, support, and “buy-in.” Ensure Advisory Boards and Commissions, and City Council support of process and methodology utilized.	3. Provide ample opportunities for staff education and participation within the project schedule. Inform City Council of methodology planned and ask for comment. Invite to workshops as appropriate.
4. Learn industry best practices for assessing services and identifying alternative provision strategies.	4. Educate staff in the “Public Sector Services Assessment” process and matrix which evaluates the strength or weakness of each service’s market position in relation to the target market and service area; its fit with the community’s values, the Department’s vision and mission; and its financial capacity or economic vitality.

### ***C. Relationship to the Previous Master Plan***

The previous master plan was completed in 2000 and included two volumes and six discussion papers:

**Volume I: Park and Recreation Facilities Plan.** A plan for providing park and recreation services in Corvallis.

**Volume II: Recreation Needs Assessment.** This document discussed the results of the recreation survey, workshop meetings, and assesses park and facility needs.

**Discussion Paper #1** Background and Community Profile

**Discussion Paper #2** Existing Park, Open Space, and Recreation Facilities

**Discussion Paper #3** Key Issues and Concerns: Stakeholder Interviews

**Discussion Paper #4** Design Standards

**Discussion Paper #5** Recreation Survey Results/Workshop Results

**Discussion Paper #6** Recreation Needs Assessment

The 2013 Master Plan is intended to update relative information from the previous plan and add innovative best practices, tools, and methodologies for analysis and to recommend goals, objectives, and capital development needs for the next ten years. The City needs a system-wide approach to evaluating all of its programs, natural areas, parks, facilities, and amenities to ensure that the system is still meeting the needs of residents.

### ***D. Planning, Financial and Operational Solutions***

During the course of our master planning work, we analyze capital needs, provide financial solutions including resource allocations, identify alternative funding and partnership opportunities, and recommend development of improvement districts and other investment strategies. We have developed and employed many recognized industry best practice tools on this master planning effort, including the following:

- A professionally-facilitated public involvement process to identify community issues, establish the value of public services, and validate the community's vision for the future. These form the basis for measuring performance, for fiscal operating stewardship, for managing taxpayer investments, for establishing mandatory fees and charges, and for funding capital development.
- Composite-Values Method (CVM) level of service analysis (GreenPlay's proprietary methodology is called GRASP®) which allows us to evaluate, compare, and analyze service levels across the system (applicable to any service provided by the government), articulating capacity, quality, quantity, and density. This methodology is currently being used to account for and illustrate level of service in other agencies across the nation, including Sherwood, Oregon.

- Core service identification (GreenPlay uses the Public Sector Services Assessment), which identifies an agency’s market position relative to the service area’s target market, financial capacity, and potential provision strategies such as collaboration, advancing market position, or divestment. As part of this process, we introduced staff to this tool and discussed its relevance for determining which services are “core” for the community.
- Resource allocation and cost recovery models like the Pyramid Methodology are currently being taught in universities and are being used successfully around the country and in other Oregon agencies. GreenPlay has established the Pyramid Methodology as a model and philosophical approach to allocating taxpayer funds for partial or wholly subsidized services, setting fees, determining partnership or developer contributions, and pursuing alternative funding sources depending on the beneficiary of the service. As the first phase of this project, staff developed their cost recovery and resource allocation philosophy and policy using this methodology which was adopted by City Council in December, 2011.

### ***E. History of the Department***

The City of Corvallis, roughly 14.13 square miles in size, is a growing and prosperous community located in Oregon’s beautiful Willamette Valley. In addition to its year-round residents, the City is also home to Oregon State University with an enrollment of 22,179 students in Fall 2012. The City currently offers residents more than 494 acres of parkland, 1,240 acres of undeveloped natural areas, 47 park sites, and 22 miles of trail.

In addition, the Department operates the Chintimini Senior and Community Center, the Osborn Aquatic Center, a skatepark, an off-leash dog park, sports fields, and a variety of community rooms. The Department also provides affordable recreation, health, enrichment, and wellness programs, activities, and events for all ages, abilities, and income levels.

In 2011, the City was facing severe budget cuts, and the Department was threatened with closures of both the aquatics and senior center in order to respond to a drastically reduced operating budget. In response, the community passed a three-year operating levy. This allowed the centers to continue operating and the Department to begin both a master plan update and the development a cost recovery and resource allocation philosophy, model, and policy. The intent of this process was to guide the Department over the next five to ten years and lessen its dependence on the City’s general tax supported funding.

### ***F. Departmental Overview and Structure***

The Parks and Recreation Department maintains 1,734 acres of parkland and serves a current population of 54,460 with 32.39 full time equivalent staff. The National Recreation and Park Association (NRPA) developed a self-reporting national database tool for benchmarking called PRORAGIS. Limited comparative data is currently available because the City of Corvallis has just begun participating in this program; however, a snapshot of data is relative. Corvallis is compared to the median of self-reporting agencies of similar population categories, as shown in **Table 1**.

**Table 1: Comparison of Corvallis to NRPA’s PRORAGIS National Database**

Comparison	# of FTE’s	# of Volunteers	Operating Budget	Capital Budget	Acres Maintained per FTE
<b>Corvallis (FY 12/13)</b>	32.39	4,389	\$5,883,130	\$512,585	53.31
<b>NRPA PRORAGIS</b> Median of similar sized agencies <sup>1</sup> 50-99,000 population <sup>2</sup> 3,854 people/sq. mile <sup>3</sup> 20-49 parks <sup>4</sup> \$5-10 million budget	40	180 <sup>1</sup>	\$5,125,010 <sup>2</sup>  (ranges from \$1,854,444 to \$17,114,754)	\$404,310	18.5 <sup>3</sup> 19.7 <sup>4</sup>

### **G. Vision, Mission, and Sustainability Commitment**

The Department has the following **Vision Statement** for parks and recreation services:

*“Corvallis Parks and Recreation Department will play a pivotal role in maintaining a high standard of livability in our community. We will enhance the quality of life for residents with our green network of attractive, well managed parks, trails, and natural areas and create a premier destination for visitors.*

*Programs and services offered by the Department will be excellent in terms of value and quality. We will invite the citizens of Corvallis to make healthy, sustainable choices by offering a variety of recreational and wellness activities, facilities, volunteer opportunities, and educational programs.*

*Corvallis citizens and visitors will experience outstanding customer service and will partner with Parks and Recreation professionals. The community will experience a sense of ownership of their parks. People of all ages, abilities and incomes will enjoy attractive and accessible facilities and an exceptionally diverse selection of innovative and fun recreational opportunities.”*

The **Mission Statement** is:

*“Corvallis Parks and Recreation preserves and creates a community heritage by providing places and programs designed to enhance the quality of life.”*

The City and the Department is committed to **Sustainability**.

*“The City Council has demonstrated its concern for a sustainable community through the Corvallis 2020 Vision Statement and resulting policies. The purpose of the policy is to ensure City departments develop practices that achieve a more sustainable workplace through plans and programs that promote a balance of environmental values with economic and social equity values in the expenditure of public funds. The City Council, in its leadership position, sets an example by adopting sustainable business practices in its activities and providing the resources necessary to allow the organization to be successful in its sustainability efforts.*

*“The Mission - The City recognizes its responsibility to:*

- *protect the quality of the air, water, land and other natural resources, and to conserve these resources in its daily operations;*
- *minimize organizational impacts on local and worldwide ecosystems;*
- *use financial resources efficiently and purchase products that are durable, reusable, non-toxic and/or made of recycled materials; and*
- *treat employees in a fair and respectful manner, providing an inclusive work environment and helping staff develop their full potential.”*

Sustainability is defined as *“using natural, financial and human resources in a responsible manner that meets existing needs without compromising the ability of future generations to meet their own needs.”* To that end, the City has goals and implementation strategies devoted to environmental, economic, and social sustainability.

## **H. Related Planning Efforts and Integration**

Internal adopted planning efforts which influence and impact this master plan:

- Corvallis 2020 Vision Report
- Comprehensive Plan (1998)
- Corvallis Parks and Natural Areas Sustainable Operations Plan
- North Corvallis Area Plan
- South Corvallis Area Plan (December 1998)
- West Corvallis – North Philomath Plan (December 1998)
- City of Corvallis Financial Policy and Parks and Recreation Department Fees
- City of Corvallis Land Development Code (Adopted 2006, Amended 2007, 2009, 2010, and 2011)
  - Willamette Greenway Permit (WGP includes two large parks – Willamette Park and the Riverfront Commemorative Park) – Any lands within the WRG boundary require a significant planning and permitting effort.
- Urban Forestry Management Plan (2009)
- Assessment of Ecosystem Services Provided by Urban Trees: Public Lands Within the Urban Growth Boundary of Corvallis, Oregon TECHNICAL REPORT
- System Development Charge Methodology 2006 and Municipal Code (addressed in **Chapter IV. How We Manage – Operations and Oversight**)
- City of Corvallis Capital Improvement Plan (2012-2016)
- Parks and Recreation, Recreation Services Plan (2004)
- Parks and Recreation, Americans with Disabilities Act Assessment Plan (2009)
- Oregon – Statewide Comprehensive Outdoor Recreation Plan
- Community Gardens Master Plan (2012)
- Special District Feasibility Study (2012)
- Benton County Health Impact Assessment (2013)
- Corvallis Healthy Streets Planning Initiative
- Water Distribution System Facility Plan, Wastewater Utility Master Plan, and Stormwater Master Plan
- Council Policy 7.17, Utility/Transportation Facility Extensions through Public Areas
- Corvallis Resolution 94-13, Land Dedicated For Parks

- Approved Park Site Development Concept Plans
  - Herbert Farm and Natural Area Management Plan (2011-2021)
  - Owens Farm Management Plan and Design Concept (2004)
  - North Riverfront Park Concept Design (2007)
  - Willamette Park Master Plan Concept Design (2002)
  - Alan B. Berg/Martin Luther King Junior Parks (Orleans) Master Plan (1994)

The **Corvallis Comprehensive Plan** (adopted in 1998) is a document that guides and controls land use within the city limits and the City's urban growth boundary. It contains a number of sections that influence the provision of natural resources and parks.

**Natural Features, Land, and Water Resources:** Examines the significant natural resources within in the community and identifies polices to ensure their protection. Resources identified include riparian zones, floodplain and floodway protection, wetlands, and seasonal and perennial streams, lands abutting the Willamette and Mary's Rivers, lands with significant native vegetation, ecologically and scientifically significant areas, wildlife habitat, significant hillsides and slopes, outstanding scenic views, and lands that provide identity and act as gateways.

**Urban Amenities (Historic and Cultural Resources, Open Space, and Parks and Recreation):** Provides policies for protection cultural/historical resources (sites and building), open space, and parks. Particular attention is given to lands along the Willamette River, which can serve open space as well as park functions.

**Willamette River Greenway:** Provides policies for the protection and enhancement of the natural qualities of lands along the Willamette River as mandated by Statewide Planning Goal 15. All park and industrial lands adjacent to the Willamette River are considered within the Willamette River Greenway (WRG). Permitting is under local jurisdiction.

**Transportation (Pedestrian & Bicycle):** Provides policies for multi-use paths that generally serve transportation needs. The trails plan component of the Parks and Recreation Master Plan will provide guidelines for all multi-use paths and any trail designed for multi-use that facilitates recreation as its primary purpose, while also providing opportunities for safe transportation between parks, schools, natural areas, and various locations throughout the city.

**Comprehensive Plan Article 10, Public Utilities, Facilities, and Services:** Discusses the general public welfare need for utilities such as water, wastewater, and stormwater. Recognizes need for physical infrastructure. Provides policies for utility planning and coordination throughout the Urban Growth Boundary. Addresses how extensions of utilities should be funded.

It is also important for the City and the Master Plan to comply with existing regulations in the provision of parks and recreation services, and in the development and maintenance of the facilities, parks, and natural areas. This includes, but is not limited to, the City's Comprehensive Plan, the American with Disabilities Act, the Endangered Species Act, the Clean Water Act, the conservation and use of water and the use of chemicals consistent with the City's Integrated and Vegetation Pest Management Program. This may include for example: minimum use of pavement for parking areas, use of native plants, swales around parking lots, centralized automated irrigation systems, etc.

The development of the **Corvallis Parks and Natural Areas Sustainable Operations Plan** is to provide guidance for all site operations and maintenance activities for the entire parks land base. Although the Department has parks maintenance and operations plans for several of its park sites, a refinement of the existing plans and a complete analysis of all park sites will help to provide site specific operational procedures supporting sustainability on three levels – environment, social benefit, and economics.

Operations and maintenance activities throughout city park properties can have a direct impact on the function and quality of existing natural resources. City parklands are managed to accommodate a variety of user demands. There are high maintenance standards for safe and accessible sites and expectations for aesthetically attractive sites. If not conducted properly, however, ongoing maintenance operations for parks and natural areas may contribute to habitat degradation, visitor experiences, and facility conditions. When capital projects and land acquisition are considered, maintenance and operations strategies must be developed to ensure that new facilities can be maintained to the standards defined in this document. The development of Standard Operating Procedures (SOPs) for all site specific properties provides staff with the necessary guidance for site specific operations and maintenance activities. The development of SOPs will be based on the parks and recreation industry's Best Management Practices (BMPs), which have been researched and compiled into this plan.

The Corvallis Parks Division has adopted the maintenance management methodology, as defined by National Recreation and Park Association. Currently, the Parks Division develops budget-based operational guidelines for parks and natural areas as they are acquired by the City. These plans have identified asset inventory, maintenance activities, service levels, and labor requirements. The integration of data from the Parks Inventory, the Natural Features Inventory, the City of Corvallis Endangered Species Act Response Plan, the Integrated Vegetation and Pest Management Program, and the Parks Sensitive Vegetation Plan will serve as a foundation for a refined, system-wide, sustainability-based Operations and Maintenance Plan.

The Corvallis Sustainable Operations Plan should be considered an appendix to the Parks and Recreation Master Plan. This plan is dynamic and may be updated more frequently than other plans to keep up with industry standards and best management practices.

The specific objectives of the Parks and Natural Areas Sustainable Operations Plan are listed below. The listing implies no particular order.

- Provide a current inventory and classification system for all parks and facilities managed by Corvallis Parks and Recreation Department.
- Identify all operations activities and services currently practiced in Corvallis City Parks.
- Research Best Management Practices (BMPs) as they relate to environmental, social, and financial sustainability in parks operations.
- Identify sustainable service levels (Levels of Attention) for management of each Corvallis Park.
- Review the status of Corvallis Parks Maintenance/Resource Management Plans.

- Identify and describe all natural habitat types present in Corvallis Natural Areas.
- Identify all operations activities and services currently practiced in Corvallis Parks and Natural Areas.
- Research and document recent industry standards on natural habitat management objectives and Best Management Practices (BMPs).
- Identify sustainable service levels (Levels of Attention) for management of each Corvallis Natural Area.
- Review the status of Corvallis Natural Areas Habitat Management Plans.
- Provide scientifically sound justification, in lieu of completed site-specific Management Plans, for urgent habitat management practices on properties at risk for losing restoration opportunities forever.
- Acknowledge and reference Corvallis Parks and Recreation's obligation comply with the Federal Threatened and Endangered Species Act (ESA).
- Acknowledge and reference Corvallis Parks and Recreation's intention to support and collaborate with Benton County's Multi-Species Habitat Conservation Plan (HCP). See Appendix 4.1.3 and 4.1.4.
- Reference Corvallis Parks and Recreation's role in complying with the Endangered Species Act Salmon Response Plan.
- Describe Corvallis' Sensitive Vegetation Management Program, as it relates to parks and natural areas management activities.
- Reference Oregon Department of Agriculture (ODA) Noxious Weed Control Program.
- Reference and show compliance with the City of Corvallis Integrated Vegetation and Pest Management Program (IVPM).
- Reference and provide electronic access to the City of Corvallis Natural Features Inventory. Using the Natural Features Inventory, create maps and aerial photos that show unique natural features and habitats on Park properties, and hence, justify the management activities on these properties.
- Provide this Sustainable Operations Plan in an electronic format connected to the GIS platform for field reference, application, and data management.
- Provide a Project Development Matrix for evaluating current Parks and Recreation Department management practices and determining where we can manage better.
- Provide a template for the future to encourage other City Parks and Recreation Departments to create their own Sustainable Operations Plans.

There are many management issues that Corvallis Parks and Recreation Department staff faces in the management of its parks and natural areas. Among these are:

- Public Safety – This is of paramount importance. Above all else Corvallis Parks and Recreation must provide the public with safe parks and programs.
- Preservation and Conservation of Threatened and Endangered Species – The City of Corvallis has an obligation to provide protection for any federally listed threatened and endangered species that are identified on park properties. Management of a parcel can change dramatically with the discovery of a threatened or endangered species.
- Preservation of Historical and Cultural Sites – The City of Corvallis has an obligation to provide protection for any identified sites of historical or cultural importance. Management may be altered with discovery of such a site.
- Provide Wise Stewardship – The citizens of Corvallis have always (and will continue to) scrutinized the management of public properties. Corvallis Parks and Recreation staff are entrusted stewards to care for these public properties in the best and most sustainable ways possible.
- Budget Stability – The City of Corvallis budget should provide for the management and operations of Parks and Natural Areas in a sustainable way that accounts for the triple bottom line (environmental, social, and financial).
- Provide for Multiple Use – Corvallis is a diverse community and its parks and natural areas must be planned to accommodate a variety of uses and users.
- New Development – As Corvallis continues to grow and expand both inwards and outwards, staff must be vigilant in providing parks, trails, and natural areas to accommodate new growth.
- Sustainable – Corvallis parks and natural areas must be managed to be environmentally, socially, and financially sustainable.
- Facilitate Public Utilities – Parks and natural areas represent significant land within the City and Urban Fringe. Accommodating the extension of public utilities such as water, wastewater, and stormwater infrastructure to and through parks and natural areas should be considered where appropriate. City Council Resolution 94-13 will be used during consideration.

The **North Corvallis Area Plan** (NCAP) went into effect on April 2, 2002. The plan area encompasses most of the land within the Corvallis Urban Growth Boundary (UGB) that lies north of Walnut Boulevard, approximately 4,400 acres. Primary elements of the plan include:

- Five pedestrian-friendly comprehensive neighborhoods (two minor and three major), each with a commercial core surrounded by relatively dense residential development. This density decreases out beyond a quarter mile from the core.
- A Probable Wetland Overlay that recognizes the need to preserve the function of the Jackson and Frazier Creek riparian and wetland areas.

- A roadway and trails network that continues the Corvallis traditions of connectivity and bicycle and pedestrian accessibility throughout the community.
- A variety of employment opportunities (commercial, service, and industrial) within the NCAP area itself.
- Recognition and treatment of Highway 99W as a gateway to the Corvallis community.

Consistent with direction from the Transportation and Growth Management Program, this planning effort focused on the connection between land use planning and transportation. Several alternative land use strategies were considered. Elements of each were molded into a plan that minimizes traffic impacts to the rest of the community and provides efficient development potential to the planning area, yet minimizes negative impacts to the area's many natural features.

The **South Corvallis Area Plan** (adopted in 1998) modifies and refines the previous comprehensive plan policies and designations for the South Corvallis area. Many of the policies identified in this plan influence the location, size, and proximity of gateways, natural areas, and parks. The proposed land use plan identifies four neighborhood parks, two mini-parks, a south gateway area, and resource protected drainage ways.

The **West Corvallis-North Philomath Plan** (also adopted in 1998) identifies policies and recommendations for the urban area between West Corvallis and Philomath. The plan emphasizes an open space framework consisting of linear open space areas and parks that are linked together by a system of trails. Within this context, there are three types of public open space and parks identified: 1) major open space areas; 2) neighborhood parks; and 3) pocket parks (mini-parks) and neighborhood plazas. The open space plan identifies two large open space management areas (hillside areas), several riparian corridors, and three new neighborhood park sites. Another key goal of this plan was the delineation of a community buffer between Corvallis and Philomath.

The urban forest and landscaping in the public rights-of-way are an integral part of the park system. The community landscape offers opportunities for environmental stewardship by providing a backbone of green infrastructure for the city, educational opportunities in the form of outdoor classrooms, and a variety of recreation in the form of programmed activities within the urban forest and landscaped areas. The urban forest is such an important component of the Park and Recreation system, that staff time and funding were dedicated to a community process to develop an **Urban Forestry Management Plan (UFMP)**. The UFMP should be considered an appendix to this plan. The following information includes the Executive Summary of the UFMP. Additional detailed goals and objectives related to urban forestry and landscaping can be found in the UFMP, adopted in 2009. In addition to the urban forest, Parks and Recreation develops and manages a significant number of beautification areas. These areas also contribute to the city's green infrastructure, while providing areas that can be adopted by the community for such activities as gardening, and they add aesthetic value to the community. Beautification Areas should be defined as Special Use Areas in this plans description of park types. A list of Beautification Areas is included in **Appendix A**.

The Urban Forestry Management Plan provides a 20-year strategic framework to focus and expand the city's Urban Forestry program to meet a range of policy, educational, and management goals. The Plan is intended as a tool to explore community concerns and management conflicts, while offering a series of prioritized implementation actions based on extensive stakeholder and community outreach. The Plan evaluates staffing needs and addresses program sustainability, funding, and ongoing community support. The Plan will serve as a road map to improve the city's urban tree management and stewardship in a coordinated, cooperative approach with city departments, program partners, and private land owners.

As a strategic and forward-looking document, this Plan does not alter or supersede the existing policies and requirements of the Corvallis Municipal Code, the Comprehensive Plan, or the Land Development Code. While the Plan does not create new, discrete public policy with regard to the management of the urban forest, it does suggest modifications and expansions to city codes to improve long-term tree stewardship, and any proposed code revisions will be reviewed and considered through future public process.

The plan was prepared through a systematic and comprehensive review of existing city regulations, standards, and other adopted plans; discussions with key community stakeholders; results from a public opinion survey; and an analysis of tree inventory data. This is a unique, holistic urban forestry management plan for the City of Corvallis based on local needs and priorities, as determined through this public process.

Lastly, it is understood that woody shrubs and ground cover plant communities are part of, and integral to, the overall health of the urban forest, but the primary scope of this plan is to focus on trees – the largest, longest-lived, and most significant member of the landscape community. The **Herbert Farm and Natural Area (HFNA) Management Plan** (2011-2021) recommends strategies to maintain an outstanding ecological, recreational, educational, and cultural resource. It outlines an opportunity for the City of Corvallis to protect and expand rare species populations and to manage and restore rare habitats of the Willamette Valley. HFNA is identified primarily as a resource conservation natural area, and it presents an outstanding opportunity for public recreation and like-minded agency partnerships. The City of Corvallis and the Oregon Department of Fish and Wildlife (ODFW) agree that the site is suitable for recreation so long as it does not interfere with habitat restoration efforts. Recreation opportunities include walking, botanizing, wildlife viewing, and scenic enjoyment. All projects and recreational uses should protect the ecological and cultural integrity of the site. Restoration and management will be phased over many years of work, planning, and adaptive management.

The **Owens Farm Open Space Management Plan** was adopted in August 2004 and represents the outcome of a comprehensive research, analysis, planning, and public involvement process. Owens Farm is a historic agricultural family farm acquired in 2002 by the City of Corvallis in partnership with the Greenbelt Land Trust and Samaritan Health Services Corporation. The Farm contains portions of the Jackson and Frazier Creek flood plains, wetlands, oak groves, views, and historic structures. The Farm offers cultural, educational, environmental, and recreational opportunities. The goal was to develop a written plan specific to the City-owned portion of the farm. The completed plan is utilized as a template to develop site-specific management plans for other open space sites.

**Oregon – Statewide Comprehensive Outdoor Recreation Plan (SCORP):** The Changing Face of the Future constitutes Oregon’s basic five-year plan for outdoor recreation. The purpose of the plan is to provide guidance for the Land and Water Conservation Fund (LWCF) program and information and recommendations to guide federal, state, and local units of government, as well as the private sector, in making policy and planning decisions. The plan also provides guidance for other OPRD-administered grant programs and recommendations to the Oregon State Park System operations, administration, planning, development, and recreation programs. Each state is required to develop a SCORP to be eligible for matching grants from the LWCF grant program.

In 2010 the City of Corvallis Parks and Recreation Department formed a collaborative effort with the Benton County Health Department and other community partners to fulfill the need for a Community Garden Master Plan. Benton County, along with much of the nation, has faced a crisis focused on childhood obesity and a trend away from physical activity. One of the primary functions of the Community Garden Master Plan is to improve opportunities for physical activity and access to affordable healthy foods for children and families in (South) Corvallis and surrounding rural areas of Benton County. The Healthy Kids Healthy Communities Initiative or *Creciendo en Salud* (Growing in Health) has identified access to community gardens as a goal to promote healthy eating and access to healthy foods.

The City of Corvallis **Community Garden Master Plan** provides an opportunity to protect existing gardens and establish new community gardens on City land. These community gardens provide access to the outdoors and serve as important community resources that build social connections; offer recreation, education, and economic development opportunities; and provide a local food source. Additionally, the City recognizes the value of urban agriculture and has developed the Community Garden Master Plan to promote the development of community gardens on Parks and Recreation Park property. Community gardens build and strengthen the community, provide economic benefits, increase social equity, and promote environmental stewardship. By providing access to affordable, nutritious foods, community gardening encourages a practical approach in preventing and reducing obesity and associated diseases.

The **North Riverfront Park Concept Design** was prepared by Walker Macy and examines the proposed northward extension of Riverfront Commemorative Park by extending the multi-modal trails of the park north into the study area, and proposes riverbank restoration, a beach, and an improved boat ramp with vehicular access and a formal entry. The plan also identifies an existing historic building foundation (a relic of the waterfront's industrial past) as an opportunity to create an unusual seating area. This property is owned by the City of Corvallis and is heavily used as an informal river access point and boat ramp.

The **Willamette Park Concept Design** was prepared by Walker Macy and examines a 22.25-acre parcel in the southern portion of Willamette Park, a community park, which includes valuable forest and riparian habitat, a camping area, a disc golf course, and river access. The plan proposed removal of the camping area, which had become a security and management issue for the City which has since been removed. This area will be replaced by a neighborhood park, fulfilling needed day uses. It also proposes expanded river access, multi-modal paths, ADA improvements, overlooks, connections between new and existing trails, street improvements, and invasive species removal.

The **Healthy Streets Planning Initiative** is a comprehensive City planning effort to treat storm water, develop alternative transportation routes, expand urban green space, and improve community health. These “Healthy Streets,” provide transportation options that serve pedestrians, cyclists, transit, the disabled, and both the youngest and oldest members of our community. They also prevent non-point source pollution through the incorporation of decentralized treatment facilities into the City’s infrastructure that filter and detain stormwater runoff before it enters the Willamette River and urban streams.

External adopted planning efforts which may influence and impact this master plan include:

- Oregon’s Statewide Planning Goals & Guidelines, Goal 5: Natural Resources, Scenic and Historic Areas, and Open Spaces (1996)
- Recommended Trail Connectivity and Development Conceptual Plan 2011 (from tri-agency sub-committee)
- Benton County Natural Areas and Parks Comprehensive Plan
- Benton County Prairie Species Habitat Conservation Plan (HCP)
- Public Support, Demand, and Potential Revenue for Recreation at the McDonald-Dunn Forest
- Oregon’s Statewide Comprehensive Outdoor Recreation Plan (SCORP) – agencies are required to follow the SCORP grant guidelines for use of Land and Water Conservation Funds (LWCF)

The **Benton County Prairie Species Habitat Conservation Plan (HCP)** December 2010 was initiated to bring Benton County’s activities on its own lands into compliance with the Federal and State Endangered Species Acts. Federal law requires a non-federal landowner who wishes to conduct activities that may harm (“take”) threatened or endangered wildlife on their land to obtain an incidental take permit from the U.S. Fish and Wildlife Service. State law requires a non-federal public landowner who wishes to conduct activities that may harm threatened or endangered plants to obtain a permit from the Oregon Department of Agriculture. To receive an incidental take permit, a landowner must develop a HCP or Plan. Without this Plan, the County would not be able to continue its routine responsibilities, including road maintenance, without delays and added costs from habitat surveys and regulatory agency consultations prior to each action. With the HCP, the County will avoid and minimize impacts to threatened and endangered species of prairie habitats, but where impacts are unavoidable, the County will mitigate (complete habitat restoration to offset habitat damage) as required.

This HCP was submitted to the U.S. Fish and Wildlife Service and Oregon Department of Agriculture by Benton County, Oregon (“County”) to allow the County to receive an incidental take permit under the Endangered Species Act Section 10(a)(1)(B) for Fender’s blue butterfly, Taylor’s checkerspot butterfly, Willamette daisy, peacock larkspur, Kincaid’s lupine, Nelson’s checkermallow, and Bradshaw’s lomatium (“Covered Species”). The incidental take permit allows the County to continue to perform its otherwise lawful duties, which have the potential to impact these Covered Species. In return for impacting the Covered Species, the County will minimize and mitigate its impacts. The incidental take permit will be in effect for 50 years.

The HCP helps the County and its citizens comply with endangered species regulations while protecting at-risk species through long-term planning, avoiding and minimizing impacts, and mitigating for losses. This plan impacts how the Department manages a few City properties.

A 2011 study by OSU College of Forestry (*Public Support, Demand, and Potential Revenue for Recreation at the McDonald-Dunn Forest*) regarding recreational use of the McDonald-Dunn Forest indicates that from a sample size of 1,068 completed questionnaires **most users are not currently students (82%), as only 18% are students.** This is important because access to the Forest is from the Corvallis Urban Growth Boundary areas and adjacent park land, and current or potential City-owned land. Therefore, access and parking are inter-related issues.

Repeat visitation is high, as almost half of users (46%) have been recreating in this forest for over 10 years (20% for 20 or more years). Only 15% of users have recreated in this forest for one year, and on average, users have spent 11 years recreating at this forest.

Users are relatively evenly split between females (51%) and males (49%). The average age of users is 45 years old. The largest proportions are 50 to 59 years old (28%) and 40 to 49 years old (20%), 16% of users are 20 to 29 years old, and 18% are between 30 and 39 years old. Few groups contain children under 16 years old (8%).

Users are highly educated, as 37% have earned a four year college degree (e.g., bachelors) as their highest level of education achieved and 43% have an advanced degree beyond a four year degree (e.g., masters, Ph.D., medical, law).

**Most users live in Corvallis (71%)** or Albany (9%), with 21% living within one mile of this forest, 43% living one to five miles from this forest, and 36% living five or more miles away.

### **Greenbelt Land Trust (GLT) 2007 Conservation Plan**

This plan focuses on the GLT work in the mid-Willamette valley, and identification of specific areas for conservation in and around the City of Corvallis and Benton County. Some of the GLT current and proposed conservation areas are adjacent to City natural areas where collaboration can occur. Owens Farm is an example of such an area.

## ***I. Methodology of this Planning Process***

The following key elements represent the major milestone for this project.

- Needs assessment and public engagement:
  - Focus group meetings and stakeholder interviews
  - Statistically-valid survey contrasted and compared to the results of an open-link web-based survey
- Inventory and assessment of all indoor and outdoor assets
- Level of Service (LOS) analysis
- Demand analysis
- Key findings analysis
- Visioning and recommendations workshop
- Parks, Natural Areas and Recreation Board presentations
- Council and sub-committee presentations
- Plan adoption

## ***J. Timeline for Completing the Plan***

Phase 1 was the development of the Cost Recovery and Resource Allocation Philosophy and Policy. It began in August of 2011 and was accepted by Council sub-committee in December 2011 and adopted by City Council January 3, 2012. Phase 2 was the development of the Master Plan update which began in January 2012 and was completed in the fall of 2013.

# II. The Corvallis Community and Identified Needs

This chapter tells the story of the Corvallis community in relation to the socio-demographic profile of the community, park and recreation needs, trends, and the results of the public engagement process.

## A. Community Profile and Demographic Study

### A.1. Population and Demographic Trends

The City of Corvallis Master Plan Update and Cost Recovery project uses three sources for population estimates – the 2010 U.S. Census, Environmental Systems Research Institute (ESRI), and the Portland Research Center. Each source provides slightly different data as indicated in **Table 2**. The City of Corvallis budget projections and planning efforts utilize the 2010 U.S. Census.

**Table 2: 2010 Estimated Population**

Source	2010 Population
2010 US Census	54,462
*ESRI	52,803
Portland Research Center	54,460

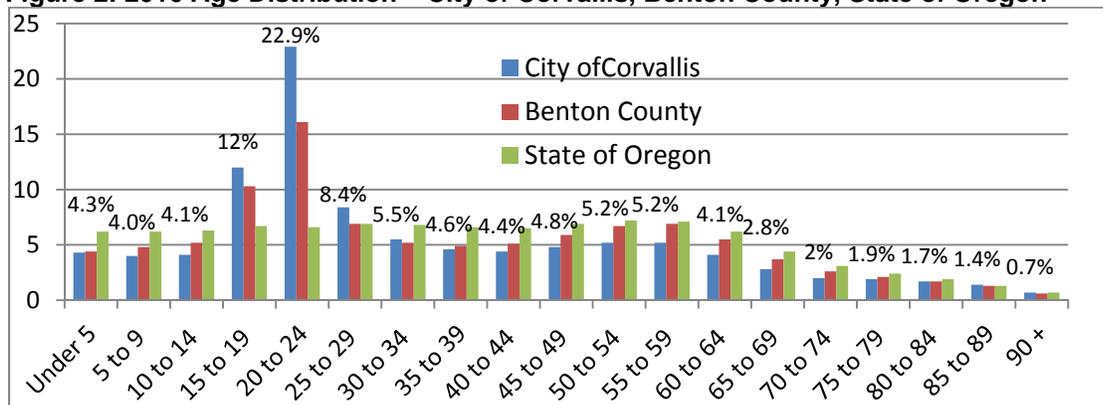
*\*Environmental Systems Research Institute, ESRI Business Information Solutions*

The U.S. Census was used to measure data that compares the City of Corvallis, Benton County, and the State of Oregon in the following areas: population, age, race, education, and employment. ESRI Business Information Solutions, Inc. was used to provide household income data due to the fact the 2010 U.S. Census utilized a short form which omitted household income.

### A.2. Population, Age Ranges, and Family Information

It is important to understand how age in Corvallis compares against the County and State. As shown in **Figure 2**, the City of Corvallis has a significantly higher percentage of population in the 20-24 age cohort when compared to the County and State. This demonstrates the significance that the Oregon State University population has on the City. As a result, the median age for Corvallis is 26.4 years, lower than both the County (32.1 years) and the State (38.4 years).

**Figure 2: 2010 Age Distribution – City of Corvallis, Benton County, State of Oregon**



Source: 2010 U.S. Census

The following age breakdown is used to separate the population into age sensitive user groups.

- **Under 5 years:** This group represents users of preschool programs and facilities. As trails and open space users, this age group is often in strollers. These individuals are the future participants in youth activities.
- **5 to 14 years:** This group represents current youth program participants.
- **15 to 24 years:** This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.
- **25 to 34 years:** This group represents potential adult program participants. Many in this age group are beginning long-term relationships and establishing families.
- **35 to 54 years:** This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.
- **55 to 64 years:** This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren. This group may also be caring for older parents.
- **65 years plus:** Nationally, this group will be increasing dramatically. Pew Research reports that by the time all Baby Boomers turn 65 in 2030, 15 percent of the nation’s population will be at least that old. Recreation centers, senior centers, and senior programs can be a significant link in the health care system. This group ranges from very healthy, active seniors to more physically inactive seniors.

### **A.3. Race/Ethnicity**

Knowing the ethnic diversity make-up can help to understand cultural preferences for parks and recreation services. According to the U.S. Census, there is slightly greater ethnic diversity in Corvallis when compared to the County and State.

**Table 3** illustrates the percentages of population in each race as well as Hispanic Ethnicity (persons of Hispanic ethnicity may be of any race). White Alone is the highest ranking cohort for all three geographic areas. The City has a high degree of diversity, likely due to the influence of Oregon State University.

**Table 3: 2010 Race/Ethnicity Comparisons – City of Corvallis, Benton County, State of Oregon**

Race	City of Corvallis	Benton County	State of Oregon
<b>White Alone</b>	83.8%	87.1%	83.6%
<b>Black Alone</b>	1.1%	0.9%	1.8%
<b>American Indian and Alaska Native Alone</b>	0.7%	0.7%	1.4%
<b>Asian Alone</b>	7.3%	5.2%	3.7%
<b>Native Hawaiian and Other Pacific Islander Alone</b>	0.3%	0.2%	0.3%
<b>Some Other Race Alone</b>	2.8%	2.3%	5.3%
<b>Two or More Races</b>	4.0%	3.6%	3.8%
Ethnicity – Hispanic or Latino Origin	City of Corvallis	Benton County	State of Oregon
<b>Hispanic of Latino (of any race)</b>	7.4%	6.4%	11.7%
<b>Mexican</b>	5.7%	4.8%	9.7%
<b>Puerto Rican</b>	0.2%	0.2%	0.2%
<b>Cuban</b>	0.1%	0.1%	0.1%
<b>Other Hispanic or Latino *</b>	1.5%	1.3%	1.7%
<b>Non-Hispanic or Latino</b>	92.6%	93.6%	88.3%

Source: 2010 U.S. Census

\* This category is comprised of people whose origins are from the Dominican Republic, Spain, Mexico, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

#### **A.4. Education**

As Shown in **Table 4**, the U.S. Census estimates that more than half (52%) of the population in Corvallis possess a bachelor's degree or higher. Of those, the highest ranking cohort in Corvallis possesses a graduate or professional degree (26.9%). Those residents that earned a bachelor's degree closely follow with 25.1 percent of the population.

Corvallis has a higher education rate per capita than any other city in the State of Oregon. In 2008, the city was ranked fifth on a list of "America's Smartest Cities" compiled by *Forbes* online magazine. According to a new U.S. Census Bureau study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.

**Table 4: 2010 Education Attainment Comparisons – City of Corvallis, Benton County, State of Oregon**

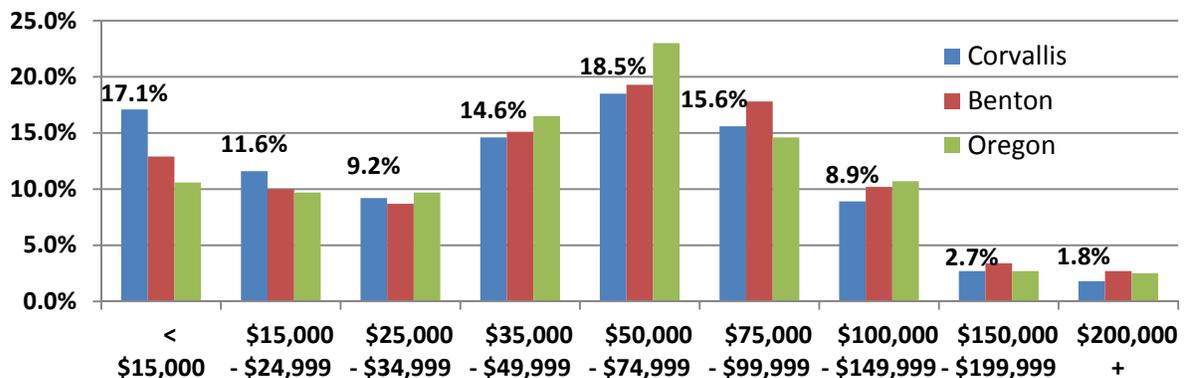
Education Attainment	City of Corvallis	Benton County	State of Oregon
Less than 9th grade	2.1%	3.6%	4.5%
9th to 12th grade, no diploma	3.6%	2.6%	7.6%
High school graduate (includes equivalency)	12.0%	15.5%	25.2%
Some college, no degree	23.3%	20.9%	25.9%
Associate's degree	7.1%	7.3%	7.6%
Bachelor's degree	25.1%	26.6%	18.3%
Graduate or professional degree	26.9%	23.5%	10.9%

Source: 2010 U.S. Census

### A.5. Household Income

According to ESRI, the estimated median household income for the City of Corvallis is \$46,847; lower than both the County (\$53,477) and the State (\$53,104). Again, this disparity is likely influenced by the high number of students attending the University of Oregon. A comparison of household income, as shown in **Figure 3**, illustrates that residents in the City of Corvallis earn significantly lower incomes than in the County and the State. According to ESRI Business Information Solutions, in 2010 the annual average amount spent on entertainment and recreation by household in Corvallis is \$2,724.28. This amount does not include travel.

**Figure 3: 2010 Households by Income Comparison – City of Corvallis, Benton County, State of Oregon**



Source: ESRI Business Information Solutions

## A.6. Population Forecasts

Although we can never really know the future of population growth with certainty, it is helpful to make assumptions about it for planning purposes. **Tables 5 and 6** contain population estimates and percentage change from 2000, to 2010, and from 2010 to 2015 for the City of Corvallis as projected by ESRI and by the U. S. Census.

**Table 5: Population projections and percent change – ESRI**

ESRI	Percent Change	
<b>2000 Population</b>	49,322	
<b>2010 Estimated</b>	52,803	7.05
<b>2015 Projected</b>	54,886	3.94 (.78 compounding annual rate)

Source: ESRI Business Information Solutions

**Table 6: Population projections and percent change – U.S. Census**

U.S. Census	Percent Change	
<b>2000 Population</b>	49,322	
<b>2010 Population</b>	54,462	10.4
<b>*2017 Projected</b>	57,506	5.6

\* GreenPlay LLC calculated the 2017 projected population based on the ESRI “percent change” multiplier of .78 compounding annual rate, multiplied by the 2010 US. Census population figure, multiplied by seven years to get a 2017 projected population. The U.S. Census does not create projections for 2017.

## A.7. Impact of OSU

Two focus group discussions were held with various Oregon State University (OSU) staff including the College of Forestry and campus Recreation Management. OSU plans to add another 5,000 students by 2016 (impacting the life of this Master Plan) at a rate of two to two-and-a-half percent. Add to this additional faculty, support staff, and their families, and the growth rates experienced over that last ten years will not even be close in projecting the future.

OSU population includes on campus students, Bend campus students, and e-campus students, many of whom live in this community. “Oregon State University enrolled 24,977 students in fall 2011 on its main campus, an increase of 5.1 percent over fall 2010. Increases in enrollment from fall 2010 to fall 2011 were: resident students – 1.1 percent; nonresident students – 15.7 percent; U.S. minorities – 13 percent; and international – 19.6 percent. The year-to-year increases in undergraduate and graduate student enrollments were 5.4 and 4.4 percent, respectively. Consistent with enrollment increase, total student full time equivalent (FTE) increased by 4.6 percent from fall 2010 to fall 2011.”

The University anticipates concentrated recruiting from the Latin American and Eastern European countries. With dense student housing development expected near and around the OSU campus, multi-modal transportation and open green areas become priorities. The staff shares that they understand that foreign students wish to participate in and experience more traditional “American” sports and leisure activities, and not all students are fully served by the on-campus recreational amenities. There will be an increasing demand from OSU students and staff on the Corvallis system in the future.

From President Ed Ray:

“Visitor spending offers another surprising dimension of our impact. In 2011, OSU programs of all kinds drew more than 535,000 visitors to the Corvallis area, where they spent nearly \$32 million, affecting businesses and jobs throughout the region. And at nearly \$251 million, student spending last year was an even more significant driver of that regional economy, as the student body being served by the Corvallis campus grew to 25,000. The most central components of our spending – payroll and the purchase of goods and services – have now grown to \$461 million and \$194 million, respectively, and at that level, represent sources of economic vitality in virtually every county of the state.”

### ***A.8. Demographic Trend Analysis Summary***

In summary, key demographic trends to reference for future planning efforts of the City of Corvallis’s Parks and Recreation Department are the following.

- The 2010 U.S. Census indicates that the estimated population in the City of Corvallis was 54,462.
- The median age for Corvallis is 26.4 years, lower than both the County (32.1 years) and the State (38.4 years).
- According to the U.S. Census, the ethnicity in the City of Corvallis is 83.8 percent white alone. The next highest cohort is Asian or Pacific Islander alone (7.3%). The City demonstrates a higher diversity rate than the County and the State.
- Age distribution of the population in Corvallis illustrates that the population with the highest cohort is 20-24 (22%). Oregon State University is influential in driving this data, although 19.8% of the population is 55 years of age and older.
- Median household income is lower in Corvallis (\$46,847) than in the County (\$53,477) and the State (\$53,104.)
- More Corvallis residents aged 25 years and older have a Bachelor’s and/or Master’s Degree than residents in the County and State.
- Population in Corvallis is projected to increase by a lower percentage during the next five years than the previous ten years.
- However, the impact of OSU’s projected growth over the next six to ten years, along with the estimated normal growth rates, will make Corvallis’ population swell by over 10 percent of the present population; to over 60,000 people during the school year in 2016.

## ***B. Influencing Trends and Best Management Practices in Parks and Recreation***

A challenge of parks and recreation departments is to continue to understand and respond to the changing characteristics of those it serves. In this fast-paced society, it is important to stay on top of current trends impacting parks and recreation. The following information highlights relevant local, regional, and national parks and recreational trends from various sources that may influence the City for the next ten years.

### ***B.1. Active Transportation National Trends***

The current U.S. transportation infrastructure focuses on motor vehicle travel and provides limited support for other transportation options for most Americans. As a result, the Center for Disease Control (CDC) has outlined implications of our current system.

- Physical activity and active transportation have declined compared to previous generations. The lack of physical activity is a major contributor to the steady rise in rates of obesity, diabetes, heart disease, stroke, and other chronic health conditions in the United States.
- Motor vehicle crashes continue to be the leading cause of injury-related death for many age groups. Pedestrians and bicyclists are at an even greater risk of death from crashes than those who travel by motor vehicles.
- Many Americans view walking and bicycling within their communities as unsafe because of traffic and the lack of sidewalks or multi-modal paths, crosswalks, and bicycle dedicated lanes.
- Although using public transportation has historically been safer than highway travel in light duty vehicles, highway travel has grown more quickly than other modes of transportation.
- A lack of efficient alternatives to automobile travel disproportionately affects vulnerable populations such as the poor, the elderly, people who have disabilities, and children by limiting access to jobs, health care, social interaction, and healthy food choices.
- Although motor vehicle emissions have decreased significantly over the past three decades, air pollution from motor vehicles continues to contribute to the degradation of our environment and adversely affects respiratory and cardiovascular health.
- Transportation accounts for approximately one-third of all U.S. greenhouse gas emissions, thusly contributing to climate change.

As a result of these implications, communities around the Country are creating programs to address and support alternative methods of transportation. Policy is being created, funding options are available, and partnerships are emerging. Initiatives like Safe Routes to Schools and Safe Routes to Play, and designing for “Complete Streets” are emerging to create safe, walkable communities.

Corvallis has a strong **Safe Routes to School** program with a large percentage of schools participating in Walk to School Day, monthly school walking events, walking school buses, and student safety patrol.

## ***B.2. Age-Related and Demographic National Trends***

### **Baby Boomer/Older Adult Trends – Planning for the Demographic Shift**

Baby boomers include those born between 1946 and 1964, as stated in Leisure Programming for Baby Boomers. They are a generation that consists of nearly 76 million Americans.

Beginning in 2011, this influential population will begin its transition out of the workforce. As baby boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, baby boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

In the leisure profession, this generation's devotion to exercise and fitness is an example of its influence on society. When boomers entered elementary school, President John Kennedy initiated the President's Council on Physical Fitness; physical education and recreation became a key component of public education. As boomers matured and moved into the workplace, they took their desire for exercise and fitness with them. Now, as the oldest boomers are nearing 70, park and recreation professionals are faced with new approaches to provide both passive and active programming for older adults. Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association, identified "Boomer Basics" in his article, "*Recreating retirement: how will baby boomers reshape leisure in their 60s?*"

Boomer Basics:

- Boomers are known to work hard, play hard, and spend hard.
- They have always been fixated with all things youthful. Boomers typically respond that they feel 10 years younger than their chronological age.
- Their nostalgic mindset keeps boomers returning to the sights and sounds of their 1960s youth culture.
- Swimming pools have become less of a social setting and much more of an extension of boomers' health and wellness program.
- Because boomers in general have a high education level, they'll likely continue to pursue education as adults and into retirement.

The City of Corvallis's demographic profile indicates that 19.3% of the current population falls within the Baby Boomer age range (those approximately 45 – 64 years of age). This percentage seems skewed against the year-round non-student residents, as OSU accounts for approximately 22,179 current students annually (or roughly 44% of the total population). The residents say that Corvallis is attracting an older generation and that the City is a desirable destination for those approaching retirement age.

Boomers will look to parks and recreation professionals to give them the skills needed to enjoy many life-long interests and sports. When programming for this age group, a customized experience to cater to their need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens. Ziegler suggests activities such as bingo, bridge and shuffleboard will likely be avoided because boomers relate these activities to being old.

Boomers will reinvent what being a 65-year-old means. Parks and recreation agencies that don't plan for boomers carrying on in retirement with the same hectic pace they've lived will be left behind. Things to consider when planning for the demographic shift:

- Boomer characteristics
- What drives Boomers?
- Marketing to Boomers
- Arts and Entertainment
- Passive and Active Fitness Trends
- Outdoor Recreation/Adventure Programs
- Travel Programs

National trends reported by the Federal Interagency Forum on Aging Related Statistics in March of 2008 suggest that older people enjoy higher levels of prosperity than any previous generation, with an increase in higher incomes and a decrease in the proportion of older people with low incomes and in poverty. Major inequalities continue to exist for people without high school diplomas who report smaller economic gains and fewer financial resources.

Listed below are relative Corvallis demographic comparisons (according to the 2010 U. S. Census and City-Data.com) relative to the impact of Oregon State University, which seem to offset the growing Baby Boomer generation:

- Households are smaller in Corvallis than the State.
  - The average household size is 2.24 in Corvallis versus 2.45 in the State.
- Households are younger in Corvallis than in the State.
  - The median age for Corvallis is 26.4 years versus 36.3 years in the State.
- Median household income is less in Corvallis than in the State.
  - The median household income \$37,218 in Corvallis versus \$49,260 in the State.

### ***B.3. Athletic Recreation National Trends***

#### **Sports Participation**

The 2010 National Sporting Goods Association (NSGA) Survey on sports participation found that the top ten athletic activities ranked by total participation for ages seven years and older included: exercise walking, exercising with equipment, swimming, camping, and bicycle riding. Additionally, the following active, organized, or skill development activities remain popular: bowling, aerobic exercising, hiking, working out at a club, and running/jogging.

**Table 7** further outlines the top twenty sports ranked by total participation in 2010 for those participants seven years and older, along with the percent change from 2009. Note that the 2011 information is not yet available as of the writing of this document.

**Table 7: Top Twenty Sports Ranked by Total Participation 2010 – 7 Years and Older**

Sport	Total	% Change*
Exercise Walking	95.8	2.6%
Exercising with Equipment	55.3	-3.4%
Swimming	51.9	3.4%
Camping (vacation/overnight)	44.7	-12.0%
Bicycle Riding	39.8	4.3%
Bowling	39.0	-13.3%
Aerobic Exercising	38.5	16.3%
Hiking	37.7	10.9%
Workout at Club	36.3	-5.3%
Running/Jogging	35.5	10.3%
Fishing	33.8	2.8%
Weight Lifting	31.5	-8.8%
Basketball	26.9	10.1%
Billiards/Pool	24.0	14.8%
Golf	21.9	-2.0%
Yoga	20.2	28.1%
Boating, Motor/Power	20.0	-16.2%
Target Shooting (net)	19.8	0.3%
Hunting with Firearms	16.3	-13.5%
Soccer	13.5	-0.3%

\*Percent Change is from 2009

Source: NSGA 2010

The *Ten-year History of Sports Participation Report* published by NSGA shows national trends in team sports and individual sports. Overall participation trends indicate a decrease in general. Team sports such as basketball, soccer, tackle football, softball, and volleyball had an increase in participation through 2008, however by 2010 show a decline.

Since the report lacrosse has become one of the country's fastest growing team sport. Participation in high school lacrosse has almost doubled this decade. An estimated 1.2 million Americans over age seven have played lacrosse within the previous year.

Individual sports show an increase in aerobic exercise, walking, and exercising with weights and cardiovascular equipment. **Table 8** illustrates a ten year change in participation for selected activities including both team sports and individual sports for participants ages seven years and older.



*Corvallis Parks and Recreation Lacrosse program*

**Table 8: Ten-Year History of Sports Participation (in millions) 2000-2010– 7 Years and Older**

	2010	2008	2006	2004	2002	2000
<b>Aerobic Exercising</b>	38.5	36.2	33.7	29.5	29.0	28.6
<b>Backpack/Wilderness Camp</b>	11.1	13.0	13.3	15.3	14.8	15.4
<b>Baseball</b>	12.5	15.2	14.6	15.9	15.6	15.6
<b>Basketball</b>	26.9	29.7	26.7	27.8	28.9	27.1
<b>Bicycle Riding</b>	39.8	44.7	35.6	40.3	39.7	43.1
<b>Billiards/Pool</b>	24.0	31.7	31.8	34.2	33.1	32.5
<b>Boating, Motor/Power</b>	20.0	27.8	29.3	22.8	26.6	24.2
<b>Bowling</b>	39.0	49.5	44.8	43.8	42.4	43.1
<b>Camping</b>	44.7	49.4	48.6	55.3	55.4	49.9
<b>Canoeing</b>	NA	10.3	7.1	7.5	7.6	6.2
<b>Cheerleading</b>	NA	2.9	3.8	3.8	NA	NA
<b>Exercise Walking</b>	95.8	96.6	87.5	84.7	82.2	86.3
<b>Exercising with Equipment</b>	55.3	63.0	52.4	52.2	46.6	44.8
<b>Fishing</b>	33.8	42.2	40.6	41.2	44.2	49.3
<b>Football (tackle)</b>	9.3	10.5	11.9	8.6	7.8	7.5
<b>Golf</b>	21.9	25.6	24.4	24.5	27.1	26.4
<b>Hiking</b>	37.7	38.0	31.0	28.3	27.2	24.3
<b>Hockey (ice)</b>	3.3	1.9	2.6	2.4	2.1	1.9
<b>Hunting w/Bow &amp; Arrow</b>	5.2	6.2	5.9	5.8	4.6	4.7
<b>Hunting with Firearms</b>	16.3	18.8	17.8	17.7	19.5	19.1
<b>In-Line Roller Skating</b>	7.4	9.3	10.5	11.7	18.8	21.8
<b>Mountain Biking (off road)</b>	7.2	10.2	8.5	8.0	7.8	7.1
<b>Muzzleloading</b>	3.1	3.4	3.7	3.8	3.6	2.9
<b>Paintball Games</b>	6.1	6.7	8.0	9.4	6.9	5.3
<b>Racquetball</b>	NA	NA	4.0	NA	NA	3.2
<b>Running/Jogging</b>	35.5	35.9	28.8	26.7	24.7	22.8
<b>Scooter Riding</b>	7.4	10.1	9.5	12.9	13.4	11.6
<b>Skateboarding</b>	7.7	9.8	9.7	10.3	9.7	9.1
<b>Skiing(alpine)</b>	7.4	6.5	6.4	6.3	7.4	7.4
<b>Snowboarding</b>	6.1	5.9	5.2	6.6	5.6	4.3
<b>Soccer</b>	13.5	15.5	14.0	13.3	13.7	12.9
<b>Softball</b>	10.8	12.8	12.4	12.5	13.6	14.0
<b>Swimming</b>	51.9	63.5	56.5	53.4	53.1	60.7
<b>Target Shooting</b>	19.8	20.3	17.1	19.2	18.9	14.8
<b>Target Shooting – Airgun</b>	5.3	5.0	5.6	5.1	4.1	3.0
<b>Tennis</b>	12.3	12.6	10.4	9.6	11.0	10.0
<b>Volleyball</b>	10.6	12.2	11.1	11.8	11.5	12.3
<b>Water Skiing</b>	5.2	5.6	3.6	5.3	6.9	5.9
<b>Weight Lifting</b>	31.5	37.5	32.9	26.2	25.1	24.8
<b>Workout at Club</b>	36.3	39.3	37.0	31.8	28.9	24.1
<b>Wrestling</b>	2.9	NA	3.8	NA	NA	NA

Source: NSGA 2010

## Youth Sports

Specific offerings for children's fitness are slowly increasing in health and fitness facilities. Facilities are offering more youth-specific exercise equipment. Individualized youth sports training opportunities are becoming more popular as well. For youth ages seven to eleven, bowling, bicycle riding, and fishing had the highest number of participants in 2010; however, ice hockey, mountain biking, and tennis saw the highest percent of increase of the sports in the survey in 2010.

It is important to note that of the six mentioned sports above, ice hockey is the only team sport. In-line skating experienced the largest percentage decrease in participation followed by scooter riding and fishing.

Another noteworthy trend is the increase in "pick-up" play in team sports. In recent years, the Sporting Goods Manufacturers Association (SGMA) has noticed that participation in team sports has been driven by organized/sanctioned play. However, in 2008, there were seven team sports where "casual/pick-up" play exceeded organized/sanctioned play. Those sports were basketball, ice hockey, field hockey, touch football, lacrosse, grass volleyball, and beach volleyball. It is believed that this is the result of athletes and their families feeling the pinch of the economy. Many people are choosing the less expensive ways to play sports and stay active.

### **B.4. Aquatics National Trends**

According to the National Sporting Goods Association (NSGA), swimming ranked fourth in terms of participation in 2009 and 2010. *Note that the 2011 information was not yet available as of the writing of this document.*

Outdoor swimming pools are not typically heated and open year round; however, in Corvallis, the outdoor pool is used year round by the High School Swim Teams. Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. Corvallis has leisure amenities in their indoor 50 meter pool, such as 1 and 3 meter diving boards, a rope swing, a zip line, and the use of an inflatable component.

Additional indoor and outdoor amenities like "spray pads" are becoming increasingly popular as well. In some cities spray pools are popular in the summer months and turn into ice rinks in the winter months.

Swimming is a popular recreational activity in the City of Corvallis. In addition to a highly utilized indoor pool, the outdoor pool also shows high demand and is used year round by competitive swimmers. The community survey indicated that swimming ranked fourth in terms of importance, following neighborhood parks, natural areas, and trails. In terms of how well their need was met, swimming also ranked fourth highest, but fell 17-20% lower than the other three most important services:

- Neighborhood parks (86% needs completely met)
- Trails (84% needs completely met)
- Natural Areas (83% needs completely met)
- Osborn Aquatics Center (66% needs completely met)

This indicates that the aquatics center is an opportunity for enhancement.

### ***B.5. Community Therapeutic Recreation***

Nationally, therapeutic recreation as a service is experiencing many struggles and challenges. The changing face of health care is having a dramatic effect on therapeutic recreation (TR) services in many rehabilitation settings and specifically in physical rehabilitation settings, thus affecting community recreation programs.

A secondary issue caused by the decreased stay in a hospital or clinical rehabilitation setting is the need for a clinical facility to promote community reintegration. In the past, clinical facilities provided programs such as wheelchair basketball, but due to the reduction of expenditures, facilities no longer provide such services and expect communities to address these needs.

The fundamental goal of TR services is to enable participants to return successfully to their communities. This not only means they need to have the functional skill but also that there are physical and social environments in the community that are receptive to the individual.

Another trend is the renewed focus on serving people with psychiatric disabilities. In 2004, The National Council on Disability (NCD) issued a comprehensive report, *Livable Communities for Adults with Disabilities*. This report identified six elements for improving the quality of life for all citizens, including children, youth, and adults with disabilities. The six elements are:

1. Provides affordable, appropriate, and accessible housing
2. Ensures accessible, affordable, reliable, and safe transportation
3. Adjusts the physical environment for inclusiveness and accessibility
4. Provides work, volunteer, and education opportunities
5. Ensures access to key health and support services
6. Encourages participation in civic, cultural, social, and recreational activities

The right to enjoy services and programs offered to all members by both public and private entities is the essence of the elements. Unlike persons with physical disabilities, people with psychiatric disabilities face attitudinal barriers of those around them. Attitudinal barriers are exemplified by policies, programs, and beliefs about psychiatric disabilities. Fortunately, the mental health system is moving toward a model based on recovery. This model promotes that everyone with a mental health diagnosis is able and capable of living independently within the community with supports.

### ***B.6. Conservation Trends***

The top ten recommendations of the National Recreation and Parks Association (NRPA) Conservation Task Force were published in the November 2011 issue of *Parks and Recreation* magazine. They are:

1. Take a leadership role in the community to promote conservation. Parks and recreation agencies have a unique opportunity to bring governmental agencies, non-profit organizations, community leaders, and the public together to work on community wide conservation objectives – clean water, wildlife habitat preservation, reducing energy use, and improving environmental quality. Parks and recreation agencies must lead the way in promoting conservation to diverse and underserved audiences.

2. Lead by example in employing best management conservation practices in parks. Parks and recreation agencies should become the catalyst in the community for conservation by showing how best practices can be adopted – not mowing what you do not need to mow, stopping wasteful energy consumption, and reducing pesticide use, for example. Show the public how conservation practices can benefit everyone.
3. Engage volunteers in conservation and stewardship. Create a sense of belonging and stewardship for parks by creating a personal sense of ownership and value. Enable people to identify with their parks and natural resources, and to care about their future. Sustain stewardship by creating meaningful public participation in implementation of conservation principles and practices.
4. Establish a strategic land acquisition strategy based on knowledge and awareness of significant natural and cultural resources (watershed protection, unique ecological characteristics, and sensitive natural areas deserving protection). As the largest owners of public land within most communities, parks and recreation agencies should lead the way in developing a strategic vision for preserving open space and conserving important landscapes and natural features.
5. Engage youth in conservation. Get kids and teens outdoors and enjoying their parks. The experience of nature is inherently rewarding for youth. Set as a goal to connect kids in the community to nature and the outdoors. Children and youth will be fascinated by nature and will develop a lifelong affinity, as well as a conservation ethic, if they have early opportunities to enjoy nature and recreate outdoors in a safe, rewarding way.
6. Conserve energy in all ways. Parks and recreation agencies must lead by example, showing the public how and why they should adopt practices that they can see demonstrated in parks and recreation facilities. Parks and recreation agencies should adopt energy conservation measures that make sense and save public taxpayer funds.
7. Protect natural resources in parks and in the community. A core mission of public parks is to protect land and water resources and to be stewards of natural resources. This means committing personnel and resources to protect natural and cultural resources and creating sustainable, long-term methods of funding this conservation mission. Parks and recreation agencies are entrusted with some of the most important public assets of a community, and the conservation and long-term protection of this public trust is and should be a core component of every parks and recreation agency's mission.
8. Create sustainable landscapes that demonstrate principles of conservation. Utilize sustainable landscape practices to save taxpayer funds, to measurably improve conservation benefits, and to educate the public about conservation. For example, agencies can reduce turf grass and mowing frequency, replace turf with native plants, manage floodplains for multiple uses including conservation and public recreation, enhance wetlands for water filtration and groundwater recharge, plant model landscapes of drought tolerant native plants adapted to climate and culture, and promote parks as food sources through edible landscapes and community gardens.

9. Forge partnerships that foster the mission of conservation. The greatest and most beneficial conservation successes most often occur as a result of collaboration. Parks and recreation agencies should partner with non-profit and community service organizations, universities and colleges, school systems, other governmental agencies, and non-traditional partners for conservation outcomes. Promote health, education, and other goals while working toward a common mission of conservation.
10. Utilize technology to promote conservation. Parks and recreation agencies need to embrace technology to promote conservation. This is not only in applications such as GIS, but in utilizing social media to engage the public, especially youth. Technology is not to be feared as something that detracts from the conservation mission of parks agencies, but rather it is to be accepted as a means of sharing knowledge and connecting people to conservation and stewardship.

### ***B.7. Cycling Trends***

Bike friendly cities have been emerging over the last ten years. Cycling has become a popular mode of transportation as people consider the rising cost of fuel, desire for better health, and concern for the environment. Some people also use cycling as a mode of transportation just for the fun of it.

The Alliance for Biking and Walking published *Bicycling and Walking in the United States 2012 Benchmark Report*. This report shows that increasing bicycling and walking goals are clearly in the public interest. Where bicycling and walking levels are higher, obesity, high blood pressure, and diabetes levels are lower. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking can help solve many serious problems facing our nation.

According to the report, public health benefits include:

- Bicycling and walking levels fell 66% between 1960 and 2009, while obesity levels increased by 156%.
- Between 1966 and 2009, the number of children who bicycled or walked to school fell 75%, while the percentage of obese children rose 276%.
- In general, states with the highest levels of bicycling and walking have the lowest levels of obesity, hypertension (high blood pressure), and diabetes and have the greatest percentage of adults who meet the recommended 30-plus minutes per day of physical activity.

Economic Benefits Include:

- Bicycling and walking projects create 11-14 jobs per \$1 million spent, compared to just 7 jobs created per \$1 million spent on highway projects.
- Cost benefit analyses show that up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking.

According to the League of American Bicyclists, Oregon is ranked eighth highest in the Country out of 50 states. Of Oregon communities, ten are rated as Bicycle Friendly Communities. The City of Corvallis is one of two communities in Oregon that received a Gold rating in 2011.

### **National bicycling trends:**

- Bike sharing and bike libraries allow people to rent bikes and tour communities using multiple pick up and drop off locations.
- Infrastructure to support biking communities is becoming more commonly funded.
- The number of bike commuters in the United States rose by 64% from 1990 to 2009.
- Bike share communities rose from .4% to .6%.
- According to a white paper titled, *Analysis of Bicycling Trends and Policies in Large North American Cities: Lessons For New York*, “Case studies cities have implemented a wide range of infrastructure and programs to promote cycling and increase cycling safety: expanded and improved bike lanes and paths, traffic calming, parking, bike transit integration, training programs and promotional events.” These are trends that helped improved cycling in these communities.
- Cycling participation by age almost doubled in the age group 25-64 from 23% in 1995 to 42% in 2009.
- Cycling participation by ethnicity shows that non-Hispanic whites have the highest bike mode sharing among ethnic groups; cycling rates are rising faster among African Americans, Hispanics, and Asian Americans. Those three groups also account for an increasing share of total bike trips, rising from 16% to in 2001 to 21% in 2009. Cycling is dominated by non-Hispanic whites, who make 79% of all bike trips in the USA but account for only 66% of the population (American Community Survey, 2009).
- The League of American Bicyclists currently has 490 applicants and has designated 190 communities in 46 states, up from 84 communities in 2008. The award recognizes education, engineering, enforcement, encouragement, and an evaluation plan.

### **B.8. Facilities – National Trends**

According to *Recreation Management* magazine’s “2011 State of the Industry Report,” national trends show an increased user base of recreation facilities. To meet that growing need, a majority of the 2011 State of the Industry Survey respondents (60.3%) reported that they have plans to build new facilities or make additions or renovations to their existing facilities over the next three years. Nearly a quarter (24.2%) of respondents said that they have plans to build new facilities, and just over a quarter (25.9%) said that they plan to add to their existing facilities. Another 43.6 percent are planning renovations.

The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multi-purpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Multi-use facilities versus specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One stop” facilities attract young families, teens, and adults of all ages.

Also according to the report, parks and recreation respondents said that the average amount planned for construction for parks fell by 12.7 percent from an average of \$3,907,000 in last year's survey to \$3,411,000 this year. There was very little change in the types of features and amenities included in survey respondents' facilities from 2010 to 2011. The most commonly found features include locker rooms (57.5% of respondents have locker rooms); classrooms and meeting rooms (57.4%); bleachers and seating (56.8 percent); outdoor sports courts for basketball, tennis, etc. (54.1%); and concession areas (53.9%).

Amenities and specialty parks that are still considered "alternative" to traditional park and recreation services but that are increasing in popularity include the following:

- Climbing walls
- Cultural art facilities
- Adult fitness parks
- Skate parks – the Sporting Goods Manufacturers Association estimates that there are about 1,000 skateboard parks in the United States

Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED) are becoming more common place as sustainability becomes a common concern. The Building Commissioners Association (BCA) recently conducted a survey, which indicated that 52 percent of the recreation industry respondents were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

### **Climate Change**

Master Plan Recommendation: Parks and Recreation should participate in the development of the City's Climate Change Plan.

- The City of Corvallis Urban Forestry Management Plan 2009 discusses the benefits of tree regarding water quality, storm water retention energy savings, carbon capture and air quality improvements.
- Parks and public lands serve an essential role in preserving natural resources and wildlife habitat, protecting clean water and clean air, and providing natural areas for current and future generations.
- Parks and Natural Areas do contribute to mitigation of climate change.

## ***B.9. Festivals and Events***

### **Economic Impact of Festivals**

In the context of urban development, from the early 1980s, there has been a process that can be characterized as "festivalization," which has been linked to the economic restructuring of towns and cities, and the drive to develop communities as large-scale platforms for the creation and consumption of "cultural experience." The City of Corvallis, however, finds itself with additional options through its regional athletic complexes for sporting event opportunities, and events based out of the amphitheaters in town – all of which can indirectly benefit the community through tourism.

Research indicates that the success rate for festivals tends to be evaluated simplistically on the basis of profit (sales), prestige (media profile), and size (numbers of events), often translated into numbers of visitors. Research from the European Festival Research Project (EFRP) indicates that there is evidence of local and city government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, tourists, etc.). There is also a growing number of smaller more local community-based festivals and events in communities, most often supported by local councils, which have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often will re-claim cultural ground based on their social, educational, and participative value.

In terms of activities, Corvallis 2012 survey participants ranked special events the second most important (59%) behind swimming programs (62%). Both activities ranked almost the same in terms of percent completely meeting needs:

- Special Events (61%)
- Swimming (60%)

Both activities may have room for expansion, but special events are typically general fund dependent (often heavily reliant on tax-payer investment). Swimming programs tend to be self-sustainable, often even revenue positive.

There is much to be learned about trends and expectations each year in order to make the most of each event. FestivalsandFairs.Net, an online festival resource, listed the following 2011 trends:

- How the Economy Affects You – No matter what, the economy is always a factor. In 2011, people are expected to be more comfortable spending their money at craft shows, fairs, and festivals.
- 'Tis the Season – For 2011, the trends are pointing toward an emphasis on holidays and specific events.
- Arts – A variety of art offerings such as music, cultural arts, scrapbooking, jewelry, digital art, etc. are trends to watch.

### ***B.10. Fitness Programming Trends***

There have been many changes in fitness programs in the last ten years. What clients wanted in 2000 is not necessarily what they want today. Fitness programs that have increased in popularity since 2000 include outdoor exercise, boot camp, personal training, post-rehabilitation, kids-specific fitness, and sport-specific training. Declining programs since 2000 include dance, health fairs, sports clinics, aerobics, stress-management classes, and weight-management classes. (*IDEA Health and Fitness Association*)

The American College of Sports Medicine's (ACSM) *Health and Fitness Journal* conducted a survey to determine trends that would help create a standard for health and fitness programming. **Table 9** shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry. The Worldwide Survey indicates the following shift in fitness trends between 2009 and 2010.

**Table 9: Worldwide Fitness Trends for 2009 and for 2010**

2009	2010
1. Educated and experienced fitness professionals	1. Educated and experienced fitness professionals
2. Children and obesity	2. Strength training
3. Personal training	3. Children and obesity
4. Strength training	4. Personal training
5. Core training	5. Core training
6. Special fitness programs for older adults	6. Special fitness programs for older adults
7. Pilates	7. Functional fitness
8. Stability ball	8. Sport specific training
9. Sport-specific training	9. Pilates
10. Balance training	10. Group personal training

Source: American College of Sport Medicine

### **B.11. General Programming Trends**

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. Once in, participants recognize that the benefits are endless. According to *Recreation Management* magazine's June 2011 "State of the Industry Report," the most popular programs, offered by more than half of survey respondents, include holiday events and other special events (64.3 %); fitness programs (61.1%); educational programs (60.4%); day camps and summer camps (56.3%); mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts (51.4%); and youth sports teams (50.7%). Sport training was not in the top ten; however, golf instruction and tennis lessons are a fast paced trend.

The report also suggested that slightly less than a third (31.9%) of respondents indicated that they are planning to add additional programs at their facilities over the next three years. The most common types of programming they are planning to add include:

- Fitness programs (planned by 26.8% of respondents planning to add programs)
- Educational programs (25%)
- Teen programming (24%)
- Mind-body/balance programs (22.5%)
- Active older adults (20.9%)
- Day camps and summer camps (20.8%)
- Environmental education (20.3%)
- Individual sports activities (18.9% )
- Holiday events and other special events (18.6%)
- Sports tournaments or races (18%)

### **Health and Obesity Trends – National Trends**

According to the Center for Disease Control (CDC), the annual status of America's health has declined 69 percent compared to the 1990s. Obesity continues to be a serious issue in America, growing at an epidemic rate – almost tripling since 1990. In fact, about one in every three adults is currently considered obese. This statistic illustrates the importance of intercepting the epidemic in youth. Overall, 27.5 percent of people in the United States are currently obese.

In an effort to educate Americans and encourage them to take steps toward a healthier future, the United Health Foundation annually presents *America's Health Rankings®: A Call to Action for Individuals & Their Communities*.

America's Health Rankings has tracked the health of the nation for the past 22 years, providing a unique, comprehensive perspective on how the nation (and each state) measures up. The 2011 Edition of the Rankings suggests that our nation is extremely adept at treating illness and disease. However, Americans are struggling to change unhealthy behaviors such as smoking and obesity, which cause many of these diseases. Obesity continues to be one of the fastest growing health issues in our nation, and America is spending billions in direct health care costs associated with poor diet and physical inactivity.

The United Health Foundation ranked Oregon 15<sup>th</sup> overall, dropping 1 point since 2010. Highlights include:

- While smoking decreased from 20.7 percent to 15.1 percent of adults in the last ten years, 448,000 adults still smoke in Oregon.
- In the past year, the rate of preventable hospitalizations decreased from 46.1 to 42.0 discharges per 1,000 Medicare enrollees.
- In the past year, obesity increased from 23.6 percent to 27.6 percent of adults, with 818,000 obese adults in the state.
- In the past five years, diabetes increased from 6.7 percent to 7.2 percent of adults. Now 213,000 Oregon adults have diabetes.
- In the past ten years, the rate of uninsured people increased from 12.7 percent to 16.8 percent.

For a more detailed look at this data, visit [www.americashealthrankings.org/OR](http://www.americashealthrankings.org/OR).

The most recent data available from the Oregon Public Health Department is a 2007 report *Oregon Overweight, Obesity, Physical Activity, and Nutrition Facts* which used the Oregon Behavioral Risk

Factor Surveillance System to measure the percent of adults and children who are overweight or obese by region. In the Willamette Valley (which includes Benton, Columbia, Lane, Linn, Marion, Polk, and Yamhill counties) 35.5 percent of the adult population was overweight, and 26.6 percent was considered obese. The percent of 8<sup>th</sup> graders who were at risk for being overweight or obese were 15.4 and 11 percent respectively, while 11<sup>th</sup> graders were 14.2 percent at risk for being overweight, and 11.6 percent for obese.

### ***Obesity among Children and Adolescents***

*“Obesity now affects 17 percent of all children and adolescents in the United States. The percentage of adolescents and children who are obese tripled from 1980 to 2008. In 2008 alone, more than one third of U.S. children and adolescents were overweight or obese.*

*Obese children are more likely to become obese adults. Statistics show that children and adolescents who are obese have a 70% to 80% chance of becoming overweight or obese adults.”*

*Center for Disease Control*

### **Economic Effects of Inactivity and Obesity**

Inactivity and obesity in the United States cost the country hundreds of billions of dollars annually. Some local governments are now accepting the role of providing preventative health care through park and recreation services. The following are facts from the International City/County Management Association.

- 89% believe that P&R departments should take the lead in developing communities conducive to active living.
- Nearly 84% supported recreation programs that encourage active living in their community.
- 45% believe that the highest priority is a cohesive system of parks and trails and accessible neighborhood parks.

As obesity in the United States continues to be a topic of interest for legislators and our government, there continues to be research suggesting that activity levels are stagnant among all age groups. The following are statistics that support this concern.

- Only 25% of adults and 27% of youth (grades 9-12) engage in recommended levels of physical activity.
- 59% of American adults are sedentary.
- Children born now have a lower life expectancy than their parents.
- Children utilize electronic devices such as television, computers, video games, phones, and media players for about 4.5-8 hours daily (30-56 hours per week).
- Prevalence of overweight children:
  - Ages 2-5 years (12.4%)
  - Ages 6-11 years (17%)
  - Ages 12-19 years (17.6%)

### **B.12. Healthy Lifestyle Trends**

With the health care issue front and center, parks and recreation departments are finding that they are in a position to be a catalyst in creating healthy lifestyles and communities. Steps such as assessments, policy creation, financial analysis, and management processes are occurring around the country to create and validate a method for building healthy communities, and departments are gaining credibility as a public health provider.

#### **National Trends**

In October, 2010 the Robert Wood Johnson Foundation's *Vulnerable Populations Portfolio* shared thoughts on how health is impacted by where and how we live, learn, work, and play. Below demonstrates the connection that nonmedical factors play in where health starts before illness sets in.

#### **Where We Live**

Residential instability has adverse health impacts. Examples include:

- Homeless children are more vulnerable to mental health problems, developmental delays, and depression than children who are stably housed.
- Difficulty keeping up with mortgage payments may be linked to lower levels of psychological well-being and a greater likelihood of seeing a doctor.

- The connection between access to public transportation and health studies found that people who live in counties with high “sprawl indexes” were likely to have a higher body mass index than people living in more compact counties.
- Convenient, affordable, and available eating habits result from inability to move from place to place within the community. PolicyLink and the Food Trust, two nonprofits focused on expanding access to fresh foods where low-income people live, have found that “decreased access to healthy food means people in low-income communities suffer more from diet-related diseases like obesity and diabetes than those in higher-income neighborhoods with easy access to healthy food, particularly fresh fruits and vegetables.”
- Communities without crime are healthier. Researchers from the Baltimore Memory Study found that residents living in the most dangerous neighborhoods were nearly twice as likely to be obese as those living in the least dangerous neighborhoods.

According to the Pedestrian and Bicycle Information Center (PBIC), for fall 2011, Corvallis received a Bronze rating in their “Walk Friendly Community” (WFC). The “Walk Friendly” title means a city or town is being recognized for its success in working to improve a wide range of conditions related to walking, including safety, mobility, access, and comfort. Corvallis is designated as a Bronze-level community due to the city’s dedication to providing accessibility to pedestrians and their great Safe Routes to School program.

According to the WFC website, “In 2010, Corvallis conducted a Citizen’s Attitude Survey to gauge the public’s attitude towards walking in Corvallis. Over 90 percent of respondents said they found it easy to walk in the community and gave the accessibility of walking trails and paths a rating of 90 percent. In addition, Corvallis has an extensive pedestrian signal system that is very accessible. With audible pedestrian signals installed at many of the intersections outside of the Central Business District and handicap accessible ramps on many corners of signalized intersections, those physically and visually impaired can walk with much more ease throughout the community.”

Twenty-one communities have received a WFC designation since April 2011. To date, Seattle, Washington has been the only Platinum-level Walk Friendly Community awarded. The WFC program began in October 2010 and is funded by FedEx and the Federal Highway Administration.

### **Where We Work**

The relationship between work and health is critical to creating productive environments.

- Investing in the right ways to support employees, businesses can help create a workforce that is less stressed and more content. The net result: a happier, healthier workforce which is more productive and yields better results.
- An approach such as “lifestyle leave” to take care of the inevitable personal and family needs that arise is a valuable asset for many parents. Programs which help provide employees with the peace of mind also help them to breathe and work more easily.

- Business leaders and employees alike should view work as a place of opportunity – a source of support, satisfaction, and motivation which can offer mutual benefits when done right.

### **Where We Learn**

Eight times more lives can be saved with education than with medical advances.

- Without graduating from high school, one is likely to earn less money and struggle to make ends meet, work longer hours (and maybe even two jobs) just to feed a family, and live in a compromised neighborhood without access to healthy food.
- Better educated people have more opportunities to make healthier decisions. They have the money and access necessary to buy and eat healthier foods.
- Data from the National Longitudinal Mortality Study indicates that people with higher education live five to seven years longer than those who do not finish high school.
- In South Carolina, leaders improved the health of citizens by strengthening their education system. A coalition of business and community leaders, politicians, educators, and parents came together to support a one-cent sales tax to fund education improvement.
- Schools are not just centers of teaching and learning, they are places that provide the opportunity to improve the health of all Americans.

### **Where We Play**

Play is a profound biological process that shapes brain function.

- Play prompts us to be continually, joyously, physically active, combating obesity and enhancing overall health and well-being.
- Play can interrupt the damage done by chronic stress, and even gives the immune system some relief.
- Play is a basic need – a biological requirement for normal growth and development. Scientists associated with the National Institute for Play are united in their concern about “play under-nutrition,” noting that the corrosive effects of this form of starvation gradually erode emotional, cognitive, and physiologic well-being – a major aspect of a sedentary life, obesity, and poor stress management can be readily linked to play starvation.
- Providing places to spend leisure time and recreate are critical to creating healthy communities.

### **Additional National Healthy Lifestyle Trends**

The population is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles, and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses.

- According to the article “Outdoor Exercise ‘Healthier than Gym Workouts,’” published in March 2011, researchers found that going for a run outdoors is better than exercising in the gym, because it has a positive impact on mental and physical health. Levels of tension, confusion, anger, and depression were found to be lowered. This aligns with the trend of adult fitness playgrounds that are popping up all over the world.
- Café Plus Concepts – Mather’s Cafes are opening around the country to attract Boomers and seniors. The concept is more than a café. The “plus” offers leisure activities, trips/tours, educational offerings, social opportunities, and fitness. These concepts can be integrated into community centers or stand-alone facilities.
- Essential services, healthy food options, workplaces, and other destinations are frequently not located within easy walking or bicycling distance from where people live, work, learn, and play.
- The link between health and the built environment continues to grow as a trend for local governments. They are increasingly incorporating active living and physical activity into daily routines.

### **B.13. Multiculturalism**

The world of business today is more diverse than ever. Learning to adapt to this diversity can prove difficult. Cornell University explains that diversity is “about learning from others who are not the same, about dignity and respect for all, and about creating workplace environments and practices to encourage learning from others and capture the advantage of diverse perspectives.” By examining the current trends in diversity, organizations begin to understand how those trends impact the business world today.

#### **Racial Diversity**

The American workforce is becoming increasingly racially diverse. The National Institute for Policy and Higher Education reported in 2005 that by 2020, minorities will make up an additional 20 percent of the work force. These numbers are only predicted to increase. *The Atlantic* reported in 2009 article entitled “The End of White America?” that by the year 2042, the aggregate number of minorities in the United States will outnumber white Americans.

#### **Multicultural Cities**

Cultural and ethnic diversity adds a unique flavor to cities expressed through distinct neighborhoods, multicultural learning environments, restaurants, places of worship, museums, and nightlife. This influence is prevalent in the City of Corvallis from residents attending and graduating from the Oregon State University.

### **Multiculturalism and Marketing**

Recent articles in parks and recreation have addressed multicultural and diversity issues in the leisure service profession. These articles are positive, because as the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

Today the marketplace for consumers has dramatically evolved in the United States from a largely Anglo demographic, to the reality that the United States has shifted to a large minority consumer base known as “new majority.”

The San Jose Group, a consortium of marketing communications companies specializing in reaching Hispanic and non-Hispanic markets of the United States, suggests that today’s multicultural population of the United States, or the “new majority,” is 107.6 million, which translates to about 35.1 percent of the country’s total population. The United States’ multicultural population alone could essentially be the 12th largest country in the world. Parks and recreation trends in marketing and providing leisure services continue to emerge and should be taken into consideration in all planning efforts.

### ***B.14. Natural Environments and Open Space – Economic & Health Benefits of Parks***

There are numerous economic and health benefits of parks, including the following:

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people’s health and mental outlook.
- US Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.
- Fifty percent of Americans regard outdoor activities as their main source of exercise.

According to the Corvallis 2012 survey respondents, pedestrian/bike trails and paths ranked number one for amenities to expand, improve, or add. Open space and conservation land ranked second, followed by playgrounds, indoor pools, and community gardens.

The Trust for Public Land has published a report titled: “The Benefits of Parks: Why America Needs More City Parks and Open Space.” The report makes the following observations about the health, economic, environmental, and social benefits of parks and open space:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and physiological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

Researchers have long touted the benefits of outdoor exercise. According to a study published in the *Journal of Environmental Science and Technology* by the University of Essex in the United Kingdom, “as little as five minutes of green exercise improves both mood and self-esteem.” A new trend emerging in parks and recreation aims to enable people to reap these benefits by working out on outdoor fitness equipment.

This trend started in China as they prepared to host the 2008 Summer Olympics. Their aim was to uphold a society that promoted physical fitness. The United States is now catching up on this trend, as park and recreation departments have begun installing “outdoor gyms.” According to John Drew from ExerSkys, “*The equipment is designed to use resistance of the body and weight.*”

Equipment that can be found in these outdoor gyms is comparable to what would be found in an indoor workout facility, such as leg and chest presses, elliptical trainers, pull down trainers, etc. With no additional equipment such as weights and resistance bands, the equipment is fairly easy to install.

Outdoor fitness equipment provides a new opportunity for parks and recreation departments to increase the health of their communities, while offering them the opportunity to exercise outdoors. Such equipment can increase the usage of parks, trails, and other outdoor amenities while helping to fight the obesity epidemic and increase the community’s interaction with nature.

*“There’s a direct link between a lack of exposure to nature and higher rates of attention-deficit disorder, obesity, and depression. In essence, parks and recreation agencies can and are becoming the ‘preferred provider’ for offering this preventative healthcare.”*

**Fran P. Mainella**, former director of the National Park Service and Instructor at Clemson University.

Corvallis Parks and Recreation currently has outdoor fitness stations located at Pioneer Park.

### **B.15. Nature Programming**

The National Recreation and Park Association (*NRPA*) sent out a survey to member agencies in order to learn more about the programs and facilities that public park and recreation agencies provide to connect children and their families with nature. A summary of the results follow:

- Sixty-eight percent of public parks and recreation agencies offer nature-based programming and 61% have nature-based facilities.
- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- Of the agencies that do not currently offer nature-based programming, 90% indicated that they want to in the future. Additional staff and funding were again the most important resources these agencies would need going forward.
- The most common facilities include: nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.
- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

Figures from the Association for Interpretative Naturalists, a national group of nature professionals, demonstrate nature-based programs are on the rise. According to Tim Merriman, the association's Executive Director, the group was founded in 1954 with 40 members. It now boasts 4,800 members, with research indicating that about 20,000 paid interpreters are working nationally, along with an army of more than 500,000 unpaid volunteers staffing nature programs at parks, zoos, and museums. The growth of these programs is thought to come from replacing grandparents as the teacher of these outdoor programs. It is also speculated that a return to natural roots and renewed interest in life's basic elements was spurred as a response to September 11, 2001.

### **B.16. Outdoor Recreation**

Local parks and recreation departments are a common place for residents to look when getting outside for leisure activities. It is often the mission of parks and recreation departments as well as private or non-profits to get more people outdoors.

The *Outdoor Foundation* released the "2010 Participation in Outdoor Recreation" report. The report highlights growth in nature based outdoor activities and continued decline in youth outdoor participation. The Foundation states that the trends show the beginning of adjustments in American lifestyles brought about by a challenging economy, shifting demographics, and changing times. Their research brought the following key findings.

## Participation in Outdoor Recreation

- **Return to Nature:** Nearly 50% of Americans ages six and older participated in outdoor recreation in 2009. That is a slight increase from 2008 and equates to a total of 137.8 million Americans.
- **Fitness and Health Benefits:** Outdoor participants rate their fitness level at 6.4 on a 10-point scale versus 4.9 for nonparticipants. In terms of health, outdoor participants rate their health level at 7.5 versus 6.6 for non-participants.
- **Preservation of Land:** The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.

## Youth Participation

- **More Indoor Youth:** An overall downward slide in outdoor recreation participation among 6 to 12 year olds has been realized.
- **The Influence of Family:** Most youth are introduced to outdoor activities by parents, friends, family, and relatives.
- **Physical education in schools:** The importance cannot be understated. Among adults ages 18 and older who are current outdoor participants, 83% say they had PE in school between the ages of 6 and 12. That compares with just 70% of non-outdoor participants.

## ***B.17. Riparian and Watershed Best Practices***

The ability to detect trends and monitor attributes in watershed and/or riparian areas allows planners opportunities to evaluate the effectiveness of their management plan. By monitoring their own trends, Planners can also identify changes in resource conditions that are the result of pressures beyond their control. Trend detection requires a commitment to long-term monitoring of riparian areas and vegetation attributes.

A report published by Oregon State University suggests that monitoring sediment filtering, bank stabilization, water storage and release, and aquifer recharge, contributes to a healthy, functioning riparian area, and uplands actually increased benefits such as fish and wildlife habitat, erosion control, forage, late season stream flow, and water quality.

The United States Environmental Protection Agency, (EPA) suggests the following steps to building an effective watershed management plan. See [Water.epa.gov](http://Water.epa.gov) for more information from the EPA.

- Build partnerships
- Characterize the watershed
- Set goals and identify solutions
- Design an implementation program
- Implement the watershed plan
- Measure progress and make adjustments

### ***B.18. Role and Response of Local Government***

Collectively, these trends have created profound implications for the way local governments conduct business. Some local governments are now accepting the role of providing preventative health care through parks and recreation services. The following are facts from the International City/County Management Association.

- 89% believe Parks and Recreation departments should take the lead in developing communities conducive to active living.
- Nearly 84% supported recreation programs that encourage active living in their community.
- 45% believe the highest priority is a cohesive system of parks and trails and accessible neighborhood parks.

In summary, the United States of America, its states, and its communities share the enormous task of reducing the health and economic burden of obesity. While numerous programs, policies, and products have been designed to address the problem, there is no magic bullet to make it go away. The role of public parks and recreation as a health promotion and prevention agency has come of age. What matters is refocusing our efforts to insure the health, well-being, and economic prosperity of our communities and citizens. The work that Corvallis Parks and Recreation accomplished through their partnership with the Benton County Health Department demonstrates how effective this approach can be, and other communities will look to this partnership as a template for their own community.

#### **Administration Trends for Recreation and Parks**

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out, and cooperative agreements with non-profit groups and other public institutions are being developed.

Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.

## Agency Accreditation

Parks and Recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency's commitment to 150 standards.

There are currently 102 agencies around the nation that have received the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) accreditation. In Oregon, only the City of Hillsboro holds this distinction.

Additional benefits of CAPRA accreditation include:

- Boosts staff morale
- Encourages collaboration
- Improves program outcomes
- Identifies agency and cost efficiencies
- Builds high level of trust with the public
- Demonstrates promise of quality
- Identifies best management practices

## Americans with Disabilities Act (ADA) Compliance

On September 14, 2010 the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards). On March 15, 2011 the amended Act became effective, and for the first time in history, includes recreation environment design requirements. Compliance with the regulations must be effective March 15, 2012. This includes design and construction requirements and the development of three-year transition plan. By March 15, 2015 implementation of the three-year transition plan must be complete.

As required by the new 2010 ADA Standards, by March 15, 2012, agencies must also perform and document a "Program Accessibility Audit" of all recreation "opportunities"; create a written "Transition Plan" for a three year implementation horizon ending March 15, 2015 to meet the new standards, identify an internal complaint process, and identify an "ADA Coordinator/Responsible Employee"; and require all contractors/vendors to immediately provide products and services in compliance with the new standards for any facility or service put into use as of March 15, 2012.

*Accreditation is a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement.*

*Accreditation has two fundamental purposes: to ensure quality and to ensure improvement.*

*The National Recreation and Park Association administratively sponsors two distinct accreditation programs. The Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) approves Academic institutions and Commission for Accreditation of Parks and Recreation Agencies (CAPRA) approves agencies. It is the only national accreditation of parks and recreation agencies, and is a valuable measure of an agency's overall quality of operation, management, and service to the community.*

### **The Role of the ADA**

How a community interprets and implements the guidelines of the ADA regarding parks and recreation programs and services for children, youth, and adults with disabilities ultimately depends upon the philosophy of staff and how accepting they are of people with disabilities. Some organizations provide a basic level of service as per the law and other communities embrace the notion of accessibility and choose to exceed what is expected.

***“People with disabilities are allowed equal access to all services provided by local, state, and federal governments, including recreational services. The ADA allows full and equal access by persons with disabilities to any place of public accommodation, governmental or private.”***

*July 26, 1990, the United States officially recognized the rights of people with disabilities by enacting the Americans with Disabilities Act (ADA).*

Community therapeutic recreation programs must address the needs of all people with disabilities. Disabilities may include autism; developmental, physical, learning, visual, and hearing impairments; mental health; and more. Community therapeutic recreation programs should also serve children, youth, and adults of all ages.

The types of programs offered by a community therapeutic recreation program may include specialized, inclusive, and unified programs. Specialized recreation programs generally serve the specific needs of someone with a disability. A “Learn to Swim” program for children with autism or an exercise program for adults with arthritis are just two examples of specialized programs. An inclusive program is one in which a person with a disability chooses to participate in a regular recreation program with a reasonable accommodation, alongside typical peers who do not have a disability. A third type of program is a unified program. This program is for individuals with and without disabilities who participate together as a “buddy,” or are paired or matched -- able-body with disabled. Many Special Olympic programs are offered as unified programs.

### **Funding**

According to *Recreation Management* magazine’s, “2011 State of the Industry Report,” from fiscal 2010 to fiscal 2012, the largest budget increases were expected for community centers (12.4%) and camps at (11%). The lowest increases were found in health clubs, where respondents projected a 0.4 percent increase to operating budgets, and colleges, where a 3.1 percent increase was projected.

YMCAs reported the highest operating expenditures for fiscal 2010 at \$2,008,000, 40.7 percent more than the across-the-board average. They were followed by parks and recreation at \$1,614,000, 13.1 percent more. The lowest operating expenditures in 2010 were found among community centers at \$923,000 and camps, at \$991,000.

## **Marketing**

Niche marketing options have experienced change more frequently than ever before as technology affects the way the public receives information. Web 2.0 tools and now Web 3.0 tools are used by agencies as a means of marketing programs and services. Popular social marketing electronic tools include:

- Facebook
- Google +
- Twitter
- You Tube
- Instagram
- Pinterest
- LinkedIn

Mobile marketing is a trend of the future. Young adults engage in mobile data applications at much higher rates than adults in age brackets 30 and older. Usage rates of mobile applications demonstrate that chronologically across four major age cohorts, millennials tend to get information more frequently using mobile devices such as smart phones. For example, 95 percent of 18-to-29-year-old cell phone owners send and receive text messages, compared to 82 percent of 30-to-49-year-olds, 57 percent of 50-to-64-year-olds, and 19 percent of those aged 65 and older. It is also a fact that minority Americans lead the way when it comes to mobile access. Nearly two-thirds of African-Americans (64%) and Latinos (63%) are wireless internet users, and minority Americans are significantly more likely to own a cell phone than are their white counterparts (87% of blacks and Hispanics own a cell phone, compared with 80% of whites).

### ***B.19. Trend Analysis Summary***

The following are key behavioral trends reflective of the City of Corvallis. These will be important to evaluate for future planning efforts.

- Active transportation programs, policy, and funding are gaining recognition in communities across the Country.
- There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like “spray pads” are becoming increasingly popular as well.
- Some of the top 20 athletic activities ranked by total participation included: exercise walking, exercising with equipment, camping, swimming, basketball, and hiking.
- The United Health Foundation has ranked Oregon 14th in its 2010 State Health Rankings.
- Community therapeutic recreation programs and inclusion services are considered an important trend when planning for the future.
- Fitness programs, educational programs, teen programs, mind body balance, and active adults were listed at the top of the ten programs parks and recreation departments are planning to add within the next three years.

- The most common programs offered in communities are holiday events and other special events, fitness programs, educational programs, day camps, and summer camps; mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts; and youth sports teams.
- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- National trends in the delivery of parks and recreation systems reflect more partnerships and contractual agreements reaching out to the edges of the community to support specialized services.
- The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.
- Multiculturalism trends in park and recreation, marketing, and provision of leisure services continue to emerge and should be taken into consideration in all planning efforts.
- Parks and recreation administration trends include increased partnerships, agency accreditation, and enterprising budgets.
- Web-based niche marketing tools are more popular for agencies to use as a means of marketing programs and services.
- An ADA transition plan must be in place within organizations to demonstrate compliance to the amended regulations.

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### ***C. Community and Stakeholder Input***

Seven public meetings and stakeholder focus groups were held between January 31 and February 2, 2012. Another four meetings were held May 3-4, 2012 (including a Spanish-speaking outreach meeting). In addition, the staff conducted more outreach to the Spanish-speaking community at a Cinco de Mayo event the following day. The general consensus is that the Department is doing a lot right, and citizen satisfaction is high. In addition, people want to be kept informed and involved.

The value of parks and recreation services included these statements:

- Parks and recreation makes me want to live here.
- Clean and safe facilities and places for my kids to exercise and play are important.
- I get to know more people in my community through parks and recreation services.
- Physical fitness is important.
- Offer lots of recreational opportunities – variety is important.
- I feel a sense of pride when I'm using the parks and recreation facilities.
- Provide places for gatherings (picnic areas, etc.).
- Provides venues to share arts and music (bandstand).
- Provides an opportunity to give back.
- Outdoor recreation makes communities safer – “eyes on the park.”
- Connects me to nature in the city.
- Swimming classes made my kids safe – water safety and enjoyment is important.
- Having activities close to home reduces my carbon footprint.
- Community gardens provide local food and information about nutrition.
- Natural areas and open green spaces are highly valued in this community – they provide easy and affordable opportunities to be in nature.
- Recreational trails, alternative transportation opportunities, and connecting the community safely to schools and recreation elements are very important.
- Senior activities and places to socialize keeps people independent longer; however, the current facility has major parking and congestion issues.

- The community center may be in the wrong location and is in need of repurposing with other amenities (like a gym, cardiovascular and fitness equipment, etc.).
- Recreation centers are important especially for younger people because they use them for exercises and as social centers, too.
- Parks and recreation centers are part of the economic engine. They improve the quality of life and make communities likeable and desirable for business and home owners.
- Parks provide vital green space in a fast, developing American land escape. They also provide flood plain protection, natural sound barriers.
- Parks keep our living environment healthy, they also preserve critical wildlife habitat allowing natural wildlife to co-exist with people while providing enjoyment and education opportunity for children and families.
- Activities in parks improve moods, reduce stress, and enhance a sense of wellness since they decrease the anxieties of daily life.
- Recreation centers provide programs that are organized and structured enjoyable activities for all ages which are a way to engage in sports, dance, crafts, and other social activities.
- The programs in recreation centers facilitate safety good sportsmanship and community participation. And they and keep youth away from drugs, alcohol, and gang involvement.
- Some recreation centers are focus on the whole family, which means that the whole family can be doing physical activities at the same time.
- Affordability is important – the fees charged for services do not price people out.
- Fiscal responsibility is important.

### ***C.1. Meeting Highlights***

- Users are extremely happy with and supportive of the current system and express the desire to maintain the level of service currently enjoyed.
- Connecting the community through a comprehensive bike and pedestrian system is very important, along with consideration for alternative and public transportation coordination.
- OSU's growth will have a significant impact on the Corvallis parks and recreation system, and while it plans to provide for all the student needs through on-campus experiences, less than one-quarter of the student population lives on campus. The majority of the staff and students live off campus, with the students living in high density urban areas near campus. The vast majority of OSU's amenities are not open to the public. Historically, even the students who live on campus look to parks and recreation for some services such as trails and parks.

- Disadvantaged and growing populations need neighborhood services within walkable distances; and there is a high value placed on walkable services in the Corvallis community.
- There may be neighborhoods in Corvallis that are underserved.
- River access is important.
- School gym space is at or past capacity and the public needs an available drop-in gym to use.
- Gym space, playgrounds, neighborhood parks, restrooms, open and synthetic turf are all areas for future expansion, and some have need for cardiovascular fitness equipment and class spaces.

The staff was provided a more detailed account of public comments.

## ***D. 2011 City of Corvallis – National Citizen’s Survey Results***

The annual survey (with comparable results from previous years dating back to 2008) contained questions seeking residents’ perspectives about opportunities and services related to the community’s parks and recreation services. Recreation opportunities in the City of Corvallis were rated positively as were services related to parks and recreation. City parks and recreation programs or classes were rated much higher than the (national) benchmark. Parks and recreation ratings have stayed constant over time.

In addition, the survey indicates that Corvallis residents participate more, and are more satisfied with their parks and recreation services when compared to the national benchmark, communities of similar sizes (35-70,000 population), and university communities.

## ***E. Statistically-valid and Open-link Survey Results***

### ***E.1. Methodology***

The purpose of this study was to gather public feedback on Corvallis, Oregon parks, recreation, natural areas, and trails programs, services, and other community investments. The survey was conducted using three methods: 1) a mail-back survey, 2) an online, invitation-only survey, and 3) an open link online survey for members of the public who did not randomly receive a survey in the mail. Unless stated otherwise, the analysis herein focuses primarily on surveys received via the first two methods. The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data quality solutions with emphasis on U.S., Canadian, and international address and phone verification and postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

A total of 4,500 surveys were mailed to a random sample of Corvallis, Oregon residents in February 2012, with 4,345 being delivered after subtracting undeliverable mail. To increase participation, colored envelopes were used for the mail-back survey. The final sample size for this statistically-valid survey was 679, resulting in an excellent response rate of 15.6 percent and having a margin of error of approximately +/- 3.8 percentage points calculated for questions at 50% response<sup>1</sup>. Results from the open link survey generated an additional 65 responses.

As responses to the open-link version of the questionnaire are “self-selected” and not a part of the randomly selected sample of residents, results from the open-link questionnaire are kept separate from the mail and invitation web versions of the survey for the overall analysis. The majority of the discussion that follows focuses primarily on results from the randomly selected sample of residents.

The underlying tabular data for the random sample responses were weighted by age and ethnicity to ensure appropriate representation of Corvallis residents across different demographic cohorts in the sample. Based on current 2010 ESRI data for the City of Corvallis, the age, race, and ethnicity profile of residents is distributed as follows: Under 35 (45.9%), Age 35-44 (13.4%), Age 45-54 (15.1%), Age 55-64 (12.1%), Age 65-74 (6.0%), 75 and older (7.4%); Race: White (82.1%), Asian (8.3%), African American (1.5%), Native American (0.9%), Other (7.1%); and Ethnicity: Hispanic Ethnicity (8.0%). These proportions were the basis for weighting of the survey data so that the resulting analysis reflects the conclusions and opinions of the underlying population.

## ***E.2. Survey Highlights***

The top five community issues in order of importance for the Corvallis community are;

1. Maintaining what we have
2. Healthy active Lifestyles
3. Connectivity/alternative transportation (trails, etc.)
4. Implementing planned parks and trails projects
5. Positive activities for youth

According to the survey, “no time or other personal interests” is the biggest reason most people do not use services, followed quite a ways behind by “not aware.” Current facilities not meeting their needs (but this does not appear to be a really a big issue) are fenced dog parks and tennis courts, followed closely by skateparks. This is probably an issue of not being in a convenient location. If more are built, spread them into other parts of the City.

### **Importance and Unmet Needs**

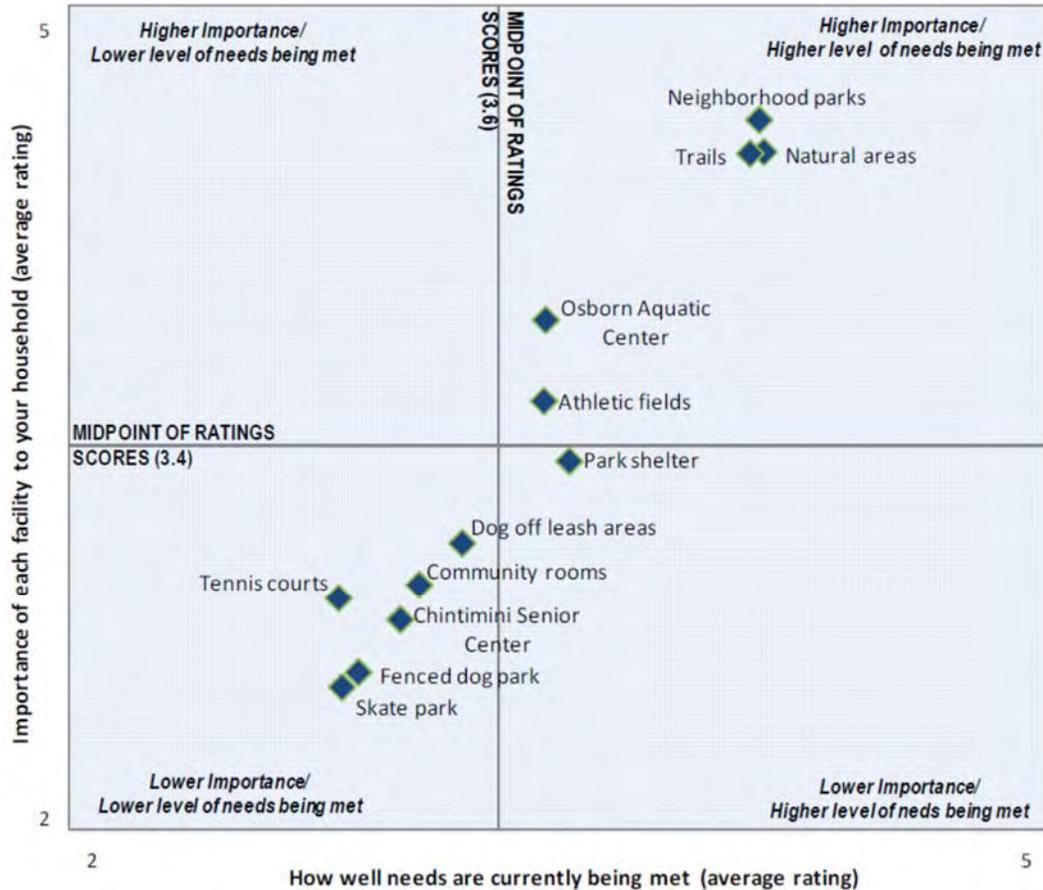
The nexus of highly important facilities and service versus needs being un-met would demonstrate a first priority for improvements, additions, or expansions. Where the facilities and services fall toward the mid-line would present future opportunities.

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<sup>1</sup> For the total sample size of 679, margin of error is +/- 3.76 percent calculated for questions at 50% response (if the response for a particular question is “50%”—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments; therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

Many of the top facilities listed previously as meeting the needs of the community are also considered the most important. Maintaining these important assets is an indispensable function of Corvallis Parks and Recreation. As demonstrated in **Figure 4**, Osborn Aquatic Center and athletic fields fall near the mid-line intersection as still very important with a lesser degree of needs being met.

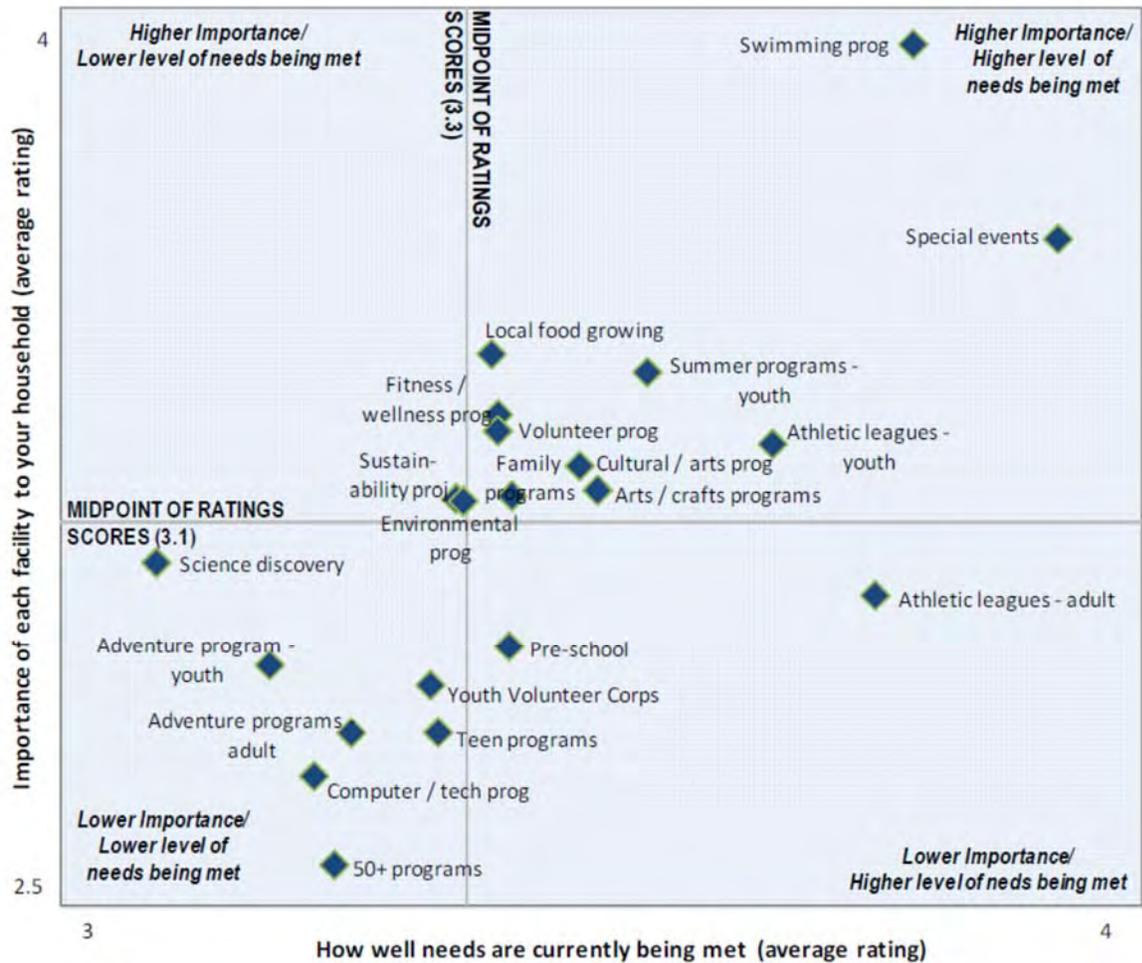
**Figure 4: Important Facilities and Un-met Needs**



In **Figure 5**, programs with potential for making improvements of relatively high importance and that could have a strong impact on the degree to which needs are being met for a substantial proportion of the population include:

- Local food growing, preparation, preserving
- Summer programs – youth
- Fitness and wellness programs
- Volunteer programs
- Athletic leagues – youth
- Cultural/arts programs
- Family programs
- Arts and crafts programs
- Sustainability/environmental projects
- Environmental programs

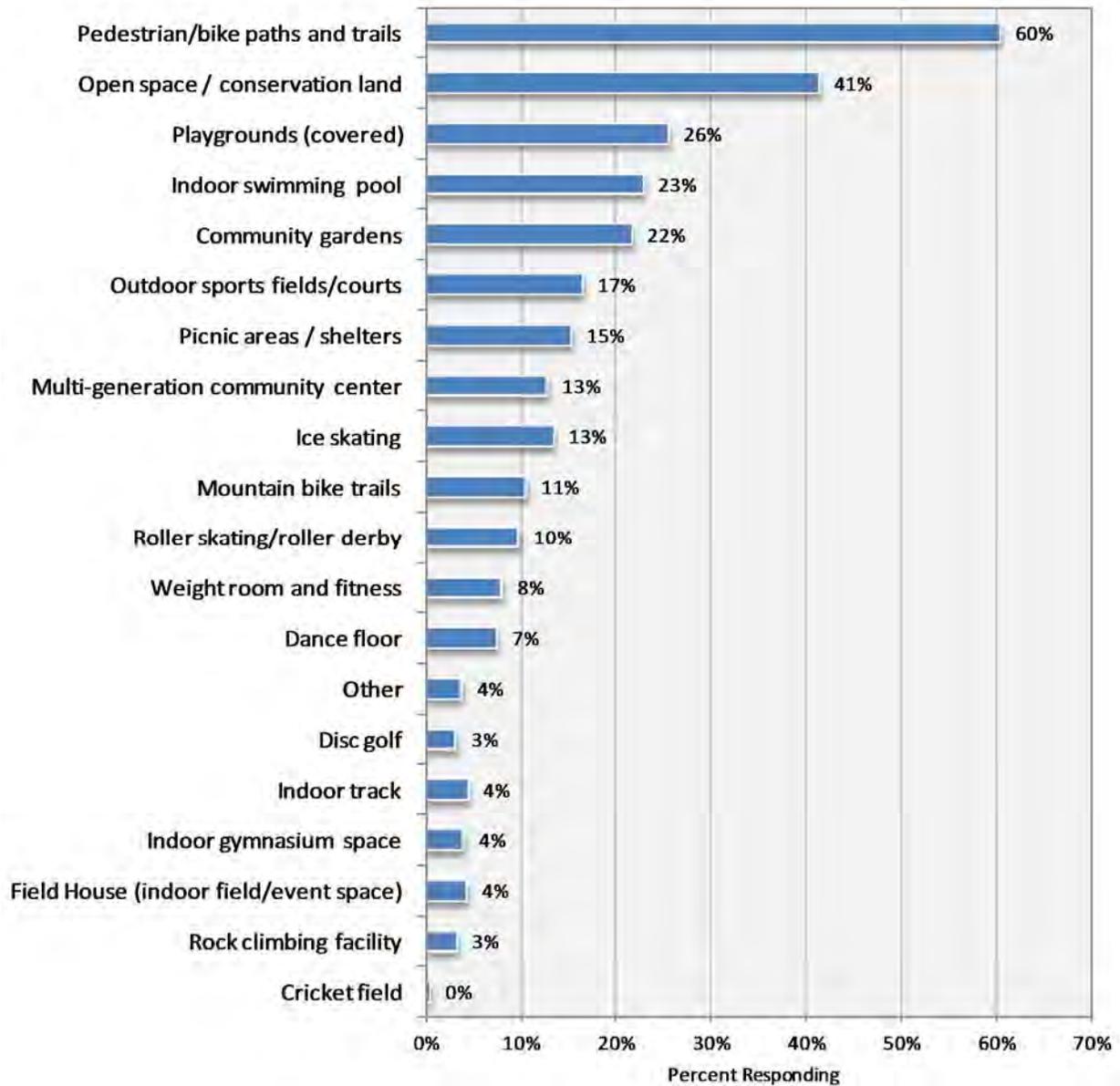
**Figure 5: Important Programs and Un-met Needs**



**Expansions, Additions, and Improvements**

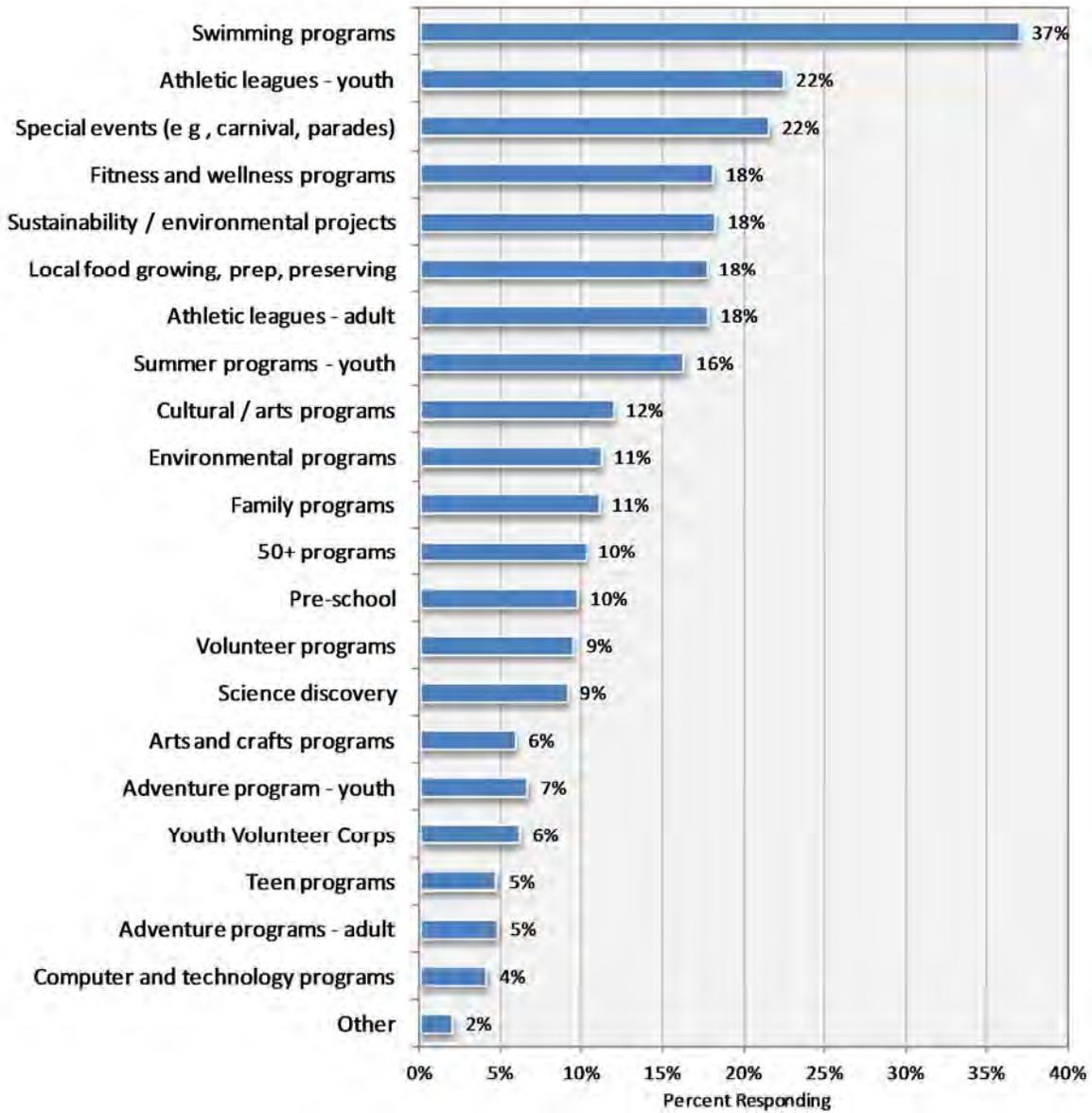
Trails and open space/conservation lands (**Figure 6**) are the highest priority for facility expansion, addition, or improvements. This is followed by playgrounds, indoor swimming, and community gardens.

**Figure 6: Highest Priorities for Facilities to be Added, Expanded, or Improved**



The programs of high importance are generally meeting the needs (**Figure 7**). In addition, respondents want more swimming programs, followed by youth athletic leagues and special events.

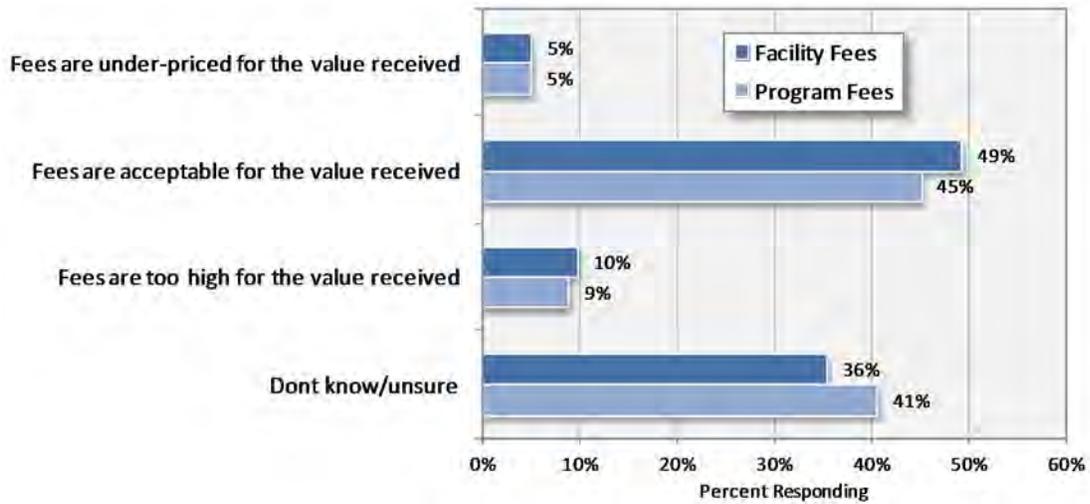
**Figure 7: Highest Priorities for Programs to be Added, Expanded, or Improved**



**Fees**

Generally, fees charged by the department are acceptable for the value received (**Figure 8**).

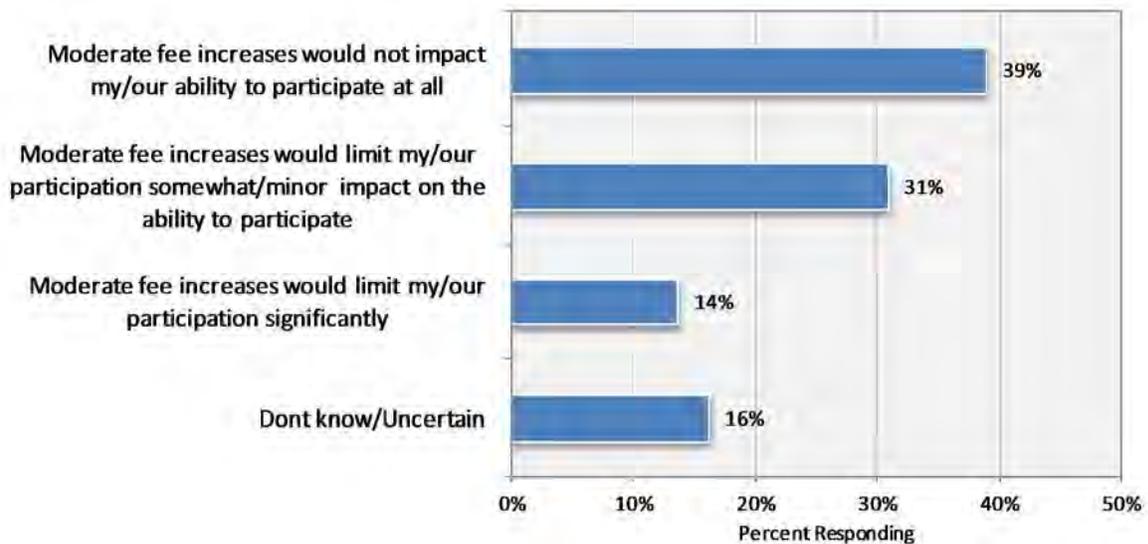
**Figure 8: Program and Facility Fees**



Thirty-nine percent (39%) of people said that “moderate fee increases would not impact their ability to participate at all,” and 31 percent said “moderate fee increases would limit their participation somewhat/minor impact on the ability to participate (**Figure 9**).” However, when coupled with those for whom “moderate fee increases would significantly limit their participation” (14%), fee increases should be carefully approached.

Using the newly adopted cost recovery and resource allocation philosophy ties cost recovery goals to service beneficiary, and thusly, fees to the direct cost of service provision.

**Figure 9: Potential Impact of Fee Increases**

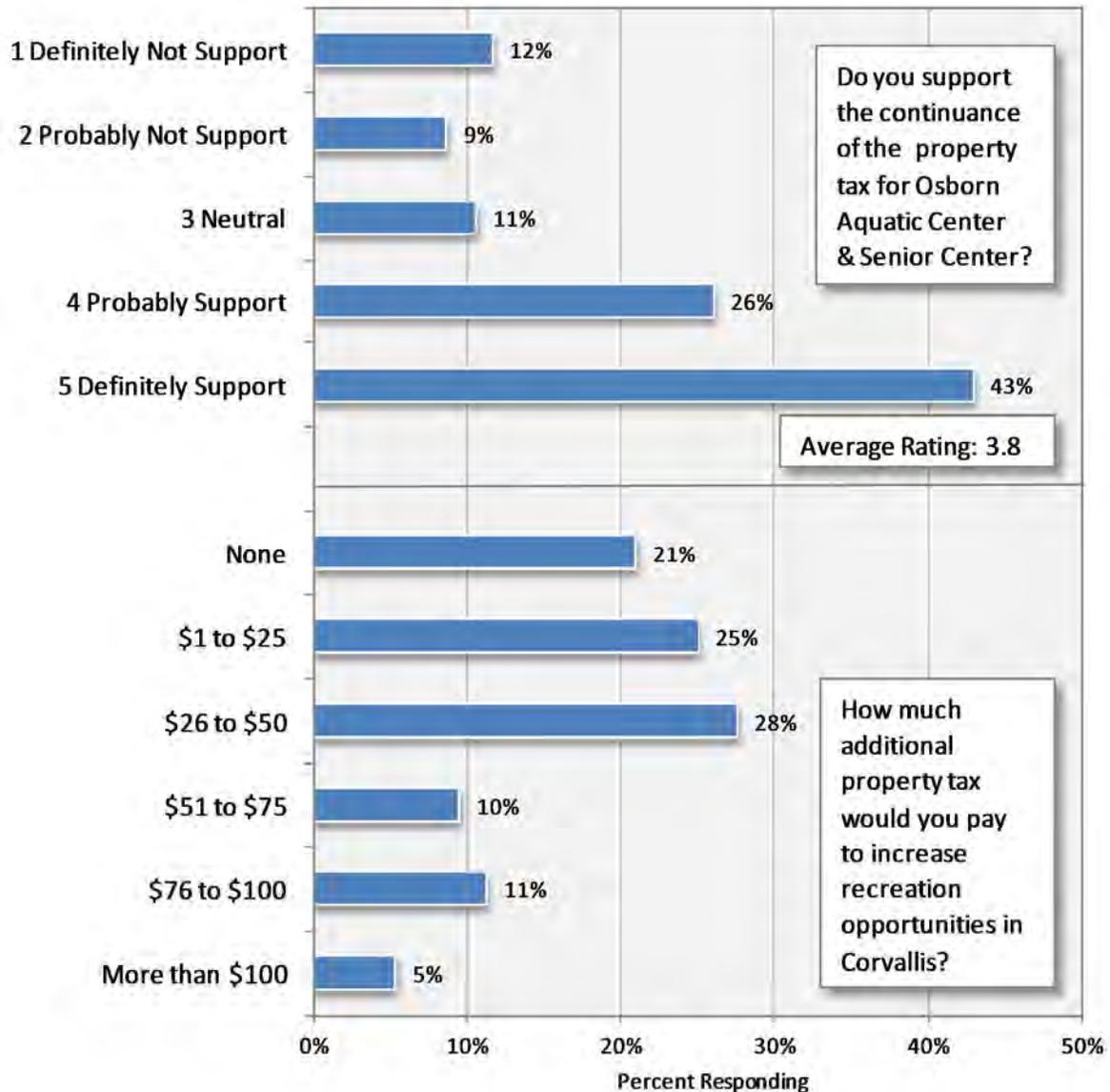


### Dedicated Taxes and Funding Improvements

- Sixty-nine percent (69%) of the respondents said they would probably or definitely support the continuance of the property tax for Osborn Aquatic Center and Senior Center.
- Seventy-nine percent (79%) of the respondents said they would pay an additional \$1-25 per year in property tax to increase recreation opportunities in Corvallis

**Figure 10** indicates the interest in the tax support of the aquatic center and senior center.

**Figure 10: Tax Support of the Aquatic Center and Senior Center**



Please refer to **Appendix B** for the complete survey report.

## ***F. Summary of Key Findings from the Community***

There appears to be a high degree of satisfaction with and support for the parks and recreation services provided by the City of Corvallis Department of Parks and Recreation. There is also tremendous value placed on the system as demonstrated by the passing of the three-year levy to continue the services in tough economic times.

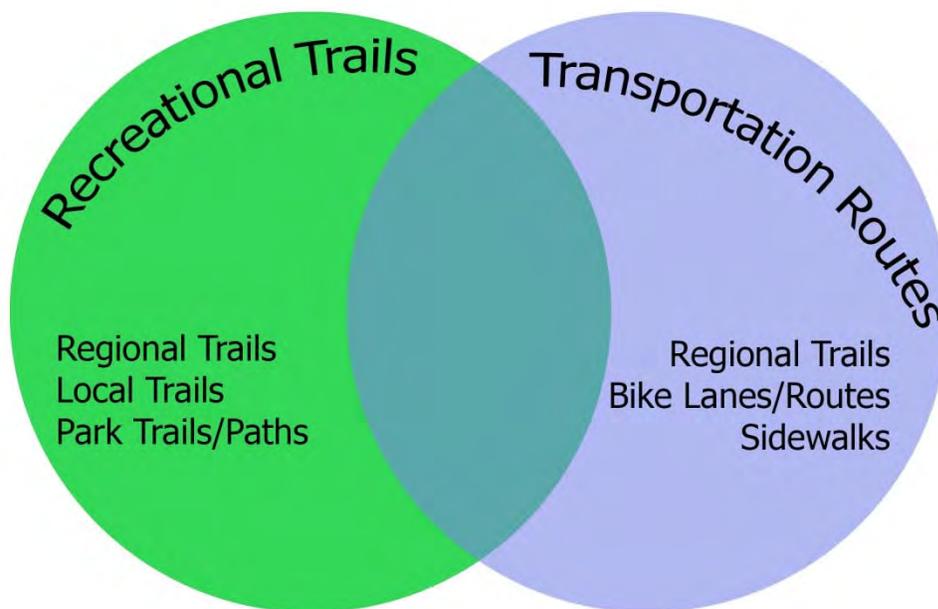
The message seems clear – the community wants its parks and recreation services to continue, and is desirous of maintaining the current quality and complement of services and amenities. There is a willingness to continue dedicated funding to ensure that these essential services continue in perpetuity, and there may be willingness to fund the desired expansions and improvements of the system.

# III. What We Have Now – Recreational Trails and Pathways

## A. Introduction

Guided by community feedback and an engaged group of key stakeholders, the plan for Recreational Trails and Pathways advances the policies and direction set forth in past planning efforts and builds upon a strong foundation of public planning to articulate a vision for a citywide trail system. The 2000 *Parks and Recreation Facilities Plan* offered the concept of an urban area-wide trail network and laid the groundwork for trail planning that has served the City well since its adoption. The development of this updated plan for Recreational Trails reaffirms community values of an enlarged, interconnected system and further strengthens the role of citywide trails as a key contributor to community livability and health.

This will be a reference guide to make certain that recreational trails are appropriately incorporated into the planned growth of the community and that new development accommodates the vision and framework of the trail system in a logical and seamless manner. This assessment has provided an opportunity to integrate the many changes that have occurred in Corvallis over the past decade, while also striving to identify viable and desirable trail connections that coincide with local values of recreation and stewardship. The update remains true to the recurring goals and values of past efforts, such as maintaining a vibrant network of multiple use recreational trails that provide a connection to nature while supporting environmental sustainability. Bike routes with more emphasis on transportation are not included as they are a part of the City's *Transportation Plan*.



## ***B. Purpose and Framework***

The purpose of the plan for Recreational Trails is to guide development and maintenance of a citywide network of trails to serve the needs of residents, students, and visitors. It presents a number of core considerations resulting from an analysis of existing opportunities and constraints of the existing Corvallis trails system. The existing trails service standards, strategic goals and priorities, and design standards were reviewed. The intent is to focus on recreational, multi-purpose trails and pathways, while acknowledging the connections and linkages to the transportation system. This Chapter will be instrumental in better defining trail types, design standards and how to apply them, as well as address the role of recreational trails in proximity to natural features. Through the adoption of this Master Plan, Corvallis will take another major step forward in enhancing and enriching opportunities for local recreation that will be implemented through the prioritization of needed alignments.

Trail systems provide many benefits for a community. Multi-use trails support healthy, active living while decreasing pollution, fuel consumption, and traffic congestion. Physical inactivity is one cause that has led to an epidemic of obesity in our society, and recent studies continue to demonstrate the health benefits of moderate walking and exercise. Trail networks provide opportunities for outdoor recreation, environmental education, and wildlife viewing, as well as routes for cyclists, walkers, runners, and skaters.

The recreational trail system envisioned in this Chapter will:

- Create an interconnected trail system that links parks and natural areas within the City and to other destinations in Benton County
- Connect local and connector trails to the regional trail system
- Promote consistency and coherence in trail design, amenities, and signage

The recreational trails system identifies existing and future trail connections necessary to complete an integrated network of trails. The chapter assesses existing trail resources and provides guidelines for trail design and support amenities. Planning goals and policies to expand and maintain a comprehensive trail system, as well as specific project priorities, are included in this chapter.

## ***C. Related, Past Planning Efforts***

A number of City and regional planning documents informed and guided the development of the Recreational Trails and Pathways Chapter. This Chapter aims to synthesize and integrate goals and community direction outlined from the following sources.

- Parks and Recreation Facilities Plan (2000)
- Benton County Natural Areas & Parks Department Trail System Plan (2003)
- Proposed Trail Connections in Benton County by the Trail Connections Committee (2011)
- Transportation System Plan (1996)
- North Corvallis Area Plan (2002)
- West Corvallis - North Philomath Plan (1996)
- South Corvallis Area Refinement Plan (1997)
- Comprehensive Plan (2000)
- Land Development Code, with specific reference to natural features regulations

The above noted documents remain as relevant source materials, and with regard to the subarea plans for North, West, and South Corvallis, provide a basis for specific connectivity concerns relating to the future development of those areas. This updated plan for a recreational trails system provides a more distilled, prioritized approach to expanding the City's network of trails and pathways while closing known gaps in the system.

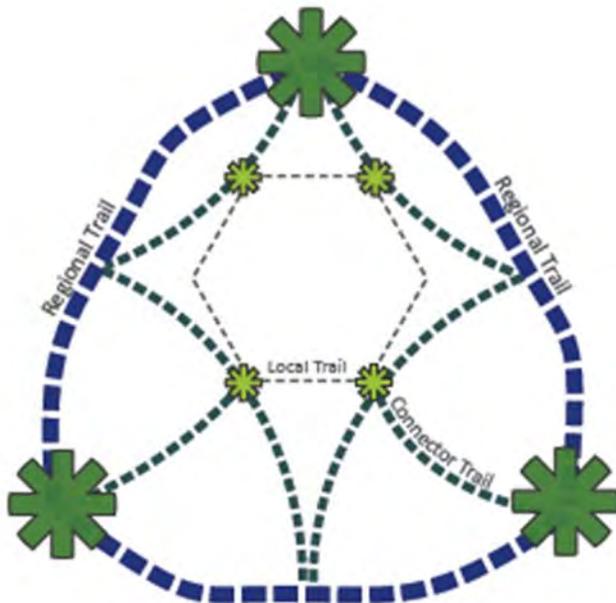
## ***D. Trails Inventory***

### ***D.1. Trail Hierarchy***

This plan for the recreational trails system uses a trail hierarchy (**Figure 11**) to create a series of interconnected linkages throughout the City and represents a trail framework based on the planned users volumes and intensity. This hierarchy conceptualizes a branching circulation network of non-motorized routes ranging from cross-regional and inter-city primary corridors, to secondary intra-city neighborhood corridors, to minor local connections with the primary purpose focused on recreation. These interconnected linkages enable recreational trail users to create loops or individualized routes depending on desired travel distances or specific destinations.

The differences between the trail classifications within the hierarchy are based on purpose, intensity of use and connections, rather than on trail width, material, or user. Four trail classifications exist within the Corvallis network: regional, connector, local, and park trails and pathways. The former three trail classes serve as the primary linkages across and through the City. Park trails and pathways include those segments located wholly on public park and natural area lands.

**Figure 11: Trail Hierarchy**



## D.2. Trail Classifications

Defining and reinforcing a recreational trail classification establishes a framework for trail design and enables the prioritization of proposed trail enhancements and development. The recreational trail classification system is based on a tiered network and includes four trail categories: regional, connector, local, and park trails and pathways. While some sections of trail will accommodate higher volumes of traffic and provide regional connections, other sections may rely on the local street network and be designed to link local or neighborhood scale destinations. Trail types are important to plan to encourage use of the appropriate trail and to discourage the creation of informal trails destroying vegetation and causing erosion. In all cases, careful consideration will be given to the impacts to natural resources and sensitive areas. Paved trails within riparian zones and stream corridors are permitted and should be set back from the top of the bank to the extent practicable. Tree conflicts should be avoided to the extent achievable.

### Regional Trail

Regional trails act as the spine of the trail network and provide major connections to adjacent communities and significant natural features, such as rivers and streams, public facilities, and areas of interest. These trails should be routed to avoid passing through designated highly or partially protected stream corridors, locally significant wetlands, and highly protected vegetation, except for incidental crossings. These trails extend beyond the City limits of Corvallis and serve as continuous recreational corridors. Regional trails are paved, multi-use routes that accommodate pedestrians, cyclists, and skaters and are typically separated from the public road right-of-way (ROW) for exclusive use. In cases where there is not sufficient ROW for a separated trail, sidewalks may be widened to function as segments of regional trails. Regional trails are typically between 10' and 14' wide, and these corridors should provide the highest level of trail amenities, including trailheads, parking, signage, and restrooms. Corvallis has 10 miles of regional trails, with the Corvallis-Philomath Trail making up half the current total.



Riverfront Trail



Corvallis-Philomath Trail

**Connector Trail**

Connector trails provide recreational benefits by linking two or more regional trails and link important land uses and areas of interest, often within a neighborhood, typically along street right-of-way. They also create recreation loops to City and County parks, natural areas, and other environmental destinations. These trails should be routed to avoid passing through designated highly or partially protected stream corridors, locally significant wetlands, and highly protected vegetation, except for incidental crossings. These trails support the regional trail corridors and serve smaller residential, commercial, and employment areas. Connector trails are typically between 8' and 12' wide and are often paved, multi-use corridors that can be located on or off street. Within the Corvallis urban growth boundary, there are 8.3 miles of connector trails; the Walnut Boulevard Path is the longest of this trail class.



MLK Jr. Park Trail



Sunset Park Trail

**Local Trail**

Local trails are located within individual developments, subdivisions, or neighborhoods and typically cover short distances. Local routes can serve several functions. They can provide connection to the regional or connector trails, provide a local recreational loop or provide access to and connect local features such as parks, community centers, and schools. Local routes are mostly off-street and are primarily paved, single-use segments – typically between 4' and 8' wide. Where trails enter highly or partially protected natural resources or sensitive lands, careful consideration will be given to trail design, such as use of elevated boardwalks or a narrower profile. The City of Corvallis has 1.6 miles of local trails. The pathways within the wooded drainage-ways in the Timberhill area are examples of local trails.



Timberhill Trail



Oak Meadow Trail

### **Park Trail**

Park trails are interior loops or point-to-point routes within parks or natural area properties and include paved or unpaved walking paths, rustic hiking trails, and equestrian trails. Depending on use, location, and underlying conditions, the trail surface material may be native soil, forest duff, wood chips, gravel or crushed rock, asphalt, or concrete. Where trails enter highly or partially protected natural resources or sensitive lands, careful consideration will be given to trail design such as elevated boardwalks or a narrower profile.



Shooting Star Trail



Chip Ross Trail

### **D.3. Use Types**

#### **Multi-Use Trails**

Multi-use trails are separated from the public right-of-way and may have two-way traffic separated by a centerline. These trails accommodate two-way wheelchair, stroller, bicycle, skater, and pedestrian traffic, as well as maintenance and emergency vehicles. Multi-use trails are generally paved with asphalt or concrete over a compacted crushed rock base (impervious surfaces are preferred), and the preferred width is 12 feet, with a 10 foot minimum width where needed to avoid natural features or tree canopy. If maintenance vehicles will use the trail as an access road, then a width of 12 to 14 feet is preferred to prevent cracking and wear of the path edges. Multi-use paths function best where motor vehicle crossings can be eliminated or minimized and should be designed with at-grade crossings with streets and driveways. Additional design considerations include attention to site lines, grade, erosion control, and trail etiquette regulations. Soft shoulders of crushed rock or woodchips may be provided for runners if space allows. When equestrians are present, a separate bridle trail along a multi-use trail should be provided to minimize conflicts with horses. Trails that have regional or community-wide significance (e.g., regional and connector trails) will usually be of this type.

#### **Single-Use Trails**

Single-use trails may be designated along segments with especially challenging terrain or natural features, for dedicated user types or where trail width is restrictively narrow.

### ***Walking Trail – Pedestrian Only***

While it may be difficult to plan and design a trail for the exclusive use of pedestrians, as other users will be attracted to the facility, trail signage and public education will be required to reinforce the intended use and restrictions.

### ***Equestrian Use***

Equestrian trails are dedicated to equestrian use only and serve horseback riders. These trails are generally soil or gravel and require wider and higher clear areas. Additional vertical clearance is needed in forested areas. Where designated, widened shoulders or separated parallel trails for equestrian use may be included throughout the trail network.

### ***Mountain Bike Use***

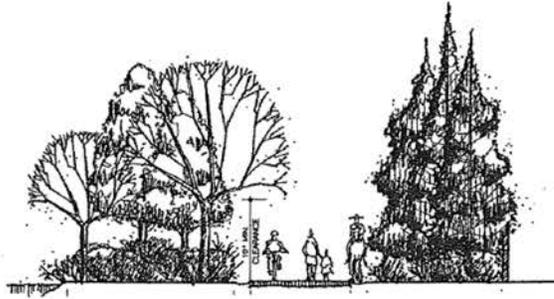
Mountain biking trails are narrow, winding trails of soil and gravel, and rock and boardwalks are used when needed. They may be designed as either one-way single track or wider two-way routes. Steep slopes and natural obstacles, such as rocks and roots, create challenges for the rider, and increase the diversity of trail experience. Narrow trail width and sharp turns may be required in steep, irregular terrain.

**Table 10** provides a quick reference chart for the various trail classifications and the accepted standards.

In all cases, careful consideration will be given to the impacts to natural resources and sensitive areas. Paved trails within riparian zones and stream corridors are permitted and should be set back from the top of the bank to the extent practicable. Tree conflicts should be avoided to the extent practicable. Where trails enter highly or partially protected natural resources or sensitive lands, careful consideration will be given to trail design such as elevated boardwalks or a narrower profile.

**Table 10: Trail System Classifications and Design Features**

Classification	Function	Use Type	Users	Surfaces	Width	Clearance	Amenities	Treatment
<b>Regional Trail</b>	Provides major connections to adjacent communities and significant natural features, such as rivers and streams.	Multi-Use	Pedestrians Cyclists Skaters Equestrian where feasible (parallel and separate)	Asphalt Concrete or Boardwalk	10' – 12'	Side: 2' 0" Vertical: 10' 0"	Trailhead Parking Restrooms Site Furnishings Lighting Signage	Separated right of way from motor vehicles with exclusive use for pedestrians and cyclists, includes grade separated and signalized crossings. May include rail trails.
<b>Connector Trail</b>	Connects important land uses and areas of interest, often within a neighborhood, typically using street rights of way	Multi-Use	Pedestrians Cyclists Skaters	Asphalt, Concrete, or Boardwalk. Gravel connections may be permitted.	8' – 12' *  *width can narrow to protect natural resources	Side: 2' 0" Vertical: 10' 0"	Site Furnishings Signage	
<b>Local Trail</b>	Provides local connections to features, such as parks, community centers, and schools	Single-Use	Pedestrians	Asphalt Concrete Boardwalk or Gravel	5' – 8'	Side: 1' 0" Vertical: 10' 0"	Signage	
<b>Park Trail</b>	Interior loops or point-to-point routes within parks or natural area properties and include paved walking paths, rustic hiking trails, equestrian trails	Multi- or Single-Use	Pedestrians Cyclists Skaters Equestrian where feasible (parallel or separate)	Asphalt Concrete Boardwalk Gravel Wood Chip Earthen	2.5' – 10' *  *depending on maintenance vehicle needs & vehicle weight rating	Varies by use	Site Furnishings, Signage; may include other amenities as elements to overall park design	



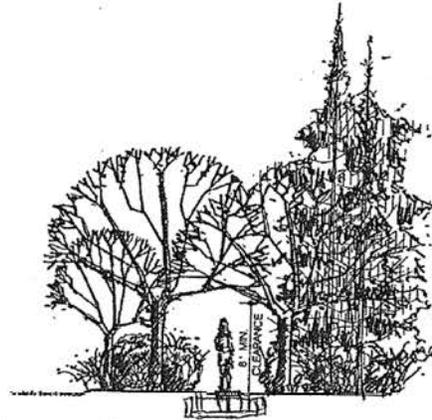
## REGIONAL TRAIL

- provides major connections to adjacent communities and significant natural features such as rivers and streams
- shared-use: pedestrians, cyclists, skaters, and/or equestrians where parallel and separate space is feasible
- 10' - 12' wide: asphalt, concrete or boardwalk



## CONNECTOR TRAIL

- connects important land uses and areas of interest, often within a neighborhood, typically using street rights-of-way
- shared-use: pedestrians, cyclists, and/or skaters
- 8' - 12' wide: asphalt, concrete or boardwalk; gravel may be permitted; narrow width to protect natural resources



## LOCAL TRAIL

- provides local connections to features such as parks, community centers and schools
- single-use: pedestrians
- 5' - 8' wide: asphalt, concrete, boardwalk or gravel
- boardwalk (as shown) used in wet sites only



## PARK TRAIL

- interior loops or point-to-point routes within parks or natural area properties, including paved walking paths, rustic hiking trails, equestrian trails
- shared- or single use: pedestrians, cyclists, skaters; equestrians where parallel and separate space is feasible
- 2.5' - 10' wide: asphalt, concrete, boardwalk, gravel, wood chip or earthen; adjust width and surface for maintenance vehicles

## E. Existing Trails System

Overall, Corvallis has access to over 35 miles of existing recreational trails (**Table 11**). These trails are dispersed throughout the City and are generally located around the City's edge and away from the downtown core. They are located within parks, connecting to subdivisions, and along major thoroughfares and the Willamette River (refer **Appendix C** for **Map 1: Existing Trails Network**).

**Table 11: Trail Inventory**

Trail Name	Classification	Length (mi)	Surface	Notes
Corvallis-Philomath Trail	Regional	5.02	Asphalt	Good condition
Riverfront Trail	Regional	1.39	Concrete	Good condition
SW Campus Way	Regional	1.16	Asphalt	Good condition
Willamette Landing HOA Pathway	Regional	0.65	Asphalt	Good condition
Willamette Park Trail	Regional	1.79	Asphalt	Good condition
<i>Subtotal</i>		<i>10.02</i>		
Bald Hill Park Path	Connector	1.33	Asphalt	Good condition
Chepenafa Springs Park Pathway	Connector	0.21	Concrete	Good condition
Circle Blvd Pathway	Connector	1.08	Asphalt	Good condition; varying widths
Hwy 99 Pathway	Connector	1.02	Asphalt	Fair Condition
Marys River Natural Area Path	Connector	0.37	Boardwalk	Temporarily closed; flood damaged
Midge Cramer Trail	Connector	0.79	Asphalt	Good condition
MLK Jr Park Path	Connector	0.73	Asphalt	Good condition
Sunset Park Path	Connector	0.47	Boardwalk	Good condition
Walnut Blvd Pathway	Connector	3.19	Asphalt	Fair condition; undersized
<i>Subtotal</i>		<i>9.18</i>		
Dunawi Creek Pathway	Local	0.17	Asphalt	Good condition
NE Conser St Pathway	Local	0.06	Asphalt	No transitions/ramp at road edge
Oak Meadow Pathway	Local	0.11	Asphalt	Poor condition
Shooting Star Trail	Local	0.35	Gravel & Boardwalk	Single-use
Suzanne Wilkins Way	Local	0.20	Asphalt	Single-use; narrow; steep transition to Hwy 34
SW 45 Avenue Pathway	Local	0.25	Asphalt	Good condition
Timberhill Pathway	Local	0.46	Asphalt	Asphalt in poor condition
<i>Subtotal</i>		<i>1.60</i>		
Avery Park Path	Park Trail	1.05	Gravel / Dirt	Fair Condition
Bald Hill Park Horse Trail	Park Trail	0.33	Dirt	Equestrian
Bald Hill Park Path	Park Trail	5.62	Gravel / Dirt	Fair Condition
Chip Ross	Park Trail	2.70	Gravel / Dirt	Fair Condition
MLK Jr Park Path	Park Trail	0.88	Gravel / Dirt	Fair Condition
Willamette Park Path	Park Trail	1.95	Gravel / Dirt	Good condition
Witham Hill Natural Area Path	Park Trail	0.97	Dirt	Good condition
Woodland Meadow Park Path	Park Trail	1.03	Dirt	Fair Condition
<i>Subtotal</i>		<i>14.55</i>		
<b>Total Mileage</b>		<b>35.35</b>		

Existing recreational trails in Corvallis have narrow or variable widths and linkage gaps that may not effectively accommodate the different number and types of trail users. The Existing Trails Network map shows that the majority of recreational trails do not connect to one another and significant trail deficiencies exist in south Corvallis and north Corvallis.

The physical quality and condition of the numerous sections vary widely, from 2-foot wide earthen pathways, to 8-foot concrete multi-use paths, to 14-foot striped, asphalt regional trail segments. Gaps in the trail system limit the utility of these corridors. The existing system has not yet matured as envisioned by the *Comprehensive Plan* or the 2000 *Parks and Recreation Plan*. Nonetheless, the 35.4 miles of trails currently provide opportunities to explore the City's parks and natural areas, as well as its river frontage, and provide a significant framework from which to expand the trail network.

## **F. Key Trail Considerations**

The assessment of specific recreational trail needs for Corvallis is based on a range of data, including a community survey and stakeholder discussions, along with state and national recreational trend information. The following summarizes these data and provides context for the facility and design recommendations and priorities that follow.

### **F.1 Community Feedback & Sentiment**

Residents of Corvallis have long supported their parks, recreation programs, and trails, and recent polling as part of the community planning for an update to the *Parks and Recreation Facilities Plan* confirms this history. The mail survey conducted in February 2012 highlighted the current public sentiment toward trail usage and demand.

Survey respondents were asked to identify the top community issues or problems that they feel the City should focus on positively impacting. Four of the top eight community issues relate to the recreational trail system and include the following responses:

- 53% – Healthy active lifestyles (rank #2)
- 49% – Connectivity and alternative transportation, such as trails (rank #3)
- 43% – Implementing planned parks and trails projects (rank #4)
- 33% – Connecting people with nature (rank #8)

Regarding recreational usage, trails were noted as the second most frequently used facility of twelve different park and recreation options; neighborhood parks ranked only slightly higher. When respondents were asked to identify the most important facilities to expand or improve, acknowledging that additional funds would be required, respondents noted pedestrian and bike paths and trails as the single most important (76%) enhancement to the City's park and recreation system of nearly 20 facility types listed.

The following are a few written comments provided by survey participants that highlight specific trail concerns and interests.

- "The parks in Corvallis are good and the trails are nice to have, well maintained. More trails would be nice if financially reasonable."
- "Design trails to take advantage of the area's natural features, e.g. streams and meadows."
- "Link together existing parks with trails"
- "Urgently want to preserve Witham Oaks bike/walk trail"

**G. Statewide and National Data**

**G.1 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP)**

The 2008-2012 *Oregon Statewide Comprehensive Outdoor Recreation Plan* included a listing of outdoor activities by participant and frequency (**Table 12**). The SCORP is Oregon’s five-year policy plan for outdoor recreation and provides guidance for the Land and Water Conservation Fund (LWCF) program and for other Oregon Parks and Recreation (OPRD)-administered grant programs. The following table highlights the rate of participation by parents and children for a number of trail-related activities. Of the 28 activities rated by participants, walking was ranked as the top activity for both groups.

**Table 12: Oregon SCORP Outdoor Activities by Participant and Frequency**

Activity	Parent			Child		
	Participation Rate	Intensity (mean days)	Rank	Participation Rate	Intensity (mean days)	Rank
Walking (on streets, sidewalks, etc.)	74%	63	1	80%	43	1
Viewing natural features (scenery, wildlife, etc.)	60%	26	4	58%	22	11
Day hiking on trails	57%	9	5	65%	7	6
Visiting a nature center or nature trail	53%	3	8	57%	2	12
Bicycling on paved roads / paths	43%	12	12	65%	23	7
Jogging or running for exercise	24%	15	20	27%	12	20
Mountain biking (single track / dirt road)	13%	2	24	15%	5	26
Horseback riding	12%	2	25	19%	3	22

The Oregon State Parks and Recreation Department is currently preparing the 2013-2017 Oregon SCORP, with completion anticipated by August 2013. The latest recreational demand analysis highlights trails as the number one priority for future facility investments statewide.

Furthermore, over the past ten years, national recreation studies have consistently ranked hiking and walking as the most popular form of outdoor recreation. These studies include:

- 2010 *Sports Participation Survey*; National Sporting Goods Association
- 2012 *Outdoor Recreation Participation Report*; The Outdoor Foundation
- 2012 *State of the Managed Recreation Industry Report*; *Recreation Management* magazine
- *Outdoor Recreation in America 2003*; The Recreation Roundtable

**H. Stakeholder Technical Advisory Group**

City staff organized two sessions with a technical advisory group comprised of key trails-related stakeholders and representatives from several City departments. The insights of this group were crucial in exploring issues related to the trail system expansion, corridors and connections, trail policy and design, and ways to reinforce cooperative planning between agencies, partners, and the development community. The group also discussed the ways in which the City could define a recreational trail “experience” and how that can be translated into system planning.

In discussing the opportunities and challenges for expanding the trails network, the group highlighted the following, among others:

- Durability (right surface in the right place) make trail corridors interesting and with character
- Design and maintenance issues and conflicts (i.e., trails on steep slopes)
- Design for various conflicts, especially high density/user volume issues
- Build trails to avoid conflicts, design for users, and minimize crossings (i.e., bridges, highway, rail)
- Note long-term vision and interim solutions for road, highway, and railroad crossings
- Acknowledge various trail use trade-offs: accessible, usable, solitude
- Use connector trails to link to resources or destinations (not the main or primary trail stem) to lessen impact on sensitive or natural features
- Plan for more trailheads – add connector trail to parking if not at trailhead

## ***I. Constraints and Challenges***

### ***I.1. Access***

Corvallis has expanded its trail network since the adoption of the 2000 *Parks and Recreation Facilities Plan* and continues to view trail connectivity as a core, community demand. The recreational trails network in concert with existing on-street bike lanes provides a patchwork of routes across the city. A strong east-west and north-south spine is formed by the Corvallis-Philomath Trail and the Walnut Boulevard Pathway, but limited or no connections exist to the other major trails within the network. Large residential areas in downtown and both north and south unincorporated areas are currently without trail access. Furthermore, many of the existing trail corridors lack amenities such as parking, lighting, signage, and benches to invite users, which may have an impact on perceived safety or convenience.

The future growth of the trail network will need to balance between alignments that are optimal from trail user, trail experience, and connectivity perspectives and those that are practical from cost, regulatory and availability perspectives. Future consideration should be given toward finding alignment options that can accommodate different trail use types (i.e., commuter vs. recreational/destination oriented), as well as potentially interim solutions that rely on wider sidewalks to serve trail users or routing that utilizes existing or planned sewer lines. There is also a need for additional parking and trailheads to lessen localized burdens on the street system and property owners adjacent to trail access points.

### ***I.2. Limited Trail Development Opportunities***

The central core of Corvallis is heavily developed and parcelized. Opportunities for connecting the recreational trail system into and through the older and denser portions of the City may be lost, and on-street bike lanes may be the best alternative to realizing linkages to the surrounding network of trails. Although Dixon Creek and its associated, protected natural features areas presents an option, property generally parcels back to the creek, and this would require negotiation with potentially hundreds of individual landowners to facilitate a trail corridor through this area. Opportunities still exist in the unincorporated urban areas north and south of the City, as well as through Oregon State University properties.

### ***I. 3. Private Lands***

Within the larger trails network, there exist several small local trail segments that traverse private property and serve as unofficial linkages within neighborhoods. Small connections occur on homeowner association lands or across power line corridors. These paths are not included in the existing trail inventory, because they are on private property. However, these desired paths indicate that a trail facility is needed and can help inform future alignment studies. The proposed trails network in this Plan acknowledges some of these linkages and attempts to formalize them. Future negotiations with property owners are necessary, and the alignments shown on the Proposed Trails System map indicate general alignments that can vary depending upon landowner willingness, along with environmental and design constraints.

### ***I.4. Design and Maintenance***

The 2000 *Corvallis Parks and Recreation Facilities Plan* noted public sentiment toward the need to maintain existing facilities and fair marks on the upkeep and maintenance of parks (7.2 on a 10-scale). Taken as a whole, the Corvallis trail system is in good condition, but some improvements are warranted. Several of the smaller, existing trail segments are moss-covered, cracked, and in poor repair from tree roots lifting the trail surface. Mossy trail surfaces are slippery and can be hazardous, especially for cyclists and skaters. Cracks and surface undulations are tripping hazards and are difficult for users with mobility impairments. Several local and connector trails (e.g., Timberhill and Circle Boulevard) are paved in variable widths and have weakened pavement edges. In addition, the Walnut Boulevard Pathway is undersized and narrow for its classification and its importance as the primary north-south connector on the western side of the urban growth area. This trail should be widened to 12 feet and reclassified as a regional trail.

Recognizing that trail design trade-offs exist and internally conflict with each other, future trail development and upgrades to existing facilities should consider and design for the range of potential conflicts between users, especially within high density land uses or high user volume areas, and between the trail and its local landscape, such that the right trail surface is chosen for the appropriate setting and intended trail user volumes respect natural resources or habitat needs.

### ***I.5. Natural Features and Sensitive Lands***

With the City's completion of its Natural Features Inventory in 2003 and subsequent update to its Land Development Code in 2006, Corvallis placed a significant priority on natural resource and natural hazards planning and protections, in part to meet its own *Comprehensive Plan* policies in addition to State of Oregon requirements. As enacted by development regulations, trails are not expressly prohibited within highly protected natural features lands, but must conform to the restrictions of this plan regarding the location, development, and surfacing apply.

One underlying tenet of the recreational trails system is to design and select the placement of low impact trails within natural features corridors. This will provide access to the City's unique and sensitive landscapes in a manner that protects the properly functioning conditions of the habitat and ecosystem while accommodating environmental education and stewardship goals. The future planning and design of trail routes through natural areas should be based on sensitive and low-impact design solutions that offer controlled access to protect the resource and provide for a positive experience for trail users. This includes establishing standards in this plan for trail surface types and linear distances or buffers from the natural features.

In addition, using a lower classification such as local or park trails, rather than a major regional or connector trail, to traverse the sensitive resources can further lessen any potential impact on the resource.

Despite these constraints, the existing trail network provides a strong foundation from which the City can expand and develop a comprehensive trail system. This Plan aims to illustrate how to improve and connect existing trails with new, proposed trails, while enhancing how the trails serve multiple users groups in a coherent manner.

## J. Level of Service Assessment

In addition to the trail system gap analysis, a level of service review was conducted for a broader measure of how well the City is serving its residents with access to trails and pathways. Using the previously adopted service standard of 0.54 miles per 1,000 residents, **Table 13** illustrates the current and projected level of service for recreational trails in the City.

**Table 13: Level of Service provided by Trails**

	2012	2015
Population	55,055	57,051
Trail Mileage *	20.8 miles	20.8 miles
<i>Proposed Mileage Standard</i>	0.54 miles/1000	0.54 miles/1000
Current Level of Service (LOS)	0.38 miles/1000	0.36 miles/1000
Net LOS to Standard	-0.16 miles/1000	-0.18 miles/1000
Attainment of Standard	70%	68%
Mileage Surplus / (Deficit)	(8.9) miles	(10.0) miles

\* Note: excludes Park Trail classification

The current level of service is 0.38 miles per 1,000 residents. A deficit of 8.9 trail miles exists today and is expected to grow to approximately 10 miles by 2015.

## K. Goals and Recommendations

Goals provide the policy framework for the Recreational Trails System. The following goals and recommendations have been derived by analyzing the strengths and weaknesses of the trail system as it exists in 2013 and identifying opportunities for strategic progress during the next 10 years.

These goals also are directed in part by Oregon’s *Statewide Planning Goals*, of which Goal 5 directs local governments to adopt “programs that will protect natural resources and conserve scenic, historic, and open space resources for present and future generations” and Goal 8 directs the City to “satisfy the recreational needs of the citizens and visitors.” Specifically, 10 statewide planning guidelines from these two goals relate to the development of this Chapter, and include:

- Recreation land use to meet recreational needs and development standards, roles and responsibilities should be developed by all agencies in coordination with each other and with the private interests.

- The need for open space in the planning area should be determined, and standards developed for the amount, distribution, and type of open space.
- Criteria should be developed and utilized to determine what uses are consistent with open space values and to evaluate the effect of converting open space lands to inconsistent uses. The maintenance and development of open space in urban areas should be encouraged.
- The SCORP could be used as a guide when planning, acquiring, and developing recreation resources, areas, and facilities.

The Recreational Trails Chapter goals are further influenced by the most recent SCORP assessment, which specifically recommends the following actions.

- Give greater priority for close-to-home non-motorized trail acquisition and development projects in OPRD-administered grant programs.
- Promote the use of existing trail networks by providing information on existing trails.
- Develop and implement a strategic regional marketing model designed to deliver outdoor recreation information

The following goals also are influenced by the City's adopted *Comprehensive Plan*, existing subarea plans and input from Technical Advisory Stakeholder Committee members. These apply to trails and pathways that are recreational in nature as specified on the proposed Trails Network Map in this plan. Goals and policies related to pathways that are transportation oriented are found in the City's *Transportation Plan*.

## ***L. Trail Development and Connectivity***

Develop a high-quality system of multi-use trails that connect significant local landscapes, public facilities, neighborhoods, and the downtown core.

- a. The primary purpose of recreation trails is to provide a recreation experience. Transportation to other parts of the community is a secondary objective. Whenever feasible, recreational trails should be located off-street; however, streets should be used in order to complete connections, wherever necessary.
- b. Create a network of interconnected, single- and multi-use trails for walking, hiking, and cycling to promote connectivity between parks, neighborhoods, and public amenities or destinations.
- c. Provide a comprehensive trail system that will interconnect the recreational trail systems and transportation systems of sidewalks and bike lanes.
- d. Increase connectivity between trails and prioritize the creation or completion of loops that provide a range of recreation options and experiences.
- e. Provide a trails service standard of 0.75 miles per 1,000 resident-equivalents.
- f. Integrate the siting of proposed trail segments into the land development review process.

- g. When possible, trails should be constructed prior to or concurrent with development or with the improvement of public facilities.
- h. Integrate the siting of proposed trail segments into the land development review process.
- i. Work with local agencies, utilities, and private landholders to secure trail corridors and access to complete the recreational trail system through methods including land dedication, purchase, use of vacated rail lines and other rights-of-way, land donations, and public easements or use agreements.
- j. Require development projects along designated trail routes to be designed to incorporate the trail as part of the project. Sensitive area buffers within proposed subdivisions and short-subdivisions shall be widened to accommodate additional open space and a public easement for future trails.
- k. Require the installation of safe, convenient, and dedicated pedestrian paths by new development where minimizing travel distance has the potential for increasing pedestrian use.
- l. Developers may apply for SDC credit provided that the trail within their project is part of the proposed trail system. Local trails within a subdivision are not part of the overall system and are not eligible for SDC credits.
- m. Coordinate with ODOT Rail for potential rail-with-trail opportunities.
- n. Work with Benton County, other governmental agencies, and non-profits on trail connections.

### ***M. Accessibility***

Trails will be designed and installed to applicable accessibility standards, best practices, and regulatory requirements at the time of construction or significant renovation. The City will strive to make its recreational trails compliant with the Americans with Disabilities Act access, grade and cross slope requirements wherever reasonable. However, this may not always be practical such as in areas of steep terrain or high degree of difficulty, and certain trails may be exempt from ADA requirements if “reasonable accommodation” cannot be met.

Include trail routes, crossings, and facilities that are accessible to all.

- a. Include trails within the system for people of all abilities and non-motorized trail user types.
- b. Coordinate with City departments and Benton County to accommodate all non-motorized transportation modes safely and comfortably.
- c. Locate and design trails to provide a diversity of challenges, with loop and destination opportunities having the highest priority.

- d. Meet or exceed Americans with Disabilities Act (ADA) guidelines to accommodate equal accessibility for all users.
- e. Coordinate with the City Public Works Department to enable a complementary non-motorized transportation system that includes on-road bicycle routes and appropriately sized and signed multi-use trails for commuter, recreational, and touring enthusiasts.

## ***N. Education and Information***

Programmatic public outreach and communications about the trail system can foster stewardship by trail users and support for future capital campaigns. Outreach to volunteers and partnership development with core user groups also are important components to an outreach and awareness campaign. Additionally, opportunities exist to utilize the trail system for educational purposes about local history, environmental science, and safety.

Partnering with local organizations to sponsor and promote programs that teach bicycle safety and trail etiquette has been a successful tool in other cities to foster safe and responsible trail use and grow future trail advocates. The City also should consider expanding its outreach to local youth and civic organizations for trail-related educational opportunities, stewardship, plantings, and other volunteer activities.

Strengthen the awareness of the recreational trails network and promote trail safety, user education, and information.

- a. Improve trail signs and mapping so the trail system is easier to navigate and coordinate with emergency responders to provide trail location information to facilitate quicker response times should there be an emergency on a trail.
- b. Provide current and easily accessible information about the recreational trails system and increase educational outreach through the use of kiosks, trail walking, and nature guides in English and Spanish.
- c. Provide a link on the City's website to the Right Trail website which includes trail route and access information to City and other regional trail providers.
- d. Incorporate information about the benefits of active living and provide opportunities to encourage good health through physical activity on trails.
- e. Host or sponsor special events or programs that bring awareness and attention to the trails system.
- f. Work with trail partner groups to promote trail use and provide safety education for the general public.
- g. Organize maintenance and clean-up events or other special projects.
- h. Develop educational and interpretive trails within specific parks and natural areas, where feasible.

- i. Develop an interpretive, educational program for the historic and environmentally significant sites along the trail system.
- j. Monitor trail use over time by conducting trail counts and seeking input from trail users and advocacy groups.
- k. Install trail counters at key locations to account for and demonstrate trail use in support trail expansion and improvement projects.

## ***O. Trail Amenities***

Provide facilities and trail support services to accommodate the needs of various trail users.

- a. Provide clear wayfinding signage, pavement markings, interpretive signs and historical markers, and user safety and responsibility signage.
- b. Increase informational signs along the trail system to educate users about the appropriate measures and rules to follow on trails.
- c. Increase the number of trailheads in the system and provide trailhead accommodations, as appropriate, to include interpretive and directional signage systems, kiosks, restrooms, seating areas, parking and staging areas, and other necessary specialized unloading features (ADA accessibility, equestrian facilities, etc.).
- d. Locate trailheads at or in conjunction with park sites, schools, and other community facilities to increase local access and minimize the duplication of support amenities.

## ***P. Trail Design***

Incorporate innovative and sustainable design techniques that minimize impacts to the natural environment.

- a. Develop a recreational trail system that is safely separated from motor vehicles where possible, with clearly visible striping for high traffic segments, trail crossing, and intersection markings.
- b. Trails should be planned, sized, and designed for their intended uses and anticipated volumes to minimize potential user conflicts and remain sensitive to the landscapes through which they pass.
- c. Utilize the trail design guidelines and classification hierarchy to guide the planning, design, and development of trail segments.
- d. Trail alignments should take into account soil conditions, steep slopes, surface drainage, and other physical limitations that could impact construction and/or maintenance costs.

- e. Ensure safe trail intersection design based on, American Association of State Highway and Transportation Officials (AASHTO), Oregon Department of Transportation (ODOT), American with Disabilities Act (ADA) guidelines and requirements that takes into consideration visibility, pavement markings, signage, intersection angle, pavement texture, use of color, and lighting.
- f. Standardize the use of graphics, Department logo, and signage to establish a consistent identity at all trailheads and trail facilities.
- g. Provide trail signage in accordance with the Manual on Uniform Traffic Control Devices, as published by the FHWA.
- h. Preserve sensitive natural features by planning, designing, and signing trails with controlled access for trail users such that the natural area can be experienced without degrading the environment or natural features.
- i. Trail design will accommodate utility maintenance equipment when co-located with public utilities.

### ***Q. Maintenance and Safety***

Following trail construction, on-going trail monitoring and maintenance will keep the trails functioning as designed, while working to protect capital investments in the network. Parks and Recreation operations staff should perform routine trail maintenance through the guidance of a trail system operations and maintenance program that outlines the specific roles and responsibilities of staff related to upkeep and communications. The operations program should identify best practices for maintaining the different trail types and their adjacent vegetated corridors. Future trail renovation projects should be included in the City's Capital Improvement Plan as a means to identify and ultimately secure appropriate resources for needed enhancement. The City should maintain and expand its robust network of volunteers to aid with minor trail repairs, renovation, and upkeep.

Offer a trail system that is safe for users and provide routine trail maintenance that is responsive, effective, and resourceful.

- a. Budget to maintain and improve the recreational trails system and related support facilities to provide safe and comfortable conditions for users, while preventing conflicts between users on shared routes.
- b. Respond to reports of damaged trail sections in a timely manner and provide effective trail repair and maintenance.
- c. Utilize appropriate and specialized maintenance equipment, durable and cost saving materials, and effective maintenance products that have a low impact on the natural environment.
- d. Coordinate with local trail interest groups and advocates in the development, implementation, operation and maintenance of trail projects.
- e. Promote public/private partnership opportunities and expand volunteer opportunities.

- f. Consider establishing a neighborhood trail steward program where property owners adjacent to trails can be encouraged to monitor nearby trails and report maintenance problems and report vandalism or other suspicious activity.

## ***R. Administration and Coordination***

Coordinate with local jurisdictions, federal agencies, user groups, and organizations to ensure the successful development of a recreational trails system.

- a. Coordinate with Federal, State, and local agencies to create a connecting system and to identify public property that could be used to expand the recreational trail system.
- b. Coordinate trail planning, acquisition, and development with other City projects and programs that implement the comprehensive plan. Seek partnerships with other public agencies and the private sector to meet the demand for trail facilities in the City.
- c. Identify and secure long-term funding to acquire trail easements and to construct and maintain trails.
- d. Pursue alternative funding options for the acquisition and development of trail corridors, such as through private donation, sponsorships, partnerships, county, state, and federal grant sources, among others. Place priority on maximizing grants and other external sources of funding, or inter-agency cooperative arrangements, to develop the City's trail network.

## ***S. Recommendations and Implementation***

This Section expands the system of multi-use trail linkages, and in conjunction with on-street bicycle and pedestrian facilities, forms a comprehensive network linking major activity areas and destinations for recreational, as well as alternative transportation, purposes. As illustrated on **Map 2A: Proposed Trail Network (Appendix C)**, the recreational trail network will encompass a total of 81.5 miles of on- and off-street trail corridors. This includes 35.4 miles of existing trails and 46.1 miles of proposed, new trail mileage; proposed trails account for 56 percent of the total trail network. The following information and tables highlight the proposed trail system additions by classification.

### ***S.1. Regional Trail Routes***

Regional trails are intended to augment the roadway system by providing additional non-motorized and recreational routes for pedestrians and bicyclists, with the broader goal of establishing a loop trail system around Corvallis that extends into Philomath and Benton County. Over 21 miles of new regional trail corridors are shown (**Table 14**), and this system of Multi-use trails would make the following major connections:

- Chip Ross Natural Area to Owens Farms via Timberhill
- Riverfront Trail north to Circle Boulevard via Highway 20 and Hewlett Packard
- Willamette Park Trail south to Herbert Farm via Herbert Street
- Corvallis Airport Loop Trail
- South Corvallis Rail with Trail south from Avery Park

**Table 14: New Regional Trails**

Trail Name	Classification	Length (mi)	Surface
Airport Loop Trail	Regional	5.03	Asphalt
Corvallis - Albany Rail w Trail - BC	Regional	3.66	Asphalt
Crescent Valley East	Regional	1.12	Asphalt
Crescent Valley West	Regional	1.43	Asphalt
Herbert Avenue	Regional	1.23	Asphalt
HWY 34	Regional	0.79	Asphalt
Fitton Green - BC	Regional	0.94	Gravel
Riverfront Trail North	Regional	2.25	Concrete
S Corvallis Rail w Trail	Regional	2.66	Asphalt
Willamette Park Trail N	Regional	0.76	Asphalt
Willamette Park Trail S	Regional	1.63	Asphalt
<i>Subtotal</i>		<i>21.49</i>	

### **S.2. Connector Trail Routes**

Connector trails are intended to serve as significant linkages to regional trails and act as secondary routes. Connector trail routes are located throughout the City (**Table 15**). Several of these routes will run along existing natural area corridors, while others may be located on-street. These routes will use the City’s under-developed growth boundary, hillsides, and agricultural lands, where the greatest potential for connectivity exists between neighborhoods and regional trail routes. Nearly 54 percent (24 miles) of the trail system will be connector trails and include the following:

- Bald Hill Natural Area to Sunset Park
- South Corvallis to Kiger Island
- Circle Boulevard Trail to SW Campus Way
- Walnut Boulevard Pathway extension east to Timberhill Park
- MLK Jr Park to OSU sheep farm

**Table 15: New Connector Trail Routes**

Trail Name	Classification	Length (mi)	Surface
35th Street - OSU	Connector	0.86	Asphalt
Brooklane Drive	Connector	1.65	Asphalt
Century Drive North	Connector	1.22	Asphalt
Circle Blvd Extension	Connector	0.38	Asphalt
Conser Drive	Connector	0.58	Asphalt
Crystal Lake Drive	Connector	0.51	Asphalt
Goodnight Ave - Caldwell	Connector	0.90	Asphalt
Harrison Avenue	Connector	0.54	Asphalt
Jackson Frazier - Owens	Connector	0.36	Asphalt
Kiger Island East	Connector	1.59	Asphalt
Kiger Island West	Connector	0.76	Asphalt
Lester Avenue	Connector	1.60	Asphalt
Marys Peak - BC	Connector	0.47	Gravel
MLK Jr Park - OSU	Connector	1.80	Asphalt
Oak Creek	Connector	2.36	Asphalt
Powerline	Connector	1.25	Gravel
Riverfront - HWY 99	Connector	0.63	Asphalt
Spring Creek	Connector	1.81	Boardwalk / Gravel
Sunset Park - Brooklane	Connector	0.63	Asphalt
Village Green Extension	Connector	0.73	Asphalt
Walnut Blvd Extension	Connector	1.39	Asphalt
Walnut Blvd Pathway S	Connector	1.68	Asphalt
Washington Ave - OSU	Connector	0.91	Asphalt
<i>Subtotal</i>		<i>24.62</i>	

### S.3. Park Trails

In addition to the regional and connector routes illustrated on **Map 2A: Proposed Trail Network (Appendix C)**, park trail and pathway extensions are proposed within several parks and natural areas (**Table 16**). These trail segments can be designed as loops internal to each park property and as an integral element in the broader regional and recreational trail network. New trails are suggested in the following sites:

- Mary's River Natural Area
- Berg & Orleans Natural Areas along Highway 20
- Owens Farm and Natural Area
- Herbert Farm and Natural Area
- Connections between Chip Ross and the recently constructed Shooting Star Trail

**Table 16: Park Trails**

Trail Name	Classification	Length (mi)	Surface
Berg & Orleans NA Loop	Park Trail	0.92	Boardwalk / Gravel
Herbert Farm	Park Trail	3.00	Boardwalk / Gravel
Marys River East	Park Trail	0.74	Boardwalk / Gravel
Owens Farm	Park Trail	1.21	Asphalt
Shooting Star - Chip Ross	Park Trail	0.41	Gravel
Miscellaneous	Park Trail	2.85	Asphalt
<i>Subtotal</i>		<i>9.12</i>	

## T. Recreational Trail Service Standard

In recognition of the popular demand for, and the current inventory of, trails across the City, this Chapter increases the trail standard from 0.54 miles per 1,000 residents to 0.75 miles per 1,000 residents. Using this standard, the current level of service indicates a deficiency of over 20 miles of recreational trails (**Table 17**); however, the proposed system expansion identified with the capital improvement program will help ameliorate much of the projected deficit and create a dynamic network of on-street and off-street trails linking major destinations throughout Corvallis.

**Table 17: Proposed Trail Level of Service Standard**

	2012	2015
Population	55,055	57,051
Trail Mileage *	20.8 miles	20.8 miles
<i>Proposed Mileage Standard</i>	0.75 miles/1000	0.75 miles/1000
Current Level of Service (LOS)	0.38 miles/1000	0.36 miles/1000
Net LOS to Standard	-0.37 miles/1000	-0.39 miles/1000
Attainment of Standard	50%	49%
Mileage Surplus / (Deficit)	(20.5) miles	(22.0) miles

\* Note: excludes Park Trail classification

## U. Recreational Trail Design Guidelines

The recreational trails included in this Chapter shall be developed in accordance with the following design guidelines subject to location criteria outlined in D.2. In certain locations where physical or environmental constraints preclude the practical implementation of a path or trail under the following standards, the City of Corvallis reserves the right to modify the standards in order to preserve the continuity of the system, avoid or minimize environmental and significant natural feature impacts and preserve community character. Of these, avoiding impacts to highly protected features shall take precedence to the extent practicable. For trail segments planned and/or constructed by entities other than the City, deviations from the standards will be subject to the approval of the City of Corvallis.

These modifications will be made only after a determination that public safety or environmental resources will not be adversely impacted. Although this Chapter endeavors to provide guidelines for the most common scenarios and occurrences, it is impossible to ensure that every detail will be addressed. Therefore, specific site conditions may necessitate trail design refinements to meet unique field circumstances.

The purpose of the **Recreational Trail Guidelines** is to:

- Ensure trail safety by:
  - minimizing trail hazards, including natural & vehicular interface
  - minimizing trail deterioration
  - providing for adequate surveillance to reduce crime and vandalism
- Provide for a consistent and cohesive trail design palette and identity
- Avoid or minimize disturbance to the natural environment
- Protect the rights of adjacent landowners
- Minimize maintenance costs

## V. Prototypical Trail Surface Details

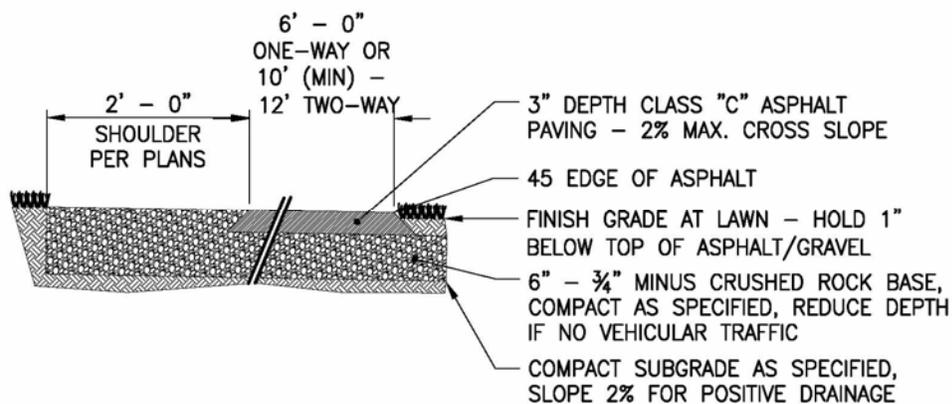
### V.1. Paved - AC and PCC

#### P.C.C. ALTERNATIVE

1. 6" PORTLAND CONCRETE MAY BE SUBSTITUTED.
2. USE WELDED WIRE MESH OR REBAR SUPPORTED ON DOBIES
3. PLACE CONTROL JOINTS AS SHOWN ON PLANS.

#### NOTES

1. CROWN TRAIL OR SLOPE TO SIDE AS SHOWN ON PLANS.
2. MIN. CURVE RADIUS = 95' FOR 12 MPH
3. TYPICAL DESIGN SPEED IS 20 M.P.H. = 200' MIN. CURVE RADIUS
4. MAXIMUM LONGITUDINAL GRADE = 10% FOR 500' AND 12% FOR 50'



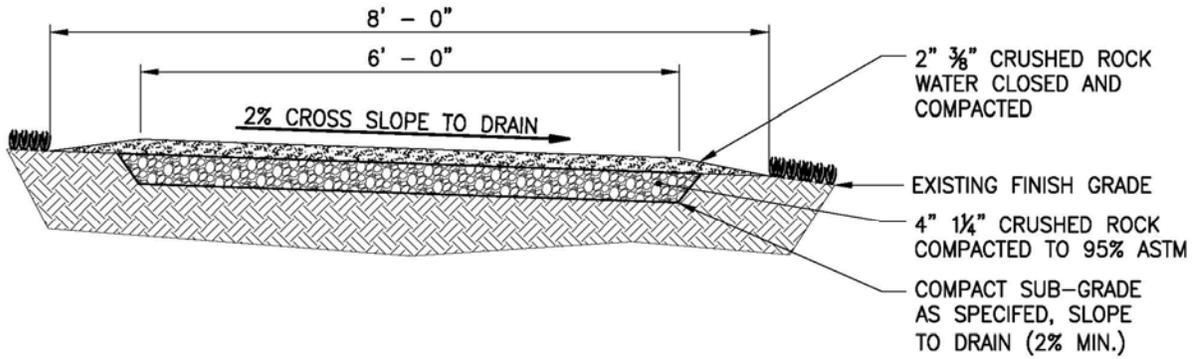
#### PAVED SHARED-USE TRAIL

NO SCALE

**V.2. Gravel**

**NOTE:**

SLOPE TRAIL IN SAME  
DIRECTION AS LANDFORM

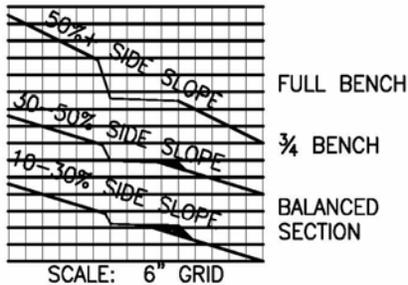


**GRAVEL TRAIL**

NO SCALE

### V.3. Wood Chip/Earthen/Soil

The City should consider developing nature trails in accordance with US Forest Service standards using the "USFS Trail Design Parameters" as guidelines for the assessment, design, construction, and repair and maintenance of trails, based on the trail class and designed use.

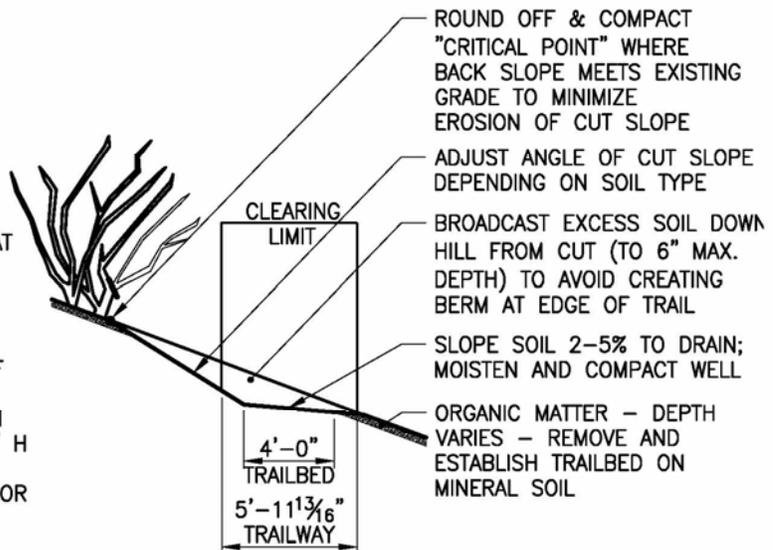


MAXIMUM CUT (BACK) SLOPE

MATERIAL	HORIZONTAL TO VERTICAL
SANDY SOIL	3 TO 4 : 1
MOIST CLAY	3 TO 2 : 1
LOOSE, GRAVELLY SOIL OR HUMUS	2 TO 1.5 : 1
SHALE	1 : 1
LOOSE ROCK	1/2 : 1
STABLE ROCK	1/4 : 1

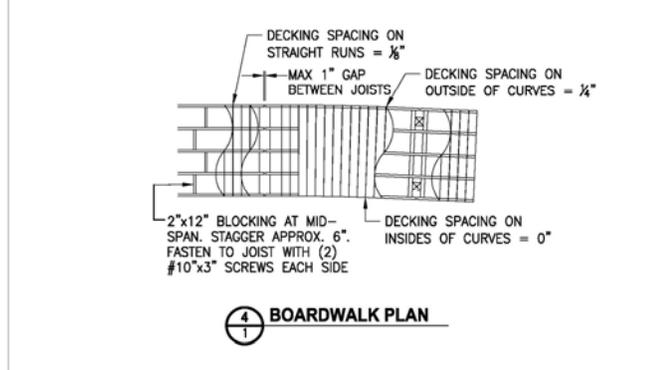
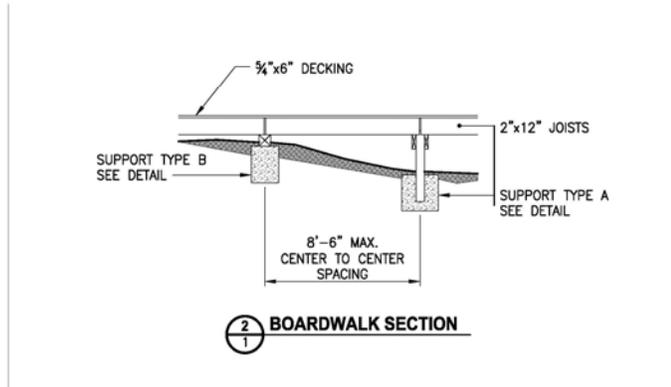
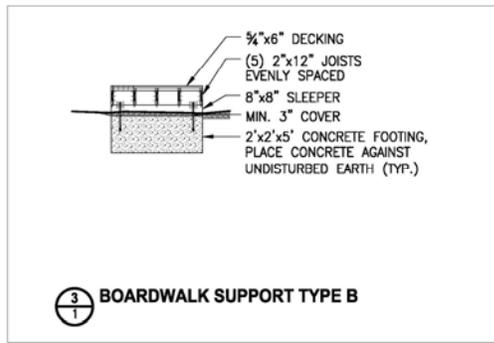
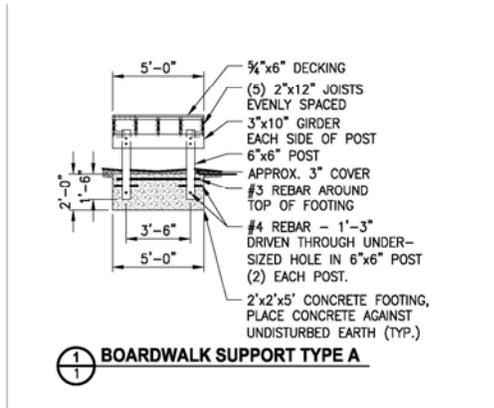
#### NOTES:

1. USE FULL BENCH CUT WHEREVER POSSIBLE.
2. MAINTAIN OUTSLOPE SO WATER RUNS ACROSS INSTEAD OF DOWN TRAIL.
3. SELECT TRAIL ALIGNMENT TO PROVIDE ROLLING GRADE OF CRESTS AND DIPS THAT MINIMIZE WATER FLOWS ON TRAIL.
4. RETAIN LARGE, STABLE ROUND ROCKS AT SURFACE OF TRAILBED.
5. REMOVE SHARP, POINTED OR LOOSE STONES.
6. LONGITUDINAL SLOPE (RUNNING GRADE) SHOULD BE LESS THAN HALF SLOPE OF HILLSIDE (1/2 RULE).
7. 2% MIN. CROSS SLOPE = 1/2' V : 12' H
8. 5% MAX. CROSS SLOPE = 1 1/4" : 12" H  
ALLOW NATIVE HERBACEOUS PLANTS TO
9. REVEGETATE ALL BUT TRAILBED. SEED OR MULCH AS NEEDED.



**HIKING AND SINGLE-TRACK MTN BIKE TRAIL**  
NO SCALE

## V.4. Boardwalk



## ***W. Trail System Design Considerations, Amenities and Support Elements***

### ***W.1. Traversing Private Property***

Corvallis Parks and Recreation strives to be a good neighbor along its trail corridors. In its planning, development, and maintenance of recreational trails, the City will continue to work with adjacent neighbors and will make reasonable accommodations to shield neighboring properties from undesirable impacts of trails. The City will strive to maintain privacy and control trail use with fencing, screening, and buffering as appropriate for each trail segment and local condition. Future trail planning and development will occur on private property only with the landowner's consent, and all trails crossing private property will be constructed only after trail easements or use agreements have been completed. In an effort to expand and elaborate on its role in coordinating the growth of the trail network, the City should consider creating outreach and collateral materials to identify best practices and protocols for landowners who are concerned with trails on or near their property. This information could include specific case studies and summaries of trail easement and access agreements in regard to the rights, liabilities, and limitations for property owners.

### ***W.2. Trailheads***

Safe, convenient, and formal entryways to the trail network expand access for users and are a necessary component of a strong, successful system. A trailhead typically includes parking, kiosks, and signage and may include site furnishings such as trash receptacles, seating, and bicycle parking. Trailheads may be located on public park land and natural areas or provided via interagency agreements with partner organizations (i.e., Benton County, Corvallis School District, etc.) to increase use and reduce duplication of support facilities. Specific trailhead design and layout should be created as part of planning and design development for individual projects and take into account the intended user groups and unique site conditions. To further expand community access to the Corvallis trails network, a number of new trailheads are proposed and shown on **Map 2B: Proposed Trail Network (Appendix C)**.

### W.3 Trail Signs and Information Kiosks

Signage plays a crucial role in facilitating successful trail use. A comprehensive and consistent signage system is a critical component to the trail network and is necessary to inform, orient, and educate users about the trail system itself, as well as appropriate trail etiquette. Such a system of signs should include trail identification information, orientation markers, safety and regulatory messages, and a unifying design identity or element for branding. The following signage types should be considered and consistently implemented throughout the network:

- Directional and regulatory signage
- Continuous route signage for route identification and wayfinding
- Mileage markers or periodic information regarding distance to areas of interest
- Warning signs to caution users of upcoming trail transitions or potential conflicts with motor vehicles
- Interpretive information regarding ecological, historical, and cultural features found along and in proximity to the trail

The installation of kiosks at trailheads is recommended to provide important trail information and reinforce the visual brand of the Corvallis trail experience. New kiosks that include a trail map and other helpful information about the alternative routes and safety should be considered along the Riverfront Trail and at each of the recommended trailheads.



### W.4. Riparian Areas and Sensitive Lands

Sensitivity to the surrounding environment, such as habitat and natural features areas, must be considered carefully during trail alignment studies and design. New trails or trails that are significantly renovated should avoid or minimize local environmental impacts along natural corridors, through the use of elevated boardwalks or pervious trail materials and by avoiding creek and wetland crossings when possible. Other considerations include minimizing impacts on water quality, soil compaction, and erosion. Trail planning and construction will conform to applicable natural features requirements and regulations, as well as erosion control and property line setbacks.

To minimize runoff and erosion, trail design should consider grade, cross-slope, surface type, and width. Impervious trail surfaces may create concentrated run-off, while pervious surfaces such as gravel or boardwalks will allow stormwater infiltration. When appropriate, a geologist, geotechnical engineer, or riparian area specialist should be consulted in areas of steep terrain, unstable soil conditions or anticipated riparian disturbances.



Trails running parallel to stream corridors should be sited with extreme sensitivity to the adjacent resource and located outside the riparian area whenever possible. As mapped in the City of Corvallis Natural Features Inventory, certain resources have higher levels of protection than others based on the quality and quantity of the resource. In cases of the highest levels of protection, extreme care and judgment should be applied to minimize impacts to those highly sensitive or endangered resources. These measures should include design considerations such as location, trail width, and both construction materials and impacts. The mapped resource buffers recommended in the natural features inventory should be applied in these sensitive situations.

A well-designed trail will provide controlled access to local natural features. Focused and directed trail improvement or development in these areas can provide opportunities for environmental education, landscape enhancement projects, and improved maintenance of the natural corridors. Vegetated buffers, signage, and fencing can also be used to keep users on the trail, and to separate users from sensitive habitat areas and provide privacy for adjacent neighbors. Additionally, seasonal closures may be considered to minimize risk to trail users during high water periods or to accommodate local habitat needs (i.e., bird nesting, migration periods).

### ***W.5. Street Crossings***

Trails and trail street crossings must be designed to meet applicable standards such as Oregon Department of Transportation (ODOT), American Association of State Highway and Transportation Officials (AASHTO), and the Manual on Uniform Traffic Control Devices (MUTCD) standards, and other State and Federal guidelines. It is preferable to direct trail users to existing intersections where sufficient crossing protection is provided. If use of an existing intersection is not practical or deemed as safe, options for mid-block street crossings should be reviewed and considered. Where it is not practical to utilize existing intersections, Parks and Recreation will make recommendations to the Public Works Department on the establishment of user improvements for major intersections and mid-block street crossings. Improvements may include median refuges, striping and signage, user-activated or pedestrian/bicycle detection systems, curb ramps with widths matching the trail width, bollards, curb extensions, and other appropriate or required safety measures for trail user safety.

### ***X. Trail Costs***

Costs for building trails are influenced by local conditions, the availability of land, and a need to develop low-maintenance and long lasting trail facilities. Also, trail costs are directly related to development challenges; segments with riparian corridors and wetlands or those that require bridges, boardwalks, or tunnels have higher costs. Determining relative costs helped determine potential timing or phasing of trail development. The following cost summary (***Table 18***) provides planning-level estimates that should not be used to estimate actual costs for the design and construction of specific projects, but for calculating unit costs of trails and trailheads. The costs provide general linear footage costs for typical trail construction based on recent design and public bid projects.

**Table 18: Trail Planning Level Costing Chart**

Facility Type	Price	Unit
12' asphalt paving	\$ 200	/ LF
8' asphalt paving	\$ 150	/ LF
12' concrete paving	\$ 290	/ LF
8' crushed rock	\$ 75	/ LF
10' boardwalk - minimum impact footings	\$ 840	/ LF

## ***Y. Trail Funding Alternatives***

The City of Corvallis possesses a range of local funding tools that could be accessed for the benefit of growing, developing, and maintaining its trail system. The sources listed below represent likely potential sources, but some may also be dedicated for numerous other local purposes which limit applicability and usage. Therefore, discussions with City leadership is crucial to assess the political landscape to modify or expand the use of existing City revenue sources in favor of enhancing the trails network.

### ***Y.1 General Obligation Bond***

These are voter-approved bonds with the authority to levy an assessment on real and personal property. The money can only be used for capital construction and improvements, but not for maintenance. This property tax is levied for a specified period of time (usually 15-20 years). Passage requires a simple majority in November and May elections, unless during a special election, in which case a double majority (a majority of registered voters must vote and a majority of those voting must approve the measure) is required.

### ***Y.2 System Development Charges***

Corvallis currently assesses system development charges (SDCs), which are fees imposed on new residential development to pay for park system expansion due to growth. Corvallis has successfully used this funding tool to develop several facilities.

### ***Y.3 Fuel Tax***

Oregon gas taxes are collected as a fixed amount per gallon of gasoline purchased. The State of Oregon Highway Trust Fund collects fuel taxes, and a portion is paid to cities annually on a per-capita basis. By statute, revenues can be used for any road-related purpose, which may include sidewalk repairs, ADA upgrades, bike routes, and other transportation-oriented trail enhancements.

## **Y.4 Federal & State Grants and Conservation Programs**

### **Rivers, Trails, and Conservation Assistance Program – National Park Service**

The Rivers, Trails, and Conservation Assistance Program, also known as the Rivers & Trails Program or RTCA, is a community resource administered by the National Park Service and federal government agencies so they can conserve rivers, preserve open space, and develop trails and greenways. The RTCA program implements the natural resource conservation and outdoor recreation mission of NPS in communities across America.

<http://www.nps.gov/ncrc/programs/rtca/>

### **Local Government Grant**

#### ***Oregon Parks and Recreation Department***

Local government agencies who are obligated by state law to provide public recreation facilities are eligible for OPR's Local Government Grants, and these are limited to public outdoor park and recreation areas and facilities. Eligible projects involve land acquisition, development, and major rehabilitation projects that are consistent with the outdoor recreation goals and objectives contained in the SCORP.

<http://www.oregon.gov/OPRD/GRANTS/local.shtml>

#### ***Land and Water Conservation Fund (LWCF) Grant – Oregon Parks and Recreation Department***

LWCF grants are available through OPR to either acquire land for public outdoor recreation or to develop basic outdoor recreation facilities. Projects must be consistent with the outdoor recreation goals and objectives stated in the SCORP and elements of local comprehensive land use plans and park master plans. A 50 percent match is required from all successful applicants of non-federal funds, in-kind services, and/or materials. <http://www.oregon.gov/OPRD/GRANTS/lwcf.shtml>

#### ***Recreational Trails Program Grant – Oregon Parks and Recreation Department***

Recreational Trails Grants are national grants administered by OPRD for recreational trail-related projects, such as hiking, running, bicycling, off-road motorcycling, and all-terrain vehicle riding. Yearly grants are awarded based on available federal funding. RTP funding is primarily for recreational trail projects, rather than utilitarian transportation-based projects. Funding is divided into 30 percent motorized trail use, 30 percent non-motorized trail use, and 40 percent diverse trail use. A 20 percent minimum project match is required. <http://www.oregon.gov/OPRD/GRANTS/trails.shtml>

#### ***Bicycle & Pedestrian Program Grants – Oregon Department of Transportation***

The Pedestrian and Bicycle Grant Program is a competitive grant program that provides approximately \$5 million dollars every two years to Oregon cities, counties, and ODOT regional and district offices for design and construction of pedestrian and bicycle facilities. Proposed facilities must be within public rights-of-way. Grants are awarded by the Oregon Bicycle and Pedestrian Advisory Committee. Project types include sidewalk infill, ADA upgrades, street crossings, intersection improvements, minor widening for bike lanes. <http://egov.oregon.gov/ODOT/HWY/BIKEPED/grants1.shtml>

### ***Transportation Enhancement Program – Oregon Department of Transportation***

Funds are available from ODOT for projects that strengthen the cultural, aesthetic, and environmental value of the state's transportation system. Eligible enhancement activities include bicycle and pedestrian projects, historic preservation, landscaping and scenic beautification, and environmental mitigation (highway runoff and wildlife protection only). A minimum of 10.27 percent match is required. The Oregon Transportation Commission awarded 11 projects during the 2012 grant cycle with a total amount of \$8.6 million dollars. The application cycle is every two years.

<http://www.oregon.gov/ODOT/HWY/LGS/enhancement.shtml>

### ***Oregon Watershed Enhancement Board***

The Oregon Watershed Enhancement Board focuses on projects that approach natural resources management from a whole-watershed perspective. OWEB encourages projects that foster interagency cooperation, include other sources of funding, provide for local stakeholder involvement, include youth and volunteers, and promote learning about watershed concepts. There are five general categories of projects eligible for OWEB funding: watershed management (restoration and acquisition), resource monitoring and assessment, watershed education and outreach, Watershed council support, and technical assistance. <http://www.oregon.gov/OWEB/GRANTS/index.shtml>

## ***Y.5 Other Methods & Funding Sources – Parks and Recreation District***

Many cities form a parks and recreation district to fulfill park development and management needs. The Oregon Revised Statutes, Chapter 266, details the formation and operation of such a district. Upon formation, the district would be managed by an elected board and have the authority to levy taxes, incur debt, and issue revenue or general obligation bonds. The total tax levy authorized for a Park and Recreation District shall not exceed one-half of one percent (0.0050) of the real market value of all taxable property within the district.

<http://www.leg.state.or.us/ors/266.html>

## ***Y.6 Private Grants, Donations & Gifts***

Many trusts and private foundations provide funding for park, recreation, and open space projects. Grants from these sources are typically allocated through a competitive application process and vary dramatically in size based on the financial resources and funding criteria of the organization. Philanthropic giving is another source of project funding. Efforts in this area may involve cash gifts and include donations through other mechanisms such as wills or insurance policies. Community fund raising efforts can also support trail projects and support facilities.

## ***Y.7 Interagency Agreements***

State law provides for interagency cooperative efforts between units of government. Joint acquisition, development, and/or use of trail facilities may be provided between the City, school districts, other municipalities, and utility providers.

## IV. What We Have Now – Parks, Facilities, and Programs

This chapter focuses on the current programs, services, non-trail infrastructure inventory, and amenities which the City of Corvallis Parks and Recreation Department provides, owns, manages, or collaboratively uses.

### **A. Programs and Services**

The Department produces an activity guide twice per year which is mailed to residents.

Activities include:

- Developmental and social activities for preschoolers
- Everything from dance classes and sports to robotics for youth
- Skill building, team sports, and service learning for teens
- Summer and school break camps
- Activities and events for the entire family
- Adaptive recreation programs and resources for those with developmental and physical disabilities
- Classes especially for Spanish-speaking participants
- Adult athletics, art, dance, outings
- Health, wellness, and active living programs for adults at the Chintimini Center
- Indoor and outdoor water fun and safety classes at Osborn Aquatics Center
- Volunteer training and opportunities
- Facility rentals and party venues

### **B. Alternative Providers and Other Facilities Uses**

The Parks and Recreation Department strives to cooperatively and collaboratively provide needed park and recreation services by knowing what is happening in the service area and target market, and knowing that others are also providing complimentary services.

#### **B.1. Corvallis School District**

The Department uses many of the local schools as venues for providing recreational services to the community. However, school use is quite challenging and in high demand, both for school use for school programs, as well as community use. Gymnasium space is at a premium in the City because there is not a public gym dedicated and available for drop-in use or recreational programs.

The Department uses available school resources to provide recreational programs:

- Elementary schools for classrooms and gym space
- Middle schools for gym space

Please refer to **Appendix A** for complete inventory summary tables.

## ***B.2. OSU - KidSpirit***

OSU offers KidSpirit. KidSpirit links knowledge from Oregon State University to benefit community youth in an environment that creates service and learning opportunities. KidSpirit offers a variety of youth programs to serve the needs of the local community. Most of the programs are based at the Oregon State University campus. They offer skill development classes in gymnastics and archery throughout the year and a full-day camp during the summer.

KidSpirit also provides single event programming on no school days with the ACES program and Football Frenzy for Beaver football fans on home game days and for the Civil War game. KidSpirit offers customized birthday parties, special event parties, and specific certification classes (Merit Badges, American Red Cross First Aid, CPR, and Babysitting) upon request.

KidSpirit also offers programming outside of the Oregon State campus. In the spring KidSpirit partners with Corvallis Parks and Recreation to offer lessons in lacrosse at Garfield Park and Linus Pauling Middle School. They also host Girls on the Run (GOTR), an after-school program offered throughout the community that culminates in a celebratory 5K event.

## ***B.3. OSU-Academy of Lifelong Learning (ALL)***

ALL offers adult continuing education classes and programs. With over 300 members, ALL is self-governed and is administered by a volunteer Advisory Council. Active committees include Curriculum, Membership and Promotion. ALL is self-supporting and is affiliated with the OSU Alumni Association.

## ***B.4. OSU-Department of Recreational Sports***

OSU students and members of the OSU community who have an issued University ID Card, and have paid incidental fees have immediate access to all recreational sports and facilities. Faculty, staff, and others who are supportive of the university enterprise, their significant others, dependents, and a limited number of OSU Alumni who are Alumni Association members may all purchase a membership. In short, all users must have an OSU ID card issued through the University ID Center. In addition, a member can sponsor a guest for drop-in. The department operates Dixon Center, McAlexander Fieldhouse, and Student Legacy Park offering a pool, workout facilities, climbing wall, classes, and a variety of field and gymnasium sports.

## ***B.5. Other Providers***

**Other Public, Non-profit, and Civic Alternative Providers of Recreational Activities include (this list may not be all inclusive):**

- Benton County
- Mary's Peak Sierra Club
- Corvallis Environmental Center
- Linn-Benton Community College (Benton Center and programs)
- Boy Scouts of America
- Girl Scouts of America
- Camp Fire Kids (Campfire USA Willamette Council)
- 4-H
- Boys and Girls Club of Corvallis
- OSU Public Library
- Chintimini Wildlife Center

**Other Private Alternative Providers of Recreational Activities include (this list may not be all inclusive):**

- Dance Corvallis
- Regional School of Ballet
- Downtown Dance
- Live Well Studio
- Little Gym
- Bikram's Yoga
- Jazzercise
- Caster's Guide Service
- White Water Warehouse
- Free Spirit Rivers
- Corvallis Sports Park
- Aurora Martial Arts
- Oregon Ki Society
- Corvallis Karate School
- Muddy Creek Sporting Club
- Skeet Range
- Anytime Fitness
- Timberhill Athletic Club
- Timberhill Tennis Club
- WOW Fitness
- SNAP Fitness
- Downings Gym
- Fitness Over 50
- Curves
- SamFit

## ***C. Indoor Facilities Inventory***

### ***C.1. The Arts Center***

The Corvallis Arts Center is located at 700 SW Madison Avenue across from Central Park in downtown Corvallis. The historic building was formally an Episcopal Church erected in 1889 and was originally located one block south, at 7<sup>th</sup> and SW Jefferson. In 1960, the Corvallis Woman's Club under the leadership of their president Marion Gathercoal, began a community wide arts festival. In 1961 the Corvallis Arts Council was formed and began using the former church for the Arts Center in 1962. The Center was moved to its present location in July of 1970, restored and reopened in November 1971. In 1979 a plaza was constructed to connect the building to Central Park.



The Arts Center hosts a variety of unique programs intended to integrate the arts into the community. The Exhibitions Program displays artwork from local, regional, and national artists in its two galleries, the Corrine and Woodman. The Education Program offers art classes for all ages. The ArtsCare program networks artists within health care facilities to help integrate art into the lives of patients and staff, and to add artwork to health care environments. And finally, the ArtShop Program is a retail store for selling arts and crafts made by Oregon and Pacific Northwest artists.



Education is a significant part of the Arts Center’s vision, with the concept of “Arts and the Center of Life” extending from elementary school aged children to high school students and youth at risk. While some programs are not held at the Arts Center, rather in off site locations at a variety of settings, a significant number of programs and classes are held in the Center itself. After-school and open studio classes are held in the basement rooms of the old church which include a clay space, painting room, and a dance studio. These studios allow young children to explore different mediums such as clay, drawing, sculpture, and fashion. For older children, special cultural based interdisciplinary workshops are offered.

Additionally, the “Globetrotters” Arts & Culture Camps offered to over a 1,000 children each summer, provide fully immersed week-long summer camps and no-school day camps within the Arts Center. Participants are introduced to different cultures through arts classes such as Native American drumming, traditional

Chinese dance, Indonesian shadow puppets, Irish Folk Tales, and East Indian cooking.

The re-located Art Center building is positioned in an appropriate and convenient location within the neighborhood. It has a strong connection to Central Park and has close pedestrian access from the Corvallis downtown commercial core. The entry plaza which was originally constructed in 1979 was recently refurbished to eliminate loose cobbles and improve ADA accessibility. Large existing trees at the plaza frame the formal entry steps and recently restored building entry, and create strong connections to the downtown street grid and Central Park across the street.



The front entry opens to the ArtShop and serves as a lobby to the two main galleries beyond. The shop and main galleries have been pleasantly restored with warm color choices of paint that enhance the historic integrity of the old church woodwork and stained glass windows. Both the ArtShop and the main galleries are warm and welcoming and convey a creative and inspiring atmosphere.



The office support spaces on the SW back corner of the building are tight, and could benefit from additional storage space, but are well organized. One unisex restroom is accessible from both the main galleries and the offices and has recently been renovated to be ADA compliant.



The basement of the center houses a modest kitchenette; an arts and crafts room or “Clay Room”; and another multi-purpose room that was formerly a dance room and is used for additional arts and crafts and music, storytelling, or performance art classes. All basement rooms do not meet ADA requirements, are poorly ventilated, have virtually no day-lighting, and are cramped for storage of supplies and equipment. The kitchenette appears to mainly function for staff use, although it is also used for snack time or lunch breaks for classes.

**Art Center Key Issues:**

The community based gallery exhibits and the array of artwork showcased and sold at the ArtShop, the wide variety of classes, and the diverse population of participants that benefit from the Arts Center offerings, all speak clearly to the importance to keeping the center as seamlessly operational

as possible. The following recommendations may improve the availability of these programs to the greatest extent to serve the community.

ADA access to the upper gallery rooms of the building suffices, though could be improved to better reflect newer Universal Access concepts and better serve a greater diversity of visitors. The basement arts and crafts room and dance studio currently do not have adequate ADA access and would require substantial modifications to achieve this. These investments can greatly improve the program offerings and increase the diversity of participants.

Current inadequacy of basement ventilation systems combined with little or limited access to natural light also pose limitations to the types of art classes offered and can potentially cause health issues. These types of systems improvements may be somewhat challenging with limited resources and the difficulties of upgrading an historic building, but are nonetheless recommended.

Minor improvements to the kitchenette and overall storage strategies would better support staff with executing programs that require a significant volume of supplies and equipment. Creating greater efficiency in the existing storage areas would help keep supplies better organized and more easily accessible.

One recommendation is for the non-profit to mount a capital campaign to fund these necessary improvements through the non-profit operating board. Another option is to have the Art Center consider ceasing classroom operations at that site, and re-locate these public programs to Chintimini. The arts center program is not co-sponsored with the City of Corvallis or the Department and does not fall under the City's guidelines; however, if the City were to occupy the building in the future, they would have to address access if the basement were open to the public.

*Source Links:*

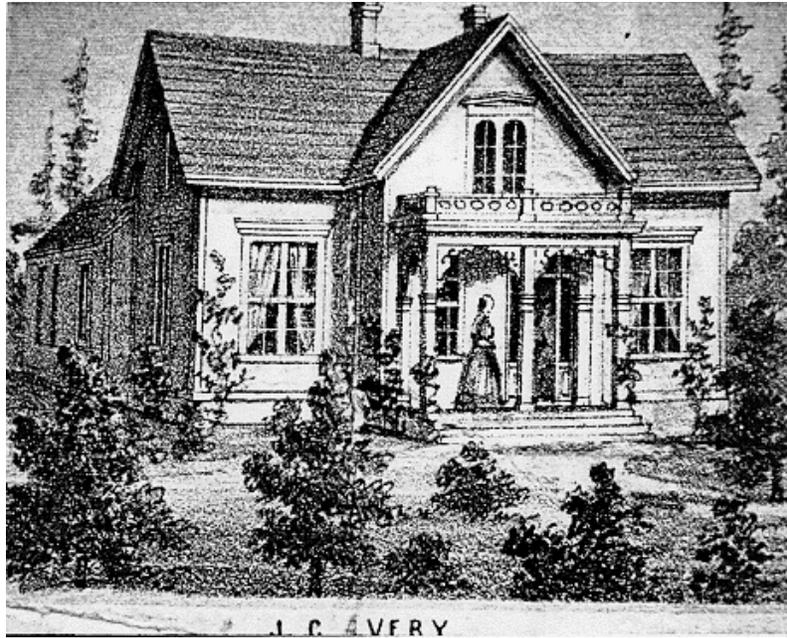
<http://theartscenter.net/>

<http://theartscenter.net/about/history/>

## ***C.2. Avery House – Corvallis Environmental Center***

The Avery House and Nature Center is located in Avery Park, a 75-acre park on 1200 Avery Park Lane. This existing two-story facility was built circa 1852 in Gothic Revival style, with center-gable architecture. A remodeling project for the Avery House began in 1987 by the Corvallis Jaycees. Initially, the house was to be converted from its use as a park employee residence to a community center. However, in 1994, the Park and Recreation Advisory Board approved a request to allow the Corvallis Environmental Center to share the facility and use it also as a Nature Center for its youth, family, and adult Nature Education Programs. The Avery House Nature Center provides environmental education and nature themed programs for all ages.

Currently, the historic house suffers from deferred maintenance issues and could benefit from financial resources to improve the facility's condition. Aside from improvements which could dramatically improve the functionality of the Nature Center's program, the house itself is in significant need of overall maintenance both to the interior and exterior.



Parking has been upgraded to accommodate ADA, but the concrete entry ramp and main entry door is difficult to navigate and unattractive. Parking is limited with only two spaces available, one of them being ADA accessible. Bike parking is also inadequate with the outdoor rack being in poor condition.



The entry sequence to the building is unclear, with three doors entering the house – a northern one (adjacent to the parking lot) an eastern side door, and a southern (likely the old back door) entry, leading to a raised deck. It appears that the northern door is intended as the main entry, but lacks some clarity and sense of arrival for visitors. The back deck appears to mainly function as a storage area. While it requires maintenance or perhaps a complete update, it has good potential for use as program space during good weather.

The building interior entryway is tight and likely not navigable for a person in a wheelchair. Upon entering, the floor kitchen and multi-purpose room are at your left. Immediately to the right is a narrow stairway that leads to an upstairs office area, conference room, a second kitchenette and bathroom with residential-style bath/shower combo, likely mainly used by staff. The office space is overflowing with storables, likely due to the limited availability of storage space elsewhere in the facility. The upstairs multi-purpose room seems to function as a conference room. It seems reasonably adequate for 10 to 12 persons to be comfortably seated at a board-room style table. The adjacent kitchenette appears to be of appropriate scale for simple food preparations associated with the conference room function. It contains a stove, sink, microwave, and several kitchen cupboards for storage.



The downstairs multi-purpose room is open, relatively cheerful, and appears to function well for programmed activities with low tables and chairs for children. The main restroom downstairs serves the lower floor and is ADA accessible. The main kitchen on this floor is directly attached to the multi-purpose room and allows for oversight of children's activities while food/snack preparation is underway. Generally, the room lacks storage capacity for all of the craft and activity materials needed. The east door leading outside off this central room appears to be blocked from interior use, due to the need for wall space. The south door of this room leads directly out onto an exterior wooden deck and creates an opportunity for complimentary indoor/outdoor activities.

**Avery House Nature Center Key Issues:**

With the Avery House Nature Center being sited directly in Avery Park with open natural areas, gardens, and structured play areas just outside its doors, it is an ideal location for the Nature Center's program. Investment in this facility could significantly improve its functionality, which, while it has diverse offerings for all age groups, seems to provide the most opportunity for young children, pre-school, and early elementary age. The education classes also seem to function as a day care for community members with small children.



For facility improvements, a priority should be given to deferred maintenance issues that are necessary to keep the house in good repair and improve its aesthetic quality and historic significance. It is in a prominent location in the park and in addition to its program offerings, can also become an historic asset to the Corvallis community.

Programmatically, interior storage solutions are critically necessary. It seems that ADA improvements to make the upstairs of the building accessible would be cost effective. Perhaps the office space there could be expanded, and better storage could be constructed. The upstairs multi-purpose room could be used to better serve the activities on the lower floor, rather than trying to function as a separate use. The kitchen and bathroom there could remain as facilities for overflow or staff support.

Modernizing the kitchen on the main floor could better support staff in the day-to-day operations of managing large groups of small children. The main floor could also benefit from enhanced indoor/outdoor connections to the deck area to the south. A covered area over the deck could help expand the Nature Center's activities in inclement weather rather than only using the space in summer months. This seems consistent with the Nature Center's mission to connect people to the outdoors through education. Perhaps a simple rail system surrounding the deck could increase the sense of enclosure and containment of small children as they use the outdoor space, but still give direct connections to the park surroundings.

The overall functionality of the entire building could be improved by an exterior entry sequencing strategy such as clearly identifying the north entry as the front, the south entry as the back and eliminating the east entry altogether. Improving vehicle and especially bicycle parking would improve its functionality. Clear routes and universally accessible paths to the north entry door would improve ADA access, but also enhance the sense of arrival for all users. Modest improvements both indoors and out can create a more significant presence of the Avery House Nature Center mission within the community.

*Avery House Source Links:*

<http://www.corvallisenvironmentalcenter.org/avery-house-nature-center/>  
[http://www.corvalliscommunitypages.com/Americas/US/Oregon/corvallis/avery\\_park.htm](http://www.corvalliscommunitypages.com/Americas/US/Oregon/corvallis/avery_park.htm)  
<http://www.corvallisenvironmentalcenter.org/avery-house-nature-center/>  
<http://www.ci.corvallis.or.us/index.php?option=content&task=view&id=877&Itemid=971>

### **C.3. Chintimini Senior Center**

The Chintimini Senior Center is located on the southern edge of Chintimini Park, a 7.4 acre park on 2601 NW Tyler Avenue. The center is located within a central Corvallis neighborhood park, and is located amidst both passive and active recreational uses. Chintimini Park includes open lawns, sports fields, sand volleyball courts, softball, and children's play equipment.

The Senior Center is intended to serve as a gathering and networking place for older adults. The variety of services and activities offered at the center are tailored to older and aging citizens, and provide diverse programs to serve a variety of interests. The Center also provides opportunities to access resources which support independence and can link participants to resources offered by other agencies. The Senior Center programs serve both individuals and groups. In addition to serving seniors, it functions as a general community resource by providing information on aging, support to family caregivers, and training to professionals, lay leaders and students. These resources help develop innovative approaches to addressing aging issues. The Senior Center is an important community resource with programs intended to support aging citizens and encourage social involvement within the center and the greater community.



Currently, the Senior Center's major constraint of extremely limited parking often prevents or restricts citizen participation in its program offerings. Both the adjacent parking lot and nearby on-street parking hit capacity quickly with any sizable programmed event. Many visitors have not been able to park close enough to the center to be able to conveniently access the building. This situation is exacerbated by the fact that the primary visitors of the center are adults 50 years and older, and some are less able to walk long distances from their parked cars to go to the programmed activities.



While the center is well loved, it is located in a residential area close to the OSU campus which is undergoing a planned development transition toward dense student housing. This park is heavily used by students, and the on-street parking is primarily taken by students.



In addition to parking constraints, the building itself lacks a defined front door presence. The main entry on the southern edge of the one-story building is non-descript and does not give the visitor a sense of arrival. This building “front” is set back from the street and is hidden by the parking lot and oversized landscape plantings. Similarly, the north building face, the “back,” and sides of the building, east and west, do not offer substantial outdoor spaces which directly relate to the building. These edges simply open up to the greater park setting. There is no transition area, and outdoor space associated specifically with the building is lacking. Outdoor courtyard areas around the building do not currently exist. The addition of outdoor spaces specifically related to the center could expand program offerings to include vegetable and flower gardening; however, additions, modifications, or improvements to this building will not address that the access and location are less than ideal, and parking constraints limit use.

The center, being a one story building, adequately addresses ADA and Universal Access principles. The building’s exterior and interior spaces are in good condition and in good repair. While the front lobby and staff office space for the center seem somewhat constrained, overall storage space within the building seems well organized and somewhat adequate, although not ideal for the current schedule and compliment of services.



The building is currently programmed with a variety of multi-purpose room spaces used for different activities. The seven different multi-purpose rooms are defined by the Center as the following: conference room, multi-craft room, activity room, game room, a classroom (Cline Room), lounge, library, and computer lab. These rooms vary in size from relatively large, to too small (computer room). In composite, there is a substantial amount of floor area dedicated for multi-purpose uses, but most of the individual rooms lack the amenities to be flexible for a wide range of uses, so programs may be limited to one specific room or another. For example, only one room is really appropriate to be used as fitness space, and capacity is limited. While a commercial kitchen exists, it does not function well as a cooking classroom, limiting group food preparation activities. On the other hand, the game room with pool table, while a substantially sized room, seems underutilized. In general, the floor area exists, but the room layouts lack flexibility for a large variety of programs. The center also has capacity limits of about 100 people. However, several annual events the center hosts, such as group holiday meals, could benefit from greater capacity. With the above described limitations, amongst others, remodel plans were generated several years ago. Unfortunately, the Bond Measure for these funds did not pass, and renovations to the center did not occur.

Fortunately, there still exists the potential to rethink and upgrade the center's function and purpose within the community and better respond to our new generation of seniors who live longer, more active, and healthier lifestyles. A new vision for a different type of senior center can provide even greater program flexibility for a larger and more diverse population of aging adults. Perhaps the best option would be to re-purpose Chintimini and the park to fit the surrounding dense urban and student demographic, and then re-locate and expand the Senior Center into a fully functional community center with dedicated adult space, state of the art fitness and weight room, a gymnasium, flexible wet and dry classroom spaces, teaching and caterers kitchen, and perhaps even a warm water therapy pool.

#### **Chintimini Senior Center Key Issues:**

Retaining the Senior Center in its current location may want to be reconsidered. Since a renovation is planned anyway, perhaps relocating the center into a new building or a renovated one elsewhere, will provide an opportunity to expand program in a manner which better integrates indoor and outdoor uses. Access to the center by means other than private vehicles such as walking, bicycle, and public transportation can greatly expand its availability to seniors who no longer drive. At the same time, ADA access and parking availability should be a key consideration. Additionally, the existing building could be re-purposed to a new function that better integrates with and supports surrounding park and neighborhood uses.

If it is determined that it is most cost effective for the Senior Center to remain in its present location, proceeding with the planned renovations would greatly improve the interior functionality and programmable activities. Any improvements made to the center should prioritize better integration of the indoor spaces with the outdoors, and define a semi enclosed area that the center can take on as its own, rather than being just an extension of the Chintimini Park. Multi-purpose room improvements should be made in a manner which maximizes flexibility for a wider range of activities and more diversity in function. Much like the ever increasing population of seniors in local communities, the Senior Center needs to evolve to continue to support an aging population that increasingly lives longer, healthier, and more active lifestyles than any generation before it.

Establish a parking district around the senior center to allow for adequate on street parking for senior center participants. These spaces should be within close proximity to all entrances.

*Source Links:*

<http://www.ci.corvallis.or.us/index.php?option=content&task=view&id=569&Itemid=510>

<http://www.ci.corvallis.or.us/index.php?option=content&task=view&id=681&Itemid=691>

#### **C.4. Corl House and Barn**

The Corl House and grounds, located within Woodland Meadow Park are well kept. The building entry and wayfinding are clear and understandable. The building capacity is 25, there are 16 parking stalls. There is a detached garage for storage which appears adequate for the current building use. The building functions as a caretakers house at this time and the barn is not usable; however, this site would make a wonderful wedding and event venue.



**Corl House Key Issues:**

Updated furnishings and windows. Possible updates to kitchen and restrooms.

**Barn Key Issues:**

Renovation of the barn is warranted to make usable.

**C.5. The Majestic Theatre**

The Majestic Theater is located in Corvallis at 115 SW Second Street in the historic downtown commercial district. The theater was built in 1913 as a 1,200 seat grand movie palace and vaudeville hall. In 1985 the Majestic Theater was purchased by the City of Corvallis with designated funds from a private estate. The historic theater is privately operated by Majestic Theater Management as a private 501 (3)(c) non-profit organization with cooperation from Corvallis Parks and Recreation.

Over the past century, the theater has undergone various evolutions and adaptations serving as downtown Corvallis' performing arts venue. As recently as 2011, the organization restructured and adopted a new staff, new strategic focus, new model, and new programs. The Majestic Theater Board of Directors recently appointed Corey Pearlstein, an artistic director and Off-Broadway theater producer, to establish new programmatic direction and structure for The Majestic. The new structure focuses on establishing the theater as the "flagship cultural space for the performing and contemporary arts" and serving downtown Corvallis and surrounding counties.

The Majestic Theater's newly updated mission is "to provide access, excellence, and education to the benefit of the public and greater arts community" and "serves as a creative laboratory, meeting place, and performance venue for a vibrant community of artists and a diverse audience base of culture hungry consumers in the Mid-Willamette valley."

The Majestic provides music, theater, and culture in Corvallis. As a non-profit group, it offers performing arts classes, programs and productions, and art gallery. It recently launched the *Majestic Education Program*, which primarily creates theatrical productions with children and other community members. It also includes music and movement based curriculum including a variety of dance programs open to the community. The Majestic Theater also recently piloted the *Artist In Residency Program* which brings nationally recognized artists to the Corvallis community to create new plays, performances, and concerts and to premiere new original works at the Majestic. *Corvallis Now* brings shows and events to the Majestic from local, regional, and national, contemporary music bands. These events are intended to serve the college-aged population, including the OSU student community.

The *Majestic Lab* is an opportunity to provide a creative workspace for community artists of all disciplines with an artistic "incubator space" where artists of all ages and levels of experience can explore, experiment, and expand their craft.



The *Makers' Space* program offers events, lectures, exhibitions and workshops on a wide variety of topics, providing community members of all ages, skill levels, and backgrounds the opportunity to interact, create, and learn from one another. Makers' Space provides an alternative learning/teaching model that strives to separate itself from a more traditional teacher/student structure; founded on the belief that effective community education can be achieved by bringing people of different skill levels together to be creative.

Finally, in addition to all of the programs the Majestic provides, it also supports other community creative works including the da Vinci Days Film Festival, Corvallis Folklore Society, Willamette Apprentice Ballet, Willamette Stage, Downtown Dance, Spring Celebration of Dance, Pacific Tap, Doxology, Santiam School, and City of Corvallis Martin Luther King Celebration. The Majestic Theater provides rental space to support over 7,500 unique cultural experiences in the Corvallis community each year.

The Majestic Theater is indeed located in a prime spot of downtown Corvallis to achieve its newly updated mission. Its eye-catching marquee and direct sidewalk connections to the pleasantly walkable downtown street frontage are attractive and welcoming in character.



The theater's main lobby has a vibrant and nostalgic character with warm color palates and open atmosphere. Its entries are at the street level and ADA accessible. The main lobby leads to the two main entries into the auditorium, one to the left wing and one to the right wing. A main theater office is on the north side of the lobby, with the box office at the south side. Behind the box office, an elevator provides access to the second floor and basement levels of the theater. A double door next to the elevator connects the main lobby to the reception lobby and a hallway leading to the concessionaire kitchen, men's and women's restrooms (both ADA compliant), and the backstage stage shop and stage level. All rooms on the ground floor are accessible without stairs.



The reception lobby, or south lobby, with its single, somewhat awkwardly positioned connection to the outside sidewalk, provides strong visual connections to the street, by way of floor-to-ceiling glass windows. A small concession space opens to the reception lobby and provides a retail space for contracted food and beverage vendors. The theater holds an OLCC (Oregon Liquor Control Commission) permit for wine and beer sales. The reception lobby also has an opportunity to function as a rotating gallery and exhibit space though currently is constrained by hollow walls that prohibit displaying heavier artwork. From the street level and

the north side of the south lobby, a stairwell (tucked behind the elevator shaft) provides a second egress from the upper floors to the ground floor.



The main auditorium currently seats 300 and is structured with a shallow floor rake designed for movie viewing. The seats are fixed in place, and the rows of seating extend down to the orchestra pit. ADA seats are available in the upper left wing area of the audience seating, just adjacent to the northern lobby door. The stage has a curtain wall which, by fire code, segments the stage in half, thereby limiting the allowable stage area for performances. The curtain wall was designed as a backdrop for a movie screen and vaudeville hall, and not really intended for staged performances. Since the program offerings at the theater have changed over the years, the movie-style stage limits the useable stage area for music bands, dance performers, or live actor theater performances.



On the second floor, behind the elevator doors, is the theater's executive office. Left of the elevator doors is a large multi-purpose, "Community Room" which has recently been cosmetically remodeled, repainted, and provided with new lighting and wood flooring. The room has ample daylighting by a full row of street facing windows from the west exterior facing wall. The room is pleasant and bright and has the ability to be separated into two smaller rooms by a retractable curtain wall. Right of the elevator on the second floor, is the "Dance Room," also daylit by street facing windows. Between these two studio spaces, tucked behind the elevator shaft is the executive theater office, with its entry door just left of the elevator doors.



Straight east from the elevator, a small lobby and corridor provides access to the staff lounge, staff restrooms, and staff kitchen. An additional “Rehearsal Room” is on the far eastern end of the corridor. This room appears to provide the largest floor area of all three of the upstairs studios. Additionally, auditorium lighting and audio rooms are located on the second level, on the north side of the corridor, including the technical booth and light bridge. Neither of the technical rooms can be accessed without stairs. A small east-west corridor between the Community Room and technical booth walls, is a linear space which houses educational materials.



The basement rooms are also accessible by the elevator. The basement level has ample space but is somewhat functionally limited due to low, floor-to-ceiling heights. The basement level provides support amenities to the theater productions with an electrical room, a costume shop, two large prop storage rooms, an orchestra pit, and a significant crawl space under the auditorium seating area.



### **Majestic Theatre Key Issues:**

On the main floor, strengthening the indoor/outdoor connections to the reception lobby could greatly enhance the social components of the space. One could imagine operable glass doors that could be opened up to the 2<sup>nd</sup> Street sidewalk on pleasant evenings and extend into the streetscape for casual seating and gathering. A series of café style tables and chairs could create a pre-performance social space for theater-goers to gather to discuss the upcoming production, enjoy a beverage, and browse artwork hung on the walls. In addition to operable glass doors along the west building face, moveable furniture for casual seating, and minor structural improvements to the reception lobby's wall space could provide better opportunities for pre-event gathering and enjoyment of rotating exhibits in a gallery-style lobby.

Improvements to the main auditorium to consider may be removing some of the front rows of the fixed, raked seating to accommodate dancing for music performances and allowing for standing and dancing space. Having the ability to accommodate more flexibility in the types of performances held at the Majestic Theater could take advantage of catering to the Corvallis student population wanting to see live music. Seamless flow from the lobby to the auditorium (renovated to be a ballroom) could create opportunities for increased concession sales and greater revenues. Technical upgrades to the lighting and sound systems would also add to the theater's ability to accommodate a wider range of performances. Reconfiguring the stage's curtain fire wall line, could increase the stage size providing for a larger performance area.

The mezzanine and basement levels could benefit from non-structural reconfiguration of spaces. Minor improvements to the mezzanine level changing rooms could allow the rooms to better serve as dressing and make-up rooms by upgrading lighting and dressing tables. The basement costume shop and storage areas seem to have ample room, but the ceilings are low and have limited storage space. The addition of more space-efficient, modular shelving systems or other methods for organizing storage would improve and increase the amount of useful storage space. Upgraded lighting in the basement level would also improve the functionality of these spaces.

Technical equipment upgrades to the old systems currently used by the theater will allow for better sound and lighting and a generally improved experience for theater-goers. Better equipment and improved stage performance spaces may also attract higher end production groups to come to Corvallis and extend their stay, generating more opportunities for the greater community to enjoy higher-end productions and ultimately invigorate the downtown business community.

In general, investments should be focused on overall improvements that enhance the user's experience at this historic venue that is so unique to Corvallis. Auditorium, performance stage, and technical systems upgrades are a significant investment, but ultimately attract broader types and higher-end productions to contract with the theater and thereby become available to the community. Additionally, enhancing the pre-program social opportunities held in the lobby spaces, and immediate connected outdoor spaces, will encourage theater-goers to arrive early, buy beverages and simple appetizers from the concessionaire, and enjoy the historic lobby spaces and gallery artwork before the scheduled performance begins. Ultimately, prioritizing and budgeting for these cosmetic and functional improvements to the Majestic will increase the recognition of the theater's existence in the Corvallis community, attract greater attendance by local residents and surrounding communities, and ultimately increase revenues generated by the theater.

Source Links:

<http://www.majestic.org/>

<http://www.majestic.org/about-2/>

### **C.6. Osborn Aquatics Center**

The Osborn Aquatics Center is located in northwest Corvallis at 1940 NW Highland Drive. This recreation center provides a great variety of aquatic, fitness, educational, and recreational activities for a broad range of age groups within the local region. The center offers multipurpose/fitness rooms and four pools in total – two indoor and two outdoor. The outdoor facilities of “Otter Beach” (inside an enclosed fence) include a 25 meter lap pool and a large leisure pool waterpark with a wide array of play features including a three story water slide, water channel, and splash features. Indoors, there exists two multipurpose/fitness rooms, an Olympic size 50 meter lap pool, a 91 degree therapy pool, low and three meter high diving boards, a cable zip line, rope swing, water basketball, and permanent spectator seating of 250, expandable up to 1,000 seats.



Activities provided at the center include swim lessons, fitness and therapy classes, community lap swimming, informal water play activities, swim team/club workouts, and competitions, as well as special events such as triathlons and fun runs. The pool is also available for private party rentals, themed community pool party events, and fundraising events. In addition to providing swim lessons, the Center offers instructional courses including learn to swim lessons and lifeguard training, and land-based classes teaching first aid and CPR/AED training, as well as babysitting classes. Specialty courses such as scuba, snorkeling, and synchronized swimming are also available.



The indoor pools and facilities are available year-round, while the outdoor pools are available June through September (the Outdoor lap pool is rented out to clubs and teams October-May). At the end of the outdoor pool season, just before closure, the Aquatic Center hosts Dog Day, a pool party fundraising event that allows dogs-only pool play and swimming activities. Proceeds help benefit the Parks and Recreation Family Assistance Program.



The Center is a destination location for large tournaments and events. Over 10 teams and clubs utilize the the center for meetings, workouts, and competitions, including the Corvallis Aquatic team, two high school swim teams, and Oregon State University's women's swim team. According to the City, tourism, tournaments, and events at the center bring in an estimated 1.2 million of outside dollars spent locally at gas stations, restaurants, and lodging. Annual fees are collected by the center from the teams and clubs that use the center for workouts, coaching, and competitive events.

The general condition of the Aquatic Center is good and adequate (with the exception of some deferred maintenance in the non-general use areas). The location of the center is convenient for students from Linus Pauling Middle School to access for activities, as the school and Aquatics Center share a common parking lot (as does the Boys and Girls Club). The front entry of the building is universally accessible with adequate vehicular and bike parking, both covered and uncovered, and provides a clear entry route to the center's main door. The lobby is welcoming with a spacious, semi-circular entry desk, ample daylighting, table and chair seating, and a vending/snack area with a colorful mural.



Down the hallway from the lobby are two multi-purpose rooms used for classes that can be reserved for a variety of community uses. Each room has capacity for about 30-50 people, depending on the program or activity being offered. Both rooms have refrigerators, sinks, and storage cabinets. Both rooms would benefit from the addition of audio visual equipment.



Staff office space behind the main lobby is located well for the dual function of performing administrative tasks while having visual access to the indoor pool area. Unfortunately, the space is overcrowded and does not provide adequate storage or desk space to serve the number support staff required of the center. At the same time, the upstairs (balcony) office seems underutilized. This glass enclosed, pool observation room serves as a swim team coaches office. The adjacent balcony is also glass enclosed and houses fixed, tiered concrete spectator bleachers.



Men's and women's locker rooms and restrooms are adequate, but have limited, dedicated storage space for equipment. Four family changing rooms are available in addition to the gender specific locker rooms.

A linear storage room behind the diving area of the indoor pool is currently being utilized for its intended purpose of storing tools, paint, and other miscellaneous facility maintenance and team equipment. The same room is also serving as a workout room for the swim team's weight and cardiovascular equipment. Both uses in the same room are incompatible and likely inconvenient for both user groups.



**Osborn Aquatics Center Key Issues:**

Expansion of the Aquatic Center's outdoor lap pool from a 25 meter to a 50 meter length could better accommodate community lap swimming opportunities and increase rentable lane space for swim team workouts and competitive events. However, the annual operating costs for this expansion would be difficult, if not impossible, to absorb.

Expansion of the therapy pool may be a more cost effective option as that body of water reaches capacity multiple times a day, and limits the amount of revenue the center can generate from swimming lessons and water fitness classes. Lack of space in the pools to accommodate the demand is the number one operational challenge.

The current makeshift workout room located in a space designed for pool equipment storage is inadequate. There are main floor options, including converting spaces into a fully functional fitness/strength conditioning and cardiovascular workout area. There is also the potential to expand an unused space behind the upstairs bleachers and add a dedicated workout room for swim teams and clubs. Building modifications will require providing barrier free access in the form of an elevator for the bleachers and observation deck to meet ADA guidelines. Better utilization of current storage



space, including the outdoor storage rooms, can also minimize storage constraints elsewhere in the facility. Filtration system improvements to a sand filter system could minimize the diatomaceous earth dust issues that currently exist inside the pool equipment room. An acceptable level of the dust's particulate is regulated by the Occupational Safety and Health Administration (OSHA) and its elimination should be considered for health reasons. Audio-visual equipment upgrades to both multi-purpose rooms would allow for better instructional and presentation opportunities for programmed events held there.

*Source Links:*

[http://www.ci.corvallis.or.us/index.php?option=com\\_content&task=view&id=559&Itemid=501](http://www.ci.corvallis.or.us/index.php?option=com_content&task=view&id=559&Itemid=501)

<http://www.ci.corvallis.or.us/downloads/pr/AG-CPR.pdf>

<http://www.bearcatswimclub.org/NewsShow.jsp?&id=112041&team=orbcs>

### ***C.7. Parks and Recreation Administration Office***

The lobby and entryway are inviting and welcoming. The entry includes a kids' play area. There is a multi-purpose/meeting room that is used as a conference room and is only available for staff's internal use.



Office space includes nine staff offices, and one front desk office which is spacious. There are copy and supply rooms and restrooms which appear to only be for staff. There are lockers which are small and not attached to the changing rooms and are used for supply storage.

**Parks Administration Office Key Issues:**

Additional locker room space may be warranted and there are deferred maintenance needs. The audio visual equipment needs upgrading.

**C.8. Pioneer Garage**

In general, this space is underutilized and has opportunity to be a real asset to Avery Park. Improvements to, or replacement of, the facility could be considered. The space is leased for \$1 per year by the Mary's River Gleaners (Food Co-Op). It is located under a highway overpass, but apparently, there are minimal security and vandalism issues.



It is a relatively clean site; no litter or dumping is evident. There appears to be ample opportunity for parking and enhanced outdoor spaces. There is no clear entry off highway. There is a detached garage, dumpster area, and a portable toilet on the outside of the building.

**Pioneer Garage Key Issues:** General site improvements (drainage and landscaping) are needed, including paving the parking lot. Building improvements are needed, including addressing deferred maintenance items, new front door, awning, and windows. An interior renovation would be necessary to re-purpose this facility.



**C.9. Tunison Community Room**

This well maintained facility is adjacent to low-income housing. The building appears to function well. Overall, the facility appears to be in good working order. Both restrooms are ADA compliant.

**Tunison Community Room Key Issues:** Appliances need upgrading and parking lot needs restriping. Storage for chairs is needed. An expanded kitchen would provide opportunities for cooking classes. The perimeter of building could use more landscaping.



### **C.10. Walnut Community Room**

The Walnut Community Room appears to function as intended. It features a large room that is new, clean, and appears flexible enough to accommodate a variety of community events. The wooded setting of the facility adds to the quality of the design and atmosphere while providing a buffer from adjacent Walnut Blvd.



The entry experience and building condition are also in good order. There is ample parking with easy ADA access to the building. The restrooms are also ADA accessible. There is a small kitchenette with a sink. There is also a covered spill out space from the main room which takes advantage of the wooded setting.

**Walnut Community Room Key Issues:** Minor improvements to kitchen would be required to make it full service. The kitchen could be enclosed to separate it from the rest of the facility. Minor upgrades are recommended for the restrooms.

### **C.11. Gaylord House, Marys River House, and Owen's Farm House and Barn**

These are also assets of the City, but did not receive a full inventory and conditions analysis. Owen's Farm and Natural Area has an adopted conceptual plan.

## **D. Outdoor Facilities Assets Analysis**

The purpose of this analysis is to evaluate the current provision of parks and related facilities in Corvallis.

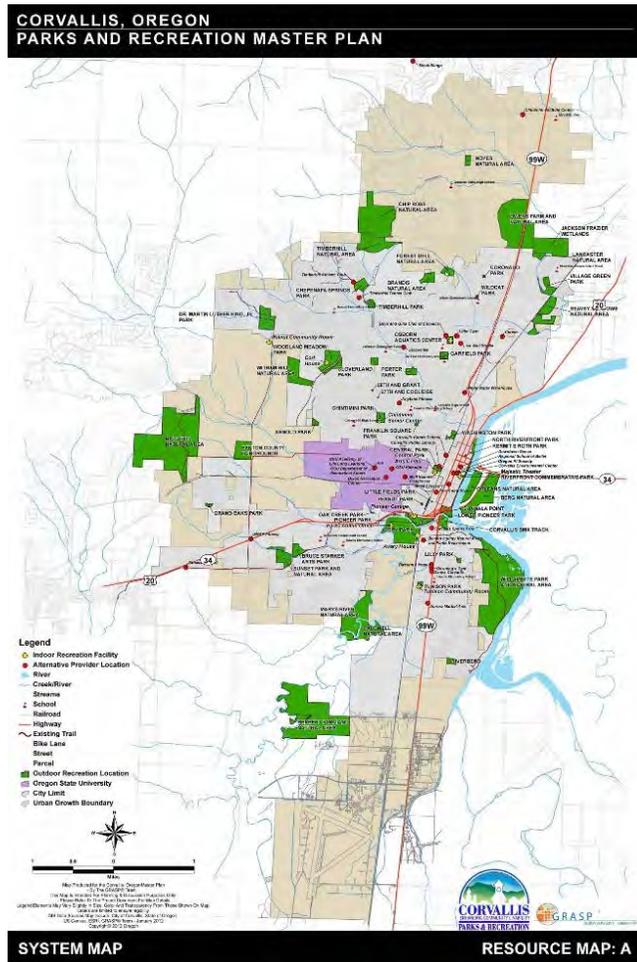
### **D.1. Inventory and Assessment of Assets**

The process used for this analysis included the assembly of a detailed inventory of public and semi-public physical assets available for use by the community of Corvallis. The inventory of assets was created by combining existing maps and data with on-site visits and direct observation.

All existing parks in Corvallis were visited in early 2011 and evaluated using an assessment tool to capture data on the functionality of components and other attributes. This information was entered into a geographic information systems (GIS) dataset. In addition, the information was compiled into a document called the GRASP® Atlas, which was provided to the City separately from this report.

Because the information is compiled into the GIS dataset, it is possible to generate many types of maps and analyses. For example, **Resource Map A – System Map** can be found in **Appendix D**. It shows the study area boundary and key locations of properties. A thumbnail of Resource Map A is shown here for reference only, and is not intended to be legible at this size. Please refer to **Appendix D** for the full-size map.

The inventory is intended to serve the City in a number of ways and can be used for a wide variety of planning and operations tasks, such as asset management and future strategic and master plans. The assets inventory is currently limited to public parks, recreation, and trails assets managed by the Parks and Recreation Department, and those school facilities that are open to usage for recreation outside of school hours. Assets of other types may be inventoried and added to the digital dataset at a later time, if desired.



## **D.2. Assets Context**

Corvallis offers a wide variety of parks, trails, and natural areas. These are classified into categories that are currently in use as defined by the 2000 *Parks & Recreation Facilities Plan*.

## **D.3. Mini Park**

Mini-parks, pocket parks, tot lots, and children's playgrounds are all small areas that serve a variety of uses for the community. Because of their size, the facilities are usually limited to a small open grass area, children's playground and a small picnic area.

The following sites from the inventory are classified as Mini Parks:

- Coronado Park (Photo not available)
- Franklin Square Park (Photo not available)
- Lilly Park



- Little Fields Park



- Peanut Park



- Tunison Park



- 27<sup>th</sup> and Coolidge Beautification Area



- 29<sup>th</sup> and Grant Beautification Area



#### ***D.4 .Neighborhood Parks***

Neighborhood parks are a combination playground and park designed primarily for non-supervised, non-organized recreation activities. They are generally small in size (about 5 acres) and serve an area of approximately one half-mile radius. Typically, facilities 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 for soccer, youth baseball, etc.

The following sites in the inventory are classified as Neighborhood Parks

- Central Park



- Chepenafa Springs Park



- Chintimini Park



- Cloverland Park



- Garfield Park



- Grand Oaks Park



- Porter Park



- Riverbend Park



- Washington Park (no photo available)

### ***D.5. Community Parks***

A community park is planned primarily to provide active and structured recreation opportunities. In general, community park facilities are designed for organized activities and sports, although individual and family activities are also encouraged. Community parks serve a much larger area and offer more facilities. Community parks are designed to support a variety of needs ranging from those that are neighborhood scale to larger community scale activities, i.e. undeveloped areas set aside as open space or play areas, small and/or large picnic areas, and formal and informal activity areas. As a result, they require more in terms of support facilities such as parking, restrooms, covered play areas, etc. Community parks usually have sport fields or similar facilities as the central focus of the park. Their service area is roughly a 1-2 mile radius. Optimum size is between 20 to 50 acres.

The following sites in the inventory are classified as Community Parks:

- Dr. Martin Luther King Natural Area and Park



- Sunset Park and Natural Area



- Village Green Park



## D.6. Large Urban Parks

Large urban parks are parks that are designed to serve the entire community. Generally, they provide a wide variety of specialized facilities such as sports fields, indoor recreation areas, large picnic areas, etc. In addition, they typically retain large areas in their natural state to provide opportunities for walking, riding, boating, and various types of recreation. Because of their size and facilities offered, they require more in terms of support facilities such as parking, restrooms, play areas, areas for passive recreation, a sense of seclusion, etc. Large urban parks also typically serve as neighborhood and community parks for their service area, and often have portions that are part of the natural area system, requiring care in planning to avoid conflicts among uses. They usually exceed 50 acres in size and should be designed to accommodate large numbers of people.

The following sites in the inventory are classified as Large Urban Parks:

- Avery



- Willamette Park and Natural Area



### ***D.7. Special Use Areas***

Special use areas are miscellaneous public recreation areas or land occupied by a specialized facility. Some of the uses that fall into this classification include special purpose areas, waterfront parks, community gardens, single purpose sites used for field sports, or sites occupied by buildings.

The following sites in the inventory are classified as Special Use Areas:

- Arts Center Plaza



- Bruce Starker Arts Park



- Corvallis BMX Track



- Corvallis Dog Park



- Eric Scott McKinley Skate Park



- Lower Pioneer Park (no photo available)
- Osborn Aquatics Center (no photo available)

- Pioneer Park



- Timberhill Park



- Woodland Meadow Park (no photo available)

### ***D.8. Linear Park***

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

The following sites in the inventory are classified as Linear Parks:

- Riverfront Commemorative Park



- North Riverfront Park



- Shawala Point



## **D.9. Natural Area**

Generally, a natural area is defined as undeveloped land primarily left in its natural form or being returned to its natural form with recreation use as a secondary objective. This type of land often includes wetlands, hillsides, or creek corridors. In some cases, environmentally sensitive areas are considered as natural areas and may include wildlife habitats or unique and/or endangered plant species. The Open Space Advisory Commission further defined natural area as any undeveloped (without structures such as buildings and pavement) or predominantly undeveloped land, including waterways, in and around an urban area (adopted 1998). The Open Space Advisory Commission was combined with the Parks, Natural Area, and Recreation Board in 2007.

The following sites in the inventory are classified as Natural Areas:

- Bald Hill Natural Area (no photo available)
- Alan B. Berg Natural Area and Park (no photo available)
- Brandis Natural Area (no photo available)
- Caldwell Natural Area (no photo available)
- Chip Ross Natural Area (no photo available)
- Forest Dell Natural Area (no photo available)
- Herbert Farm and Natural Area (no photo available)
- Lancaster Natural Area (no photo available)
- Mary's River Natural Area



- Noyes Natural Area (no photo available)
- Orleans Natural Area (no photo available)
- Owens Farm and Natural Area (no photo available)
- Seavey Meadows Natural Area (no photo available)
- Witham Hill Natural Area (no photo available)

In addition to the classification categories defined in the 2000 *Park & Recreation Facilities Plan* and described above, the inventory includes parcels with classifications assigned to them that are not defined in the 2000 plan. These include the following:

- Greenway
- Gateway

### **D.10. Greenway**

A Greenway is a corridor of undeveloped land, as along a river or between urban centers, that is reserved for recreational use or environmental preservation.

There is one parcel of land in the GIS with this classification. It is undeveloped at present:

- Oak Creek Park (no photo available)

### **D.11. Gateway**

A gateway is park land at an entrance of a community.

There is one parcel with this classification in the GIS:

- Kermit E Roth Park



### **D.12. Other Providers**

There are several other recreation providers in the community that both partner with and compliment the efforts of the City. Lands and facilities provided by primary partners (such as schools) have been included in the GIS inventory. In assessing these, weighted values were assigned if they are not open to the public at all times.

Alternative providers that are not considered to be primary partners were located on maps for reference but were not evaluated or included in the analyses that are described later in this report.

## **E. Assessment of Existing Parks and Facilities**

In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, indoor facilities, and other public spaces as parts of an infrastructure. This infrastructure allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing. The infrastructure is made up of components that support this goal. Components include such amenities as playgrounds, picnic shelters, courts, fields, indoor spaces, and other elements that draw people to a park or facility. Further discussion of components and how they relate to the infrastructure system can be found in **Appendix D**.

For each site or location in the inventory of assets, the following information was collected:

- Type and location for all components found there
- Evaluation of the functionality of each component
- Evaluation of comfort and convenience features for the entire site or location
- Evaluation of design and ambience for the site or location
- Photos to document the general nature of each location
- General comments regarding unique aspects or conditions

For some of the items listed above, a score was assigned to represent the functionality of that item (*i.e. how well the item is suited to its intended purpose at its specific location*) was evaluated. Scores were assigned according to the following scale:

- Below Expectations = (1)
- Meets Expectations = (2)
- Exceeds Expectations = (3)

In addition to scoring all of the components within it, each park site or indoor facility was given a set of scores to rate its overall comfort, convenience, and ambient qualities. These are called **modifiers** because they modify the value of the components they are associated with. This includes traits such as the availability of restrooms, drinking water, shade, scenery, etc.

Scores for components and modifiers at each site and other information can be found in a document called the GRASP® Atlas provided for use at the staff level and delivered separately from this report.

Using the scores described above, it is possible to calculate an overall value for each park or facility in the inventory. (See **Appendix D** for a full explanation of this calculation.) This value is called the GRASP® Neighborhood Score and is broken down by the classification of each park or facility in **Table 19**. The value represents a combination of the quantity and quality of features and attributes found at each park or facility. Locations with more features and features with the highest functional scores have higher values than locations with few features or features that rated low for functionality. While there is no “standard” or minimum value for this score, it can be used to make comparisons and perform other analyses that will be presented later in this report. (Please refer to **Appendix A** for complete inventory summary tables for all parks and facilities.)

**Table 19: GRASP® Neighborhood Scores by Classification**

Mini Park Location	GRASP® Neighborhood Score
TUNISON PARK	40.8
WILDCAT PARK	25.2
CORONADO PARK	24.2
LITTLE FIELDS PARK	17.6
29TH AND GRANT	14.4
LILLY PARK	14.4
FRANKLIN SQUARE PARK	11.0
PEANUT PARK	9.9
27TH AND COOLIDGE	3.3

Neighborhood Park Location	GRASP® Neighborhood Score
CENTRAL PARK	72.0
CLOVERLAND PARK	48.0
CHEPENAFSA SPRINGS PARK	45.6
CHINTIMINI PARK	35.2
RIVERBEND	33.6
PORTER PARK	26.4
GRAND OAKS PARK	26.4
ARNOLD PARK	21.6
WASHINGTON PARK	11.0
GARFIELD PARK	6.6

Community Park Location	GRASP® Neighborhood Score
SUNSET PARK AND NATURAL AREA	111.6
DR MARTIN LUTHER KING	82.8
VILLAGE GREEN PARK	31.2

Large Urban Park Location	GRASP® Neighborhood Score
AVERY PARK	253.5
WILLAMETTE PARK AND NATURAL AREA	84.0

Special Use Area	GRASP® Neighborhood Score
BRUCE STARKER ARTS PARK	64.8
OSBORN AQUATICS CENTER	43.2
PIONEER PARK	36.0
WOODLAND MEADOW PARK	31.2
ARTS CENTER PLAZA	29.7
TIMBERHILL PARK	17.6
LOWER PIONEER PARK	8.8
CORVALLIS BMX TRACK	3.3
CORVALLIS DOG PARK	*
ERIC SCOTT MCKINLEY SKATE PARK	*

*\*Located and scored as part of Shawala Point parcel in inventory*

<b>Linear Park Location</b>	<b>GRASP® Neighborhood Score</b>
RIVERFRONT COMMEMORATIVE PARK	140.4
SHAWALA POINT	52.0
NORTH RIVERFRONT PARK	26.4

<b>Natural Area Location</b>	<b>GRASP® Neighborhood Score</b>
BALD HILL NATURAL AREA	30.8
CHIP ROSS NATURAL AREA	28.6
MARY'S RIVER NATURAL	24.2
TIMBERHILL NATURAL AREA	22.0
SEAVEY MEADOWS NATURAL AREA	22.0
WITHAM HILL NATURAL AREA	22.0
BRANDIS NATURAL AREA	17.6
FOREST DELL NATURAL AREA	17.6
ORLEANS NATURAL AREA	15.4
HERBERT FARM AND NATURAL AREA	13.2
NOYES NATURAL AREA	13.2
CALDWELL NATURAL AREA	13.2
LANCASTER NATURAL AREA	8.8
OWENS FARM AND NATURAL AREA	8.8
ALAN B. BERG NATURAL AREA AND PARK	3.3

<b>Greenway Location</b>	<b>GRASP® Neighborhood Score</b>
OAK CREEK PARK	6.6

<b>Gateway Location</b>	<b>GRASP® Neighborhood Score</b>
KERMIT E ROTH PARK	19.2

Indoor Location	GRASP® Neighborhood Score
CHINTIMINI SENIOR CENTER	50.4
OSBORN AQUATIC CENTER	50.4
CENTRAL PARK ARTS CENTER	43.2
CORL HOUSE	39.6
MAJESTIC THEATRE	36.0
PARKS AND RECREATION ADMINISTRATION OFFICE	32.4
WALNUT COMMUNITY ROOM	25.2
TUNISON COMMUNITY ROOM	14.4
AVERY HOUSE	8.8
PIONEER GARAGE	2.2

The following indoor locations were not evaluated for GRASP®: Gaylord House, Mary's River House, Avery Park Nature Center, and Owens Farmhouse and Barn.

#### **F. GRASP® Perspectives**

Level of Service (LOS) is a concept that can be used to measure various aspects of the system of parks, trails, natural areas, and other facilities. LOS is not a single measurement or standard, but instead is a set of indicators that provide information much like gauges on the dashboard of an automobile. They do not tell the driver where to go or how to get there, but help to reach the intended destination. In this analogy, the destination is based on the driver's needs and desires, as well as the amount of time and money available to get to it. Similarly, the goals of the parks and recreation system in Corvallis are based on the needs and desires of residents, combined with the resources of time and money available to attain them. LOS metrics provide the information that keeps the process moving forward and tracking its progress.

To determine LOS metrics for Corvallis, an analytical technique known as *Composite-Values Methodology* (CVM) was used. The proprietary version of CVM used is known as GRASP®. The process used analytical maps known as *Perspectives* to study various measures of LOS across the City. Level of Service Perspectives show how the community is being served by any given set of components by utilizing maps to graphically display values, along with quantified measurement spreadsheets. This quantification system provides a benchmark against which a community can determine how well it is doing providing services in relation to the community's goals, both presently and over time.

**Composite-Values Level of Service (LOS) Analysis** – This is the process used to inventory and analyze the assets, including quantity, location, and various qualities of each. The process utilizes MS Excel, MS Access, and common GIS software. The composite-values based LOS analysis process used by GreenPlay and Design Concepts is proprietary, and known as “GRASP®” (Geo-referenced Amenities Standards Process). It has been somewhat automated through creation of additional software code and template design for efficiency in data collection and analysis. See **Appendix C** for a detailed history and overview of Composite-Values Based Level of Service Analysis.

### **F.1. The Assets Perspectives**

Analytical maps known as Perspectives, along with charts and tables, were generated to provide quantitative data on the current levels of service being provided by the system of parks and facilities. Quantities, locations, functional scores, and other attributes of the assets in the inventory dataset were used to generate the analyses.

To produce the Perspectives, the assigned GRASP® score from the inventory assessment was assigned to a catchment area (or buffer) around each component. The catchment area is the distance from within which a majority of people using the component might reasonably be expected to come under the assumptions or parameters of that particular analysis.

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

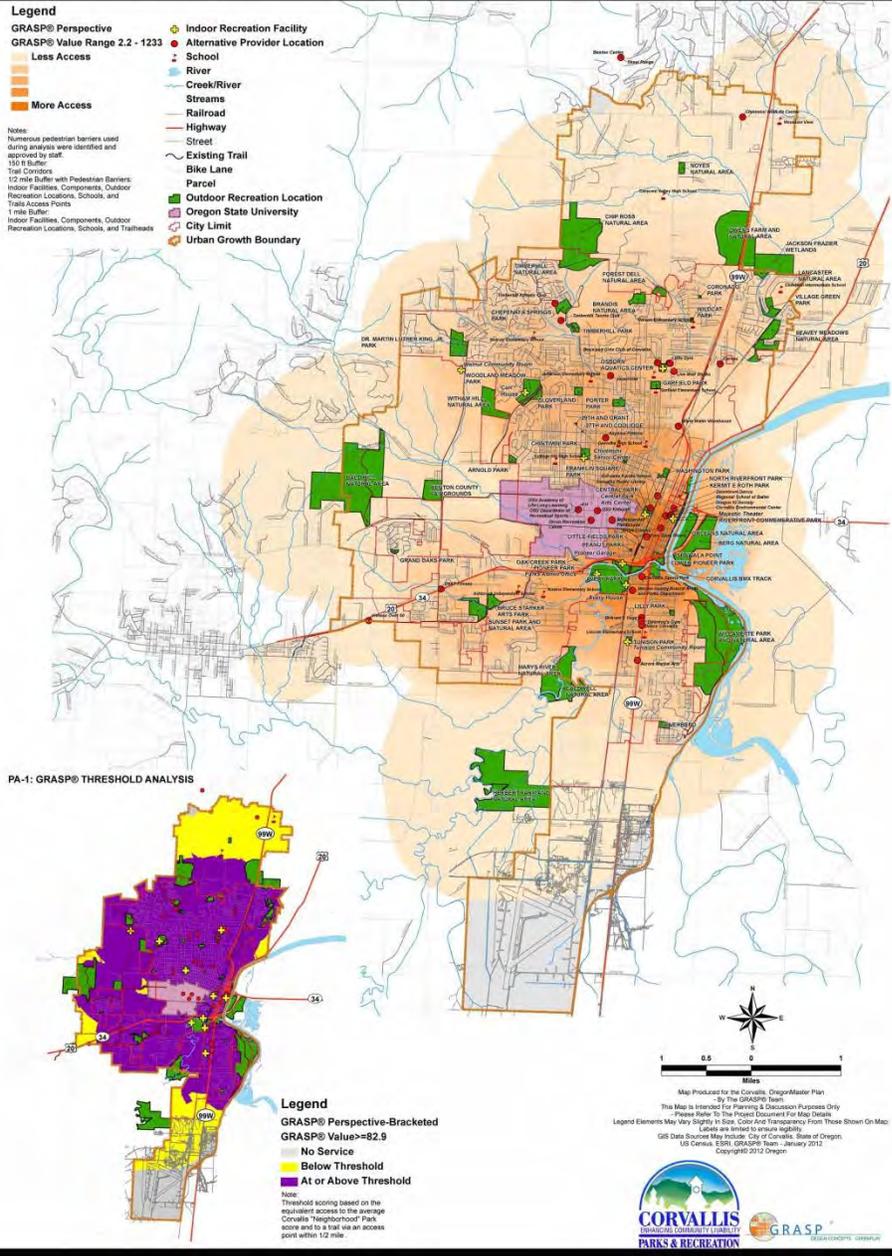
Each Perspective is a model of the service being provided across the study area. The model can be further analyzed to derive statistical information about service in a variety of ways. The results of these are described in the text that follows.

Because population is used in some of the LOS analyses, an estimated population for the study area was determined. The urban growth boundary (UGB) was used as the extent of the study area. However, the OSU boundary, as identified in the GIS, was excluded from total land area. **Table 6** (page 27) shows the population within the study area. This number was also used to calculate the Population per Acre, so that the population density of could be used in the LOS calculations as well.

### **F.2. Perspective A: Access to All Components**

**Perspective A** models access to all components by all transportation modes. A one-mile catchment radius has been placed around each component and shaded relative to the component's GRASP® score. This defines an area within which convenient access to the component can be achieved by normal means such as driving or bicycling. In addition a one-half mile catchment area, within which access to the component can be achieved by walking fifteen minutes or less, has been added around each component. As a result, scores are doubled within the one-half mile catchment to reflect the added value of walkable proximity that is associated with increased accessibility, since most healthy individuals can reach a location on their own by walking, even if they do not drive or ride a bicycle.

# CORVALLIS, OREGON PARKS AND RECREATION MASTER PLAN



**ACCESS TO ALL COMPONENTS** **PERSPECTIVE: A**

*\*Note: This map is inserted for illustrative purposes and is not intended to be readable at this size. Please see Appendix E for a full sized map.*

**Table 20** shows the statistical information derived from **Perspective A**.

**Table 20: Statistics for Perspective A**

	Percent with LOS	Average LOS per Acre Served	Percent Total Area >0 AND <82.9	Percent Total Area >=82.9
Study Area	93%	272	22%	71%

The first column in the table shows the percentage of study area that has at least some service (LOS >0).

The second column shows the average numerical value of LOS for the total area.

A threshold analysis of Perspective A offers another way of understanding what the Perspective reveals. The last two columns in **Table 20** show statistics from the threshold analysis. To determine the threshold for this analysis, the average GRASP® score for all existing neighborhood parks in Corvallis was calculated (**Table 21**), resulting in a value of 32.64.

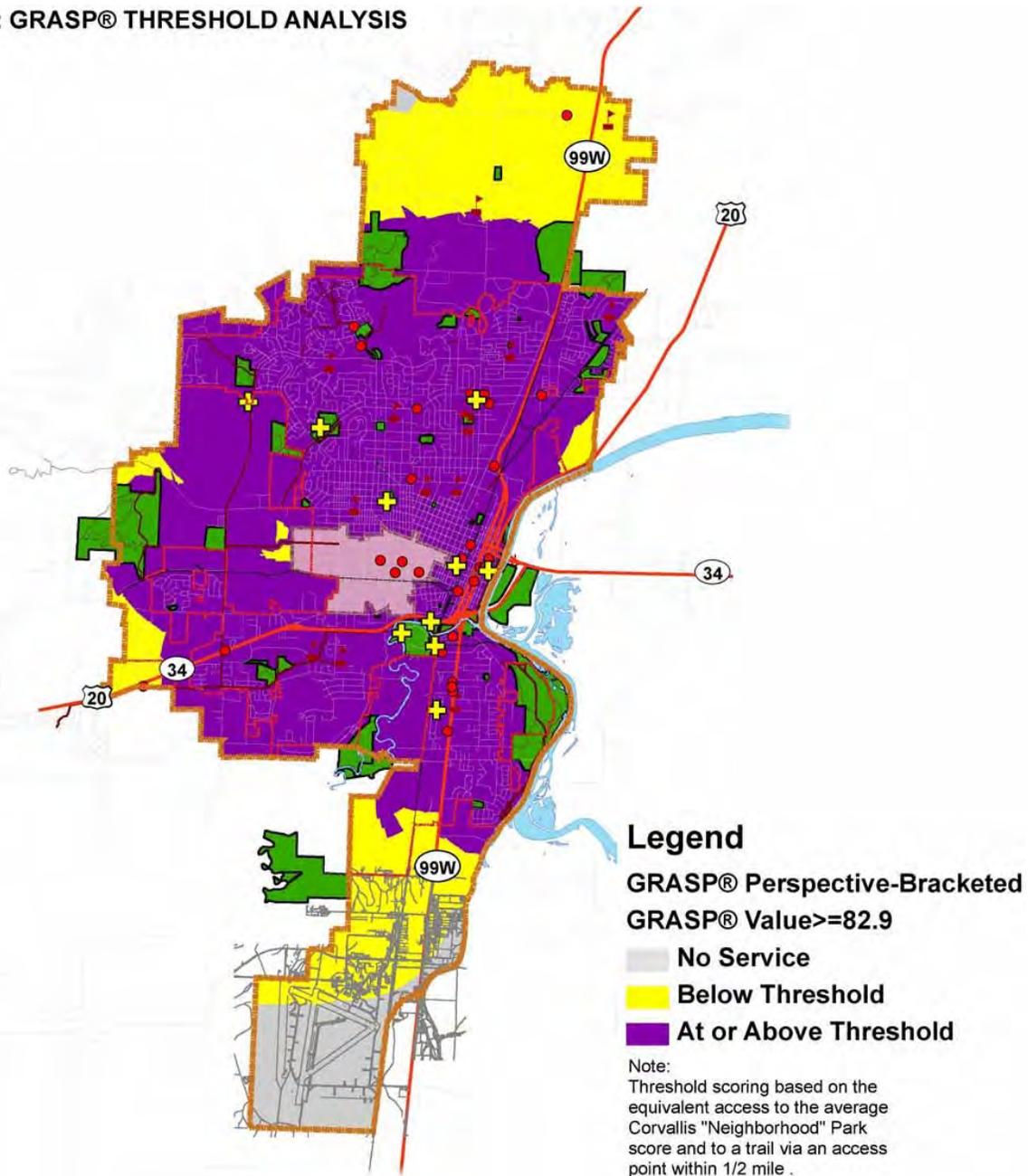
**Table 21: Average Neighborhood Park Calculation**

LOCATION	CLASS	MAP_ID	Score
CENTRAL PARK	Neighborhood	L010	72.00
CHINTIMINI PARK	Neighborhood	L012	35.20
CLOVERLAND PARK	Neighborhood	L014	48.00
GARFIELD PARK	Neighborhood	L018	6.60
WASHINGTON PARK	Neighborhood	L042	11.00
CHEPENAFSA SPRINGS PARK	Neighborhood	L049	45.60
RIVERBEND	Neighborhood	L033	33.60
ARNOLD PARK	Neighborhood	L003	21.60
GRAND OAKS PARK	Neighborhood	L019	26.40
PORTER PARK	Neighborhood	L031	26.40
<b>Total</b>			<b>326.40</b>
<b>Average</b>			<b>32.64</b>

Therefore, the threshold calculation used in this study is the equivalent of  $32.64 \times 2$  (average neighborhood park with premium for ½ mile walkability) plus  $8.8 \times 2$  (trailhead or trail access point with premium for ½ mile walkability) = 82.88.

This resulted in a threshold of 82.9. Any place on Perspective A where the value of the shading is equal to or greater than 82.9 is considered to have the equivalent of access to an “average” neighborhood park and access to a trail access point or trailhead within ½ mile of their home. The result is shown on map **PA-1** (the inset map with purple and yellow).

## PA-1: GRASP® THRESHOLD ANALYSIS

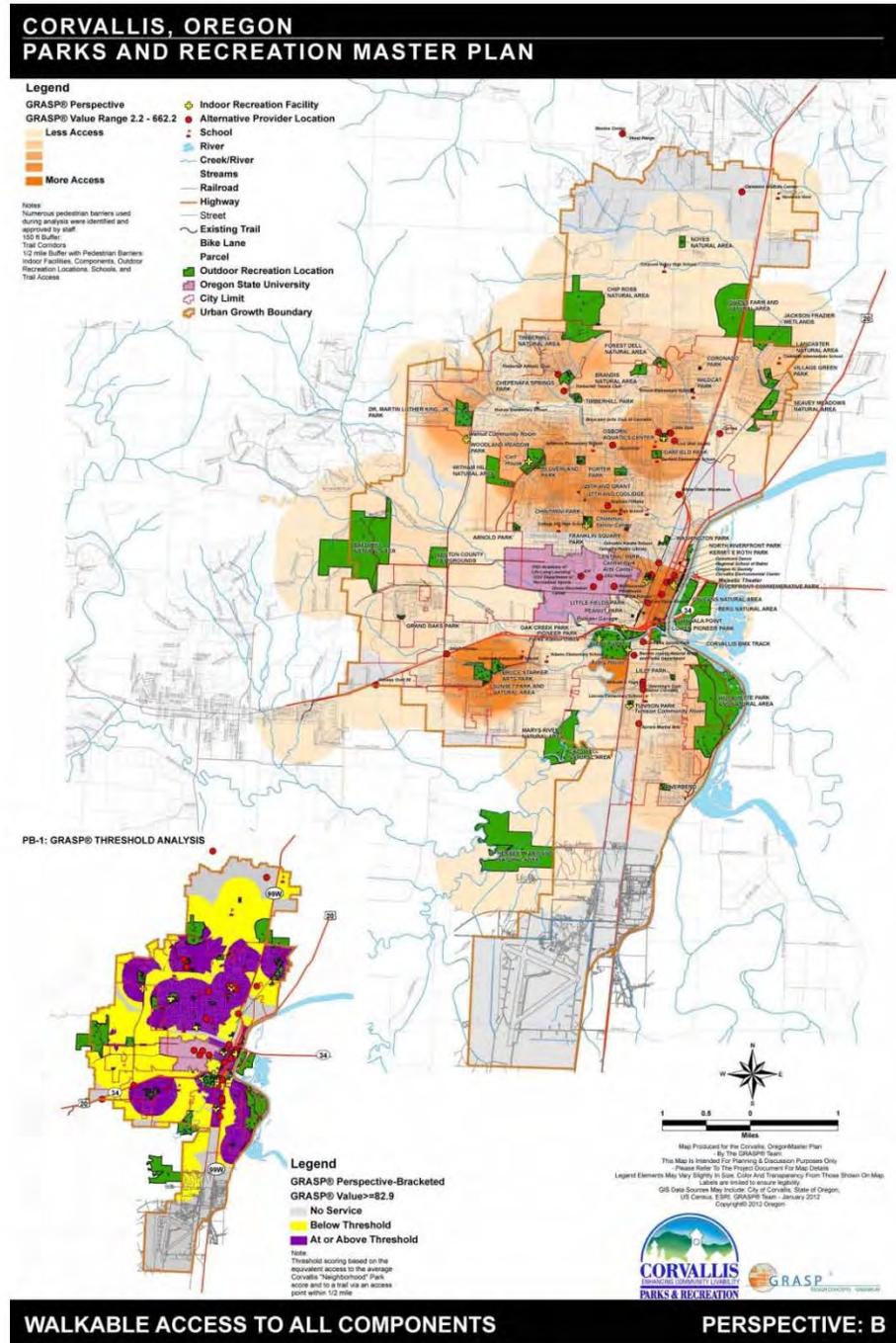


On this map, areas that are shown in purple have LOS values that exceed the threshold score of **82.9**, and are considered to have an LOS value that is at or above the computed average. Areas that fall below that value are shown in yellow. These areas have some service (meaning they are within the catchment area of at least one component), but the value of that service is below the computed average. Areas in grey have no service – i.e. they are not within the catchment areas of any components. Out of the total study area, **71 percent** has a score above **82.9**.

It should not be implied that all parts of the study area should fall above the threshold. For example, it would be expected for airports, nature preserves, industrial areas, and undeveloped areas to fall below the threshold.

It should also be noted that areas falling above the threshold may still lack access to particular **types** of facilities or features. Other analyses and information sources, such as input from the public and staff, should be used in combination with this analysis to identify areas of particular needs.

### F.3. Perspective B: Walkable Access to All Components



**WALKABLE ACCESS TO ALL COMPONENTS PERSPECTIVE: B**

*\*Note: This map is inserted for illustrative purposes and is not intended to be readable at this size. Please see Appendix E for a full sized map.*

**Perspective B** is intended to show the LOS available across Corvallis if walking is the only way used to get to assets. Only one-half mile catchment radii were used, to reflect only the area within which a resident can reasonably get to a destination by walking in fifteen minutes or less. Barriers that limit pedestrian access were identified and used to truncate catchments where appropriate. In addition, scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons to be made between this Perspective and **Perspective A**.

**Table 22** shows the statistical information derived from Perspective B.

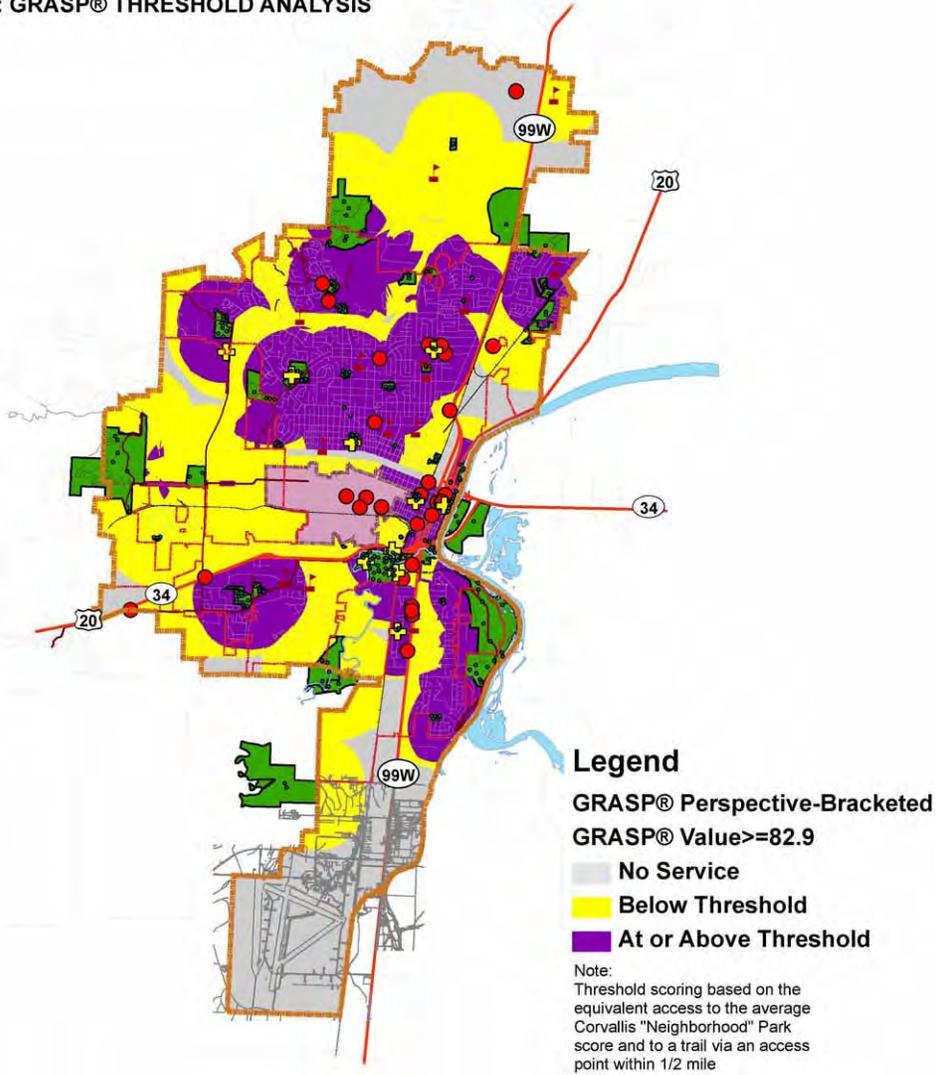
**Table 22: Statistics for Perspective B**

	Percent of Total with LOS	Average LOS per Acre Served	Percent Total Area >0 AND <82.9	Percent Total Area >=82.9
Study Area	78%	111	43%	35%

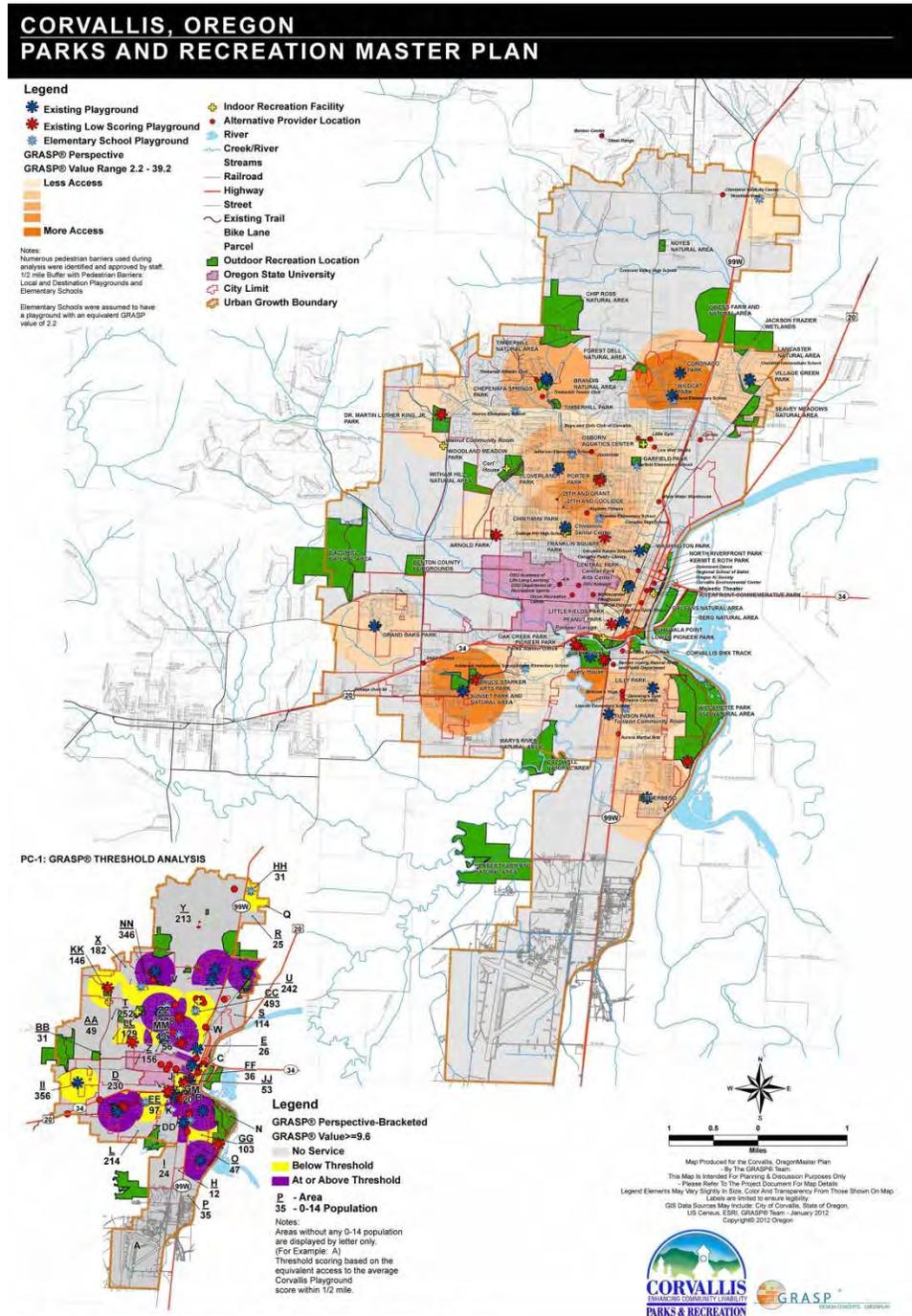
The numbers in each column are derived as described in the previous explanation for **Perspective A**. The most obvious difference between this Perspective and Perspective A is that the LOS for a person who must walk to get to assets is lower than the LOS enjoyed by someone who can drive.

The areas shown in yellow on the threshold map **PB-1** are areas of opportunity, because they are areas where land and assets that provide service are currently available, but the value of those does not add up to the threshold. It may be possible to improve the quantity and quality of those assets to raise the LOS without the need for acquiring new lands. Also, as discussed above, the fact that a location scored above the threshold does not assure that it has the full range of services needed. It is possible that some locations falling within the purple area lack specific features or facilities. If so, this determination should come from other analyses and information.

**PB-1: GRASP® THRESHOLD ANALYSIS**



## F.4. Perspective C: Walkable Access to Playgrounds

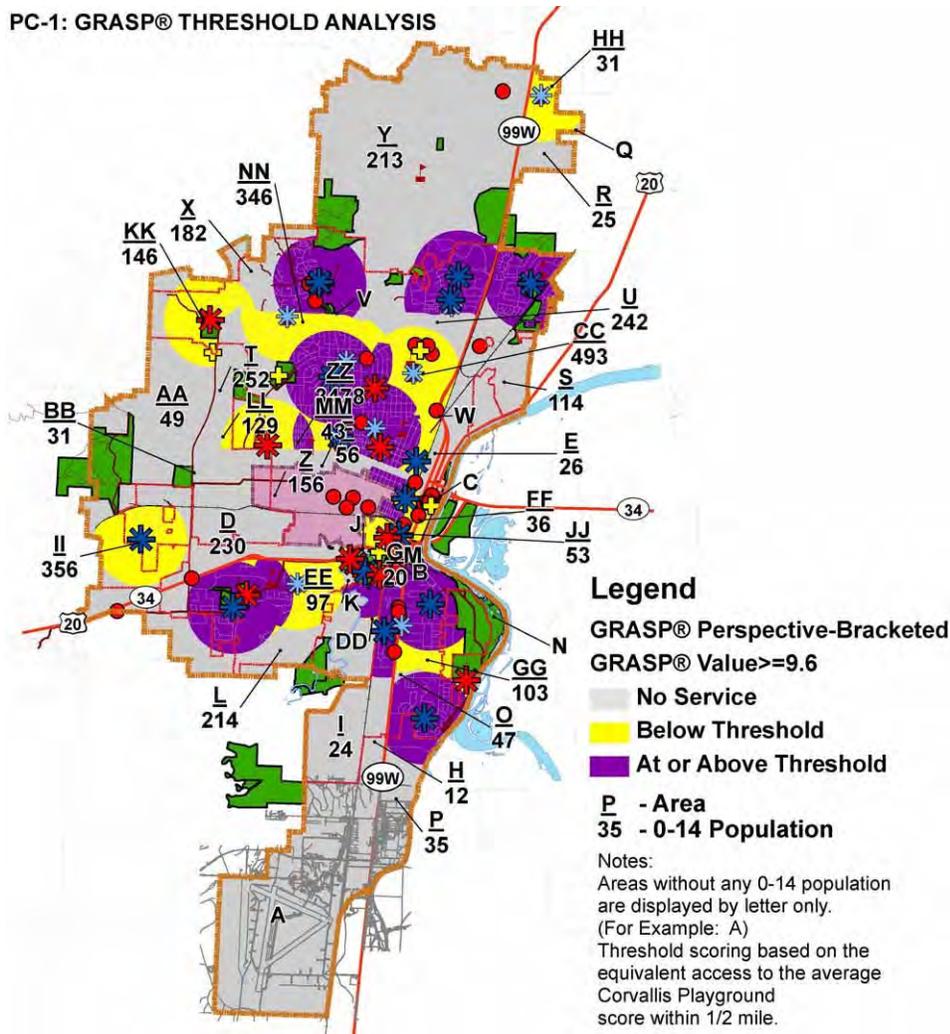


### WALKABLE ACCESS TO PLAYGROUNDS PERSPECTIVE: C

*\*Note: This map is inserted for illustrative purposes and is not intended to be readable at this size. Please see Appendix E for a full sized map.*

**Perspective C** is intended to show walkable access to playgrounds. In this case, a threshold of 9.6 was used. It is the calculated value of a playground that meets expectations within a park that has typical scores for modifiers (comfort and convenience attributes, and design and ambience).

**PC-1: GRASP® THRESHOLD ANALYSIS**



**Table 23** shows the statistical information derived from **Perspective C**.

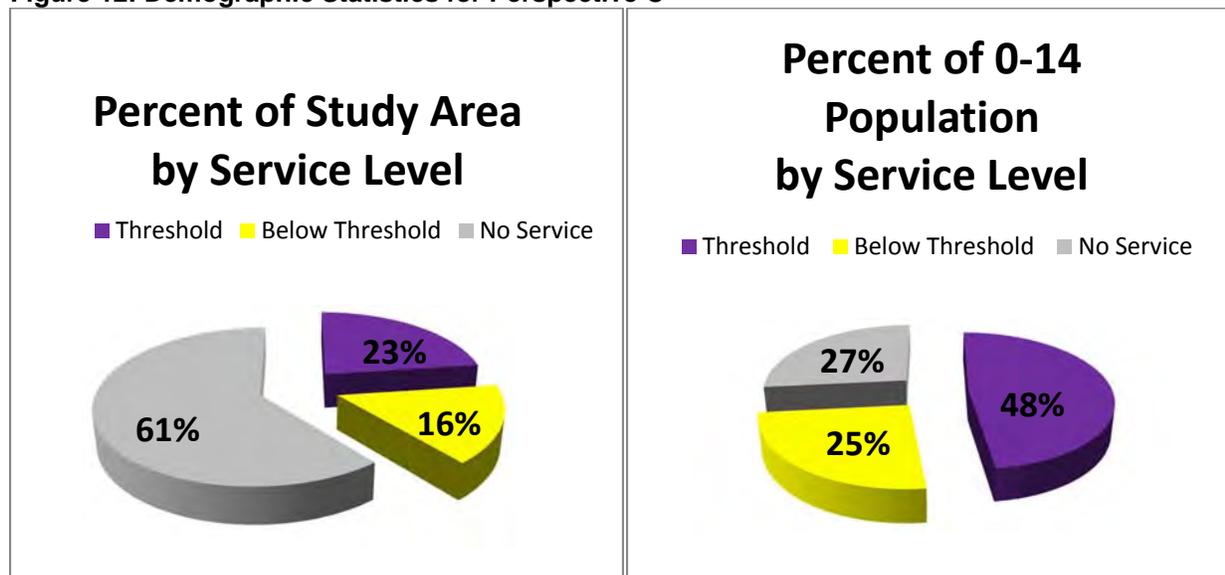
**Table 23: Statistics for Perspective C**

	Percent of Total with LOS	Average LOS per Acre Served	Percent Total Area >0 AND <9.6	Percent Total Area >=9.6
Study Area	39%	14	16%	23%

The areas shown in yellow on the inset map **PC-1** are areas of opportunity, because they are areas where playgrounds currently exist, but their value does not add up to the threshold. It may be possible to improve the quantity and quality of those playgrounds to raise the LOS without the need for acquiring new lands. This could be done by either upgrading the existing play equipment, or by enhancing the comfort and convenience of the sites where play areas are located with restrooms, drinking fountains, shade, seating, or other amenities.

The map (**PC-1**) may at first appear to show a very poor level of playground service with 61 percent percent of the study area without service (**Figure 12**) and 16 percent below threshold. However, when considering where children actually live, it becomes apparent that playground access is actually more positive. Additional demographic analysis indicates that 48 percent of all children in the study area live within walking distance of a playground that meets or exceeds the playground threshold score. The charts below show the statistical information derived from **Perspective C**.

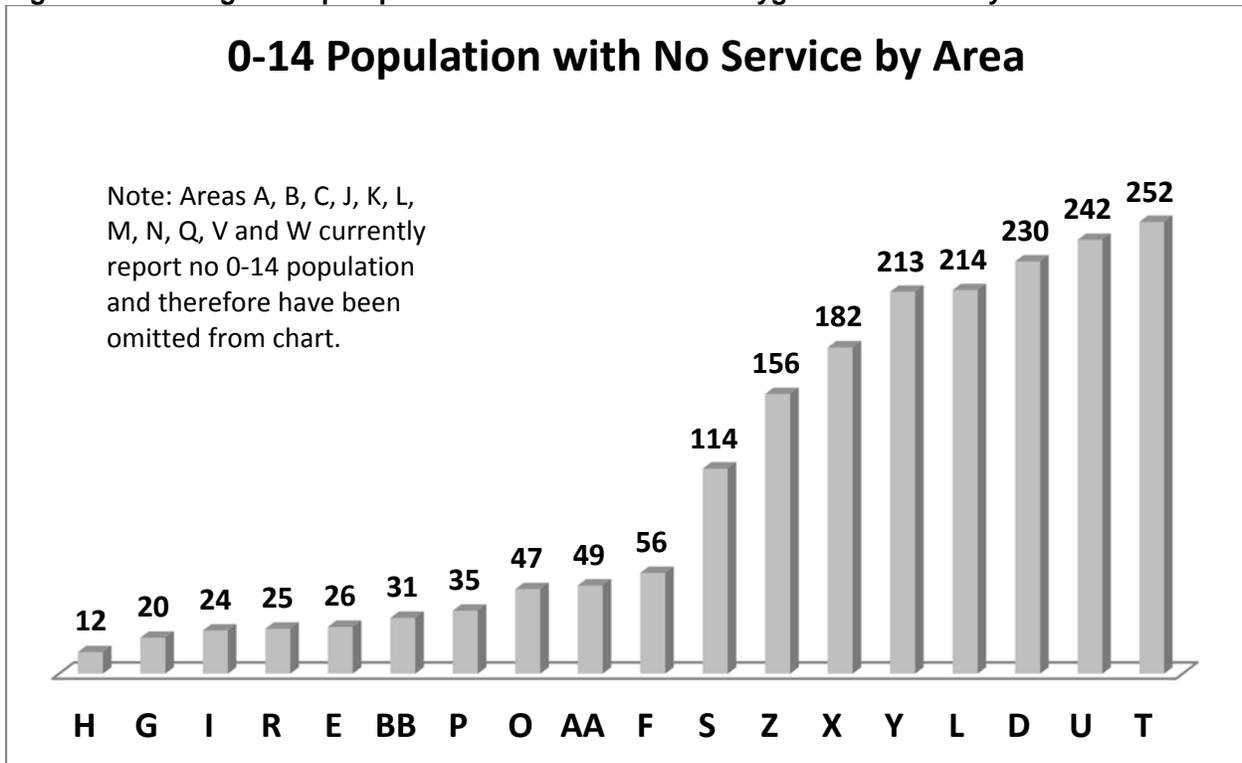
**Figure 12: Demographic Statistics for Perspective C**



These areas can be further broken down and additional analysis performed. Many of these factors may impact or guide future upgrades or additional playground development and distribution. **Map PC-1** shows each of the different areas with a unique label. Areas at or above threshold have been grouped into a single area, "ZZ." Combined these areas make up 23 percent of the study area in acres and include 48 percent of the population between the ages 0 and 14.

Obviously, the key to providing walkable access to playgrounds is to locate playgrounds within neighborhoods that have a high population of children. Areas without any walkable playground access have been divided up into 28 different sections of the study area. These areas closely align with the pedestrian barriers used in the analysis. Ten of these areas that show access to playgrounds currently have no reported children; therefore, they have been excluded from the remaining analysis. **Figure 13** shows the population of children by area. One way of prioritizing future playgrounds would be placement where it could potentially serve the most children. In this case, area “T” has the highest population.

**Figure 13: 0-14 Age Group Population Statistics without Playground Service by Area**



The next two charts (**Figures 14 and 15**) show the size of each area in acres and the population density. The areas differ greatly in size; therefore, in some cases like area “Y,” a single playground, centrally located may not provide walkable service to the entire area. Area “O,” on the other hand, is a very small area at 12 acres but has the highest population density of children.

Figure 14: Area Acres without Playground Service by Area

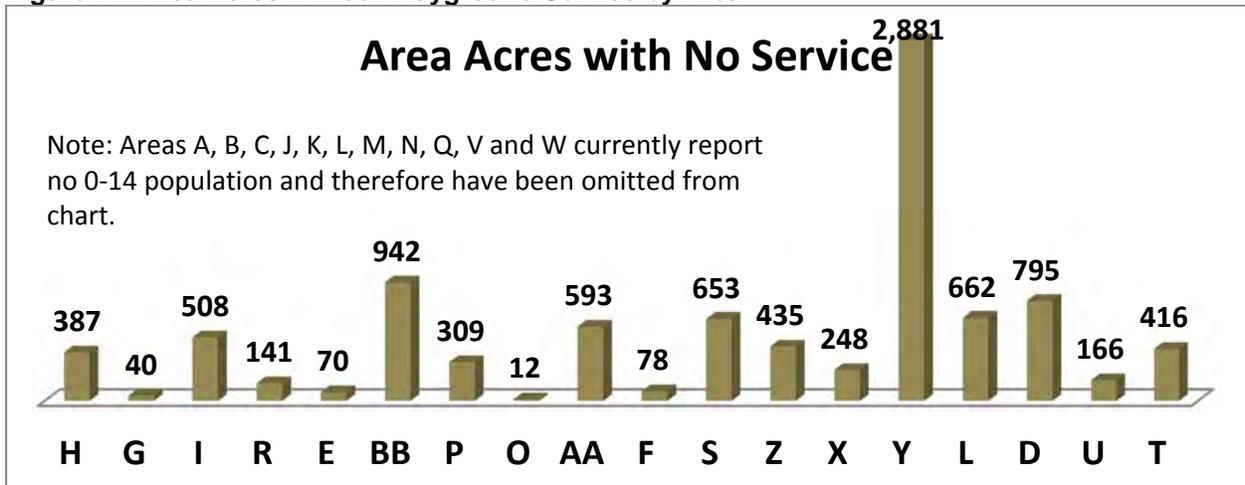
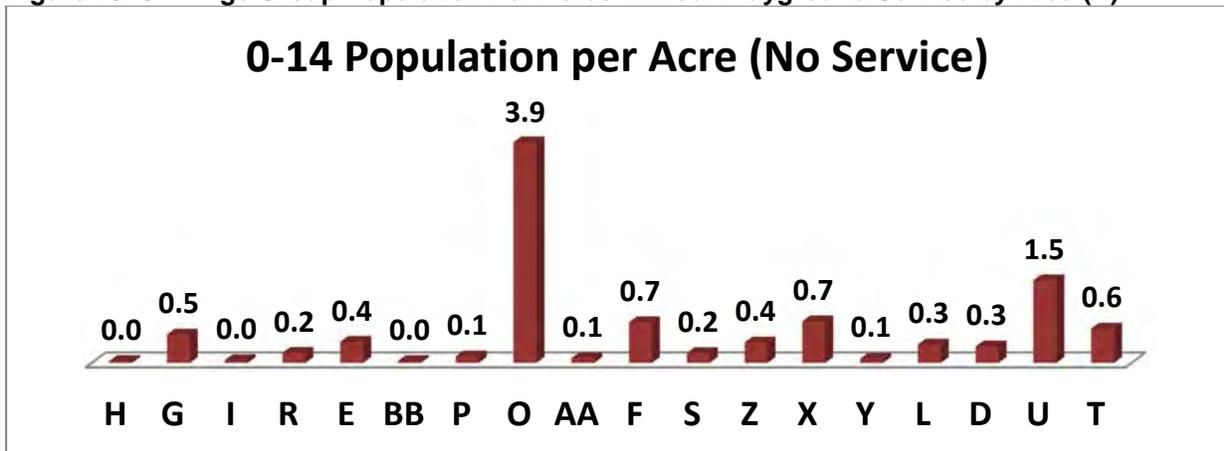
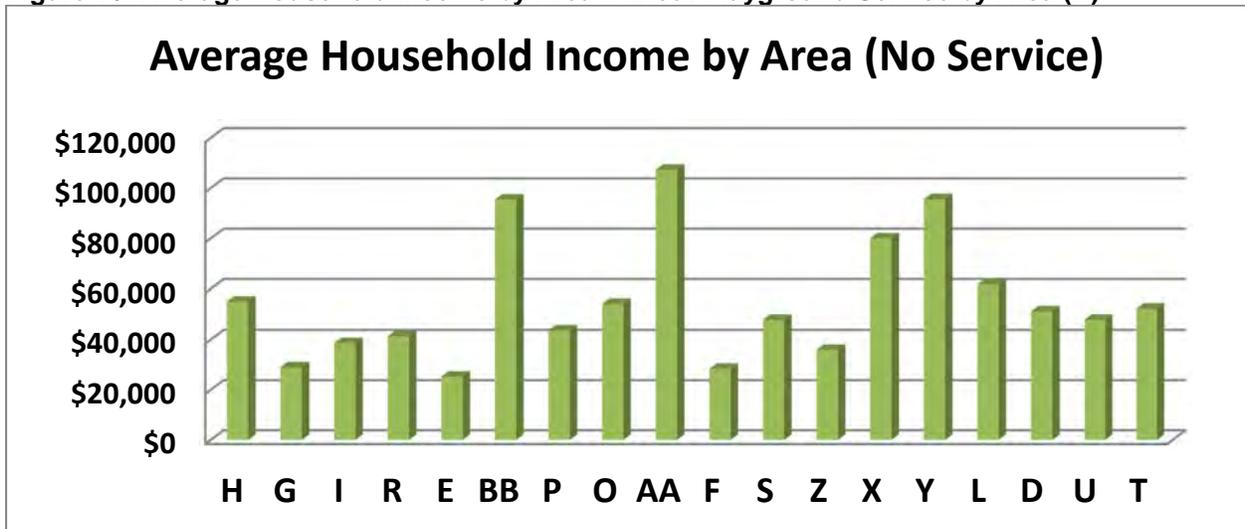


Figure 15: 0-14 Age Group Population Per Acres without Playground Service by Area (A)



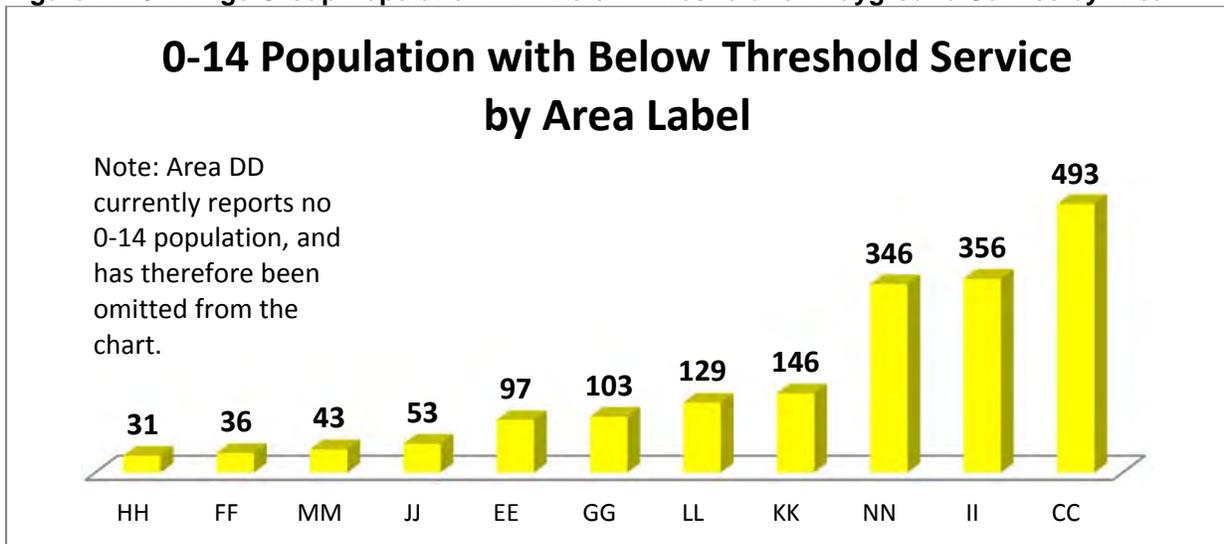
Priority could also be given to lower income areas. **Figure 16** shows average household income by area.

Figure 16: Average Household Income by Area without Playground Service by Area (A)



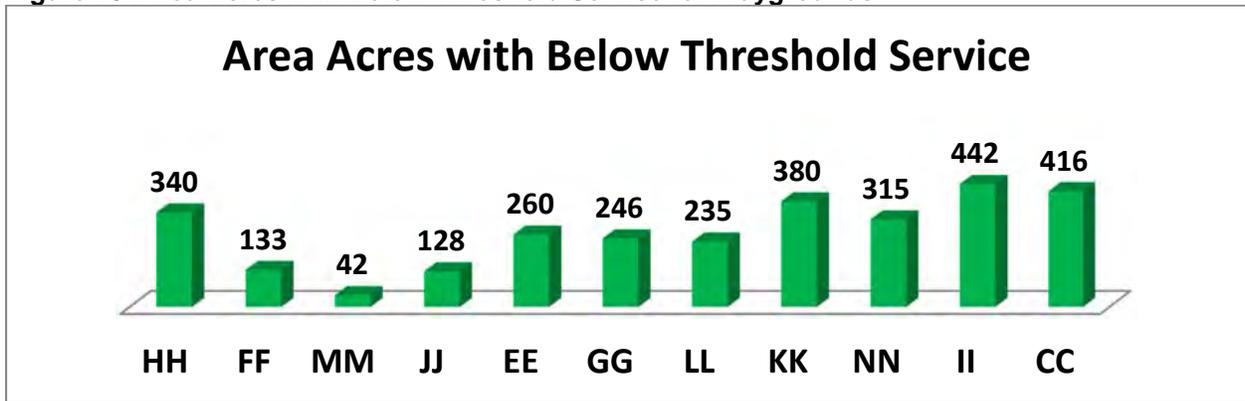
The next chart (**Figure 17**) shows the distribution of the 0-14 age group population that falls below the threshold for playground service.

Figure 17: 0-14 Age Group Population with Below Threshold for Playground Service by Area



Area “MM” is a unique situation (**Figure 18**) and provides a good example how the modifiers directly affect the overall score of a specific component. In this case the playground at Chintimini Park was found to currently meet expectations but overall the modifiers associated with the park were low enough that the overall playground score did not meet the threshold. In this case upgrades to the park and/or upgrades to the playground would further enhance the score and better serve the users.

Figure 18: Area Acres with Below Threshold Service for Playgrounds



The next two charts (*Figure 19 and 20*) show the density and the average household income by area for Group B.

Figure 19: 0-14 Age Group Population per Acres without Playground Service by Area (B)

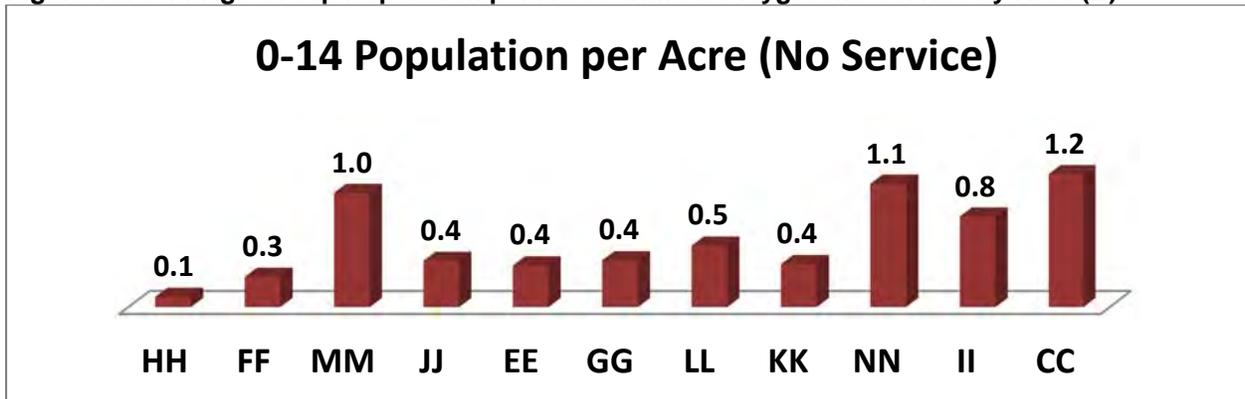
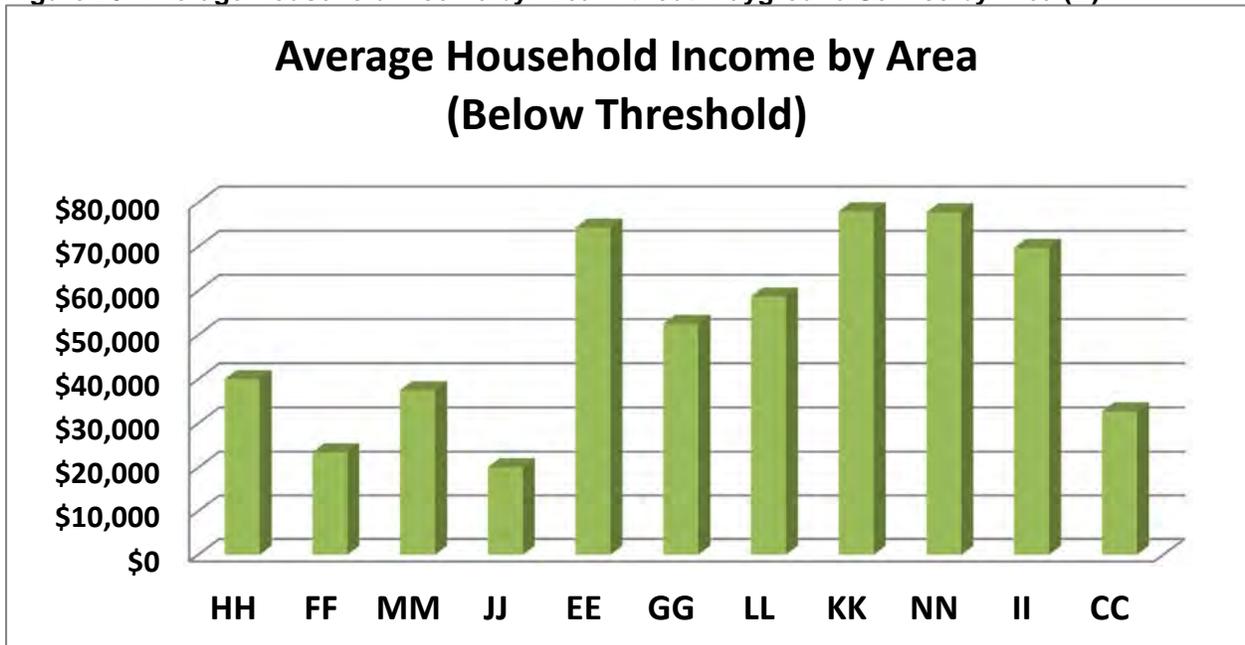


Figure 20: Average Household Income by Area without Playground Service by Area (B)



## F.5. Perspective D: Walkable Access to Variety

### CORVALLIS, OREGON PARKS AND RECREATION MASTER PLAN

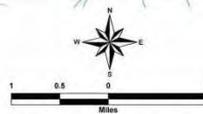
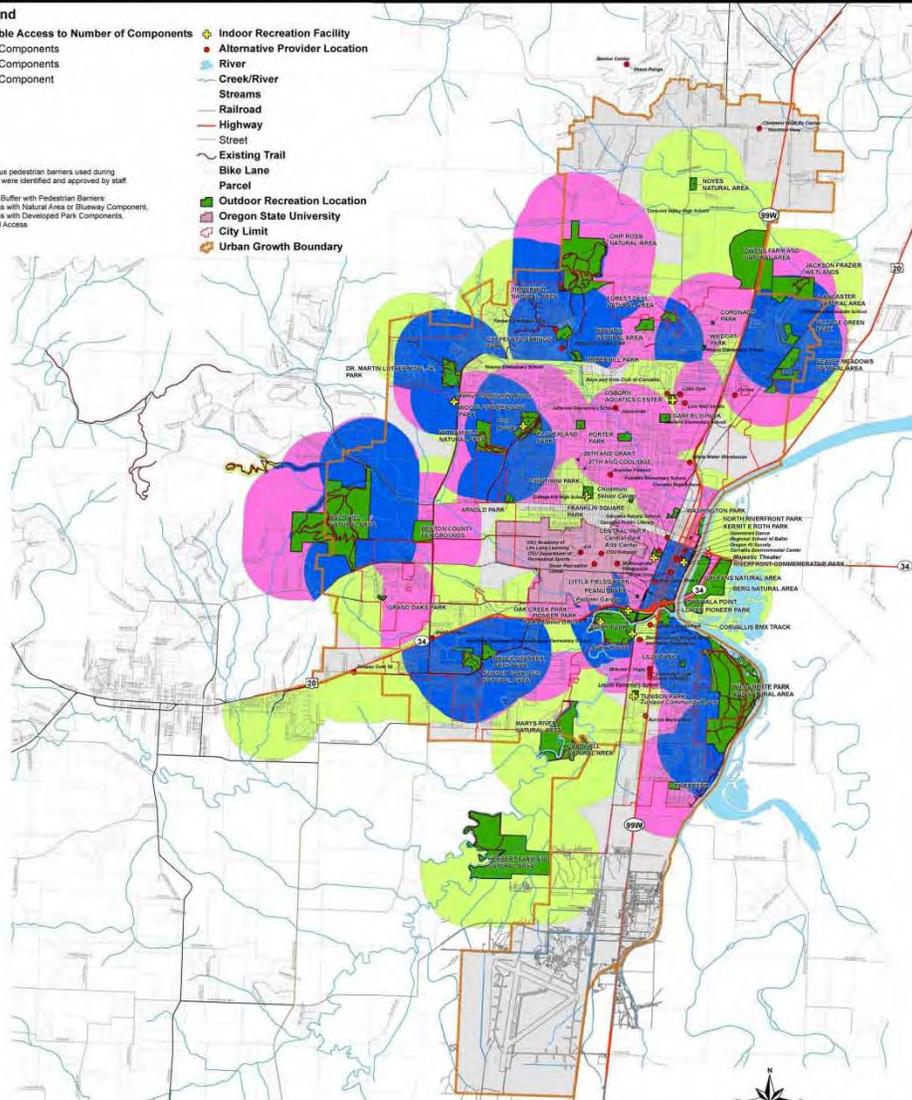
#### Legend

**Walkable Access to Number of Components**

- 3 Components
- 2 Components
- 1 Component

- Indoor Recreation Facility
- Alternative Provider Location
- River
- Creek/River
- Streams
- Railroad
- Highway
- Street
- Existing Trail
- Bike Lane
- Parcel
- Outdoor Recreation Location
- Oregon State University
- City Limit
- Urban Growth Boundary

**Notes:**  
 Numerous pedestrian barriers used during analysis were identified and approved by staff.  
 1/2 mile Buffer with Pedestrian Barriers: Locations with Natural Area or Bluestem Component, Locations with Developed Park Component, and Trail Access



Map Produced for the Corvallis, Oregon Master Plan  
 By The GRASP Team  
 This Map is Intended For Planning & Discussion Purposes Only  
 Please Refer To The Project Document For Map Details  
 Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map  
 Labels are limited to ensure legibility  
 GIS Data Sources May Include: City of Corvallis, State of Oregon,  
 US Census, ESRI, GRASP Team - January 2012  
 Copyright © 2012 Oregon



#### Composition Analysis

#### PERSPECTIVE: D

*\*Note: This map is inserted for illustrative purposes and is not intended to be readable at this size. Please see Appendix E for a full sized map.*

**Perspective D** is another way of looking at walkability that analyzes the blend or mix of components available within walking distance of any given location. For this Perspective, the components in the inventory were grouped into three categories: **Developed Park Components, Natural Areas, and Trail Access**. For any given location, the map shows whether components from any one, two, or all three of these categories are available within a walking distance.

Instead of measuring quantitative values of the components available at any given location, it measures the variety of components available from any given location in terms of the three broad categories. In effect, it shows the richness of the system in providing a variety of experiences to residents.

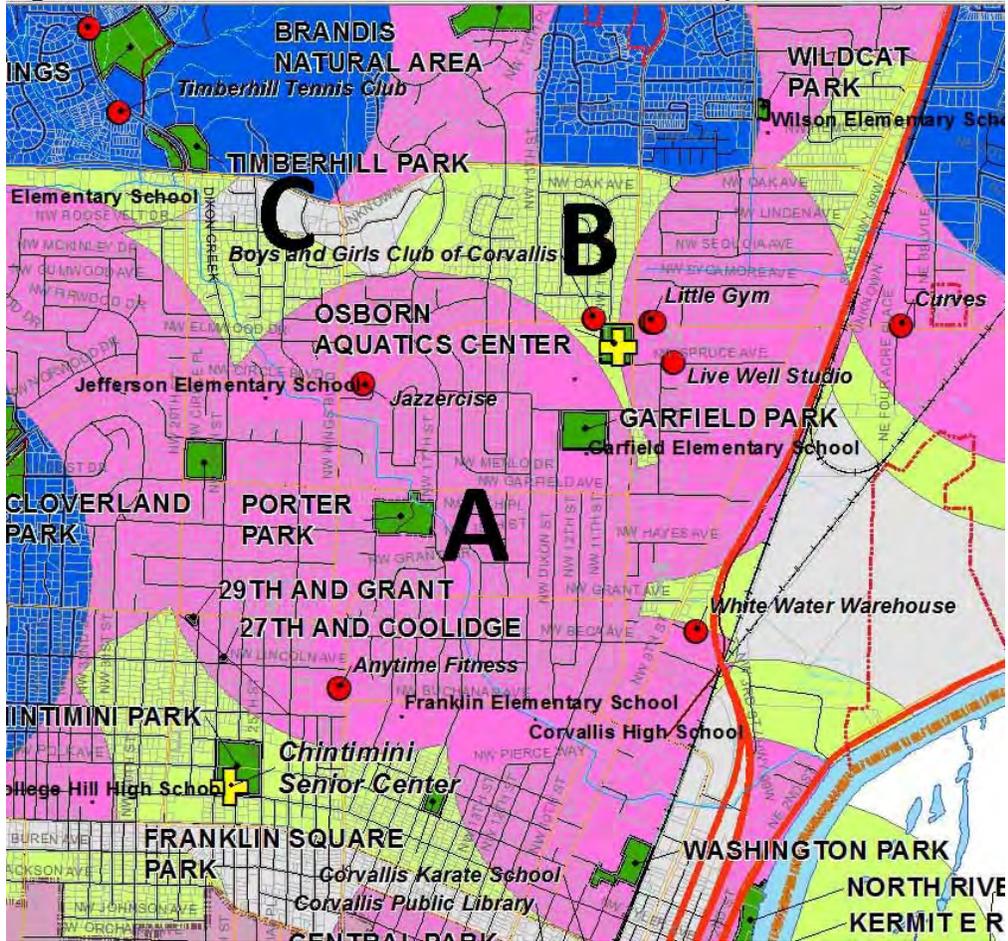
The dark blue shade on the map indicates areas where at least one component within each of the three categories of components is available within a walkable distance. In theory, all locations that fall within this shade have access to a choice of at least one developed park component, one natural area component, and one trail. In reality, most locations in the areas with the darkest shade probably have access to a wide variety of experiences within walking distance. This includes developed park components such as a playground and/or picnic tables, various areas for enjoying nature, and trails for walking or biking.

Areas with the pink/purple shade have access to any two of the three categories, although which of the two components is not specified. People within the purple area may have access to an open space and a trail, or a developed park and an open space, or some other combination of components from the three categories.

Areas with the green shade have access to one or more components, but they are all from only one of the categories. In most cases, this is either a trail or an open space area, but there could be exceptions. For example, if we look closer at the area surrounding Osborn Aquatics Center and Garfield Park we see a variety of all four colors. In this case (area "A" on **Figure 21**) the pink surrounding Porter Park includes an identified trail at Porter Park plus the developed park, Porter Park. The green area just to the north and west of Osborn and Garfield (area "B" on **Figure 21**) indicates this area is only served by the developed parks in the area but lacks a proximate trail or natural area.

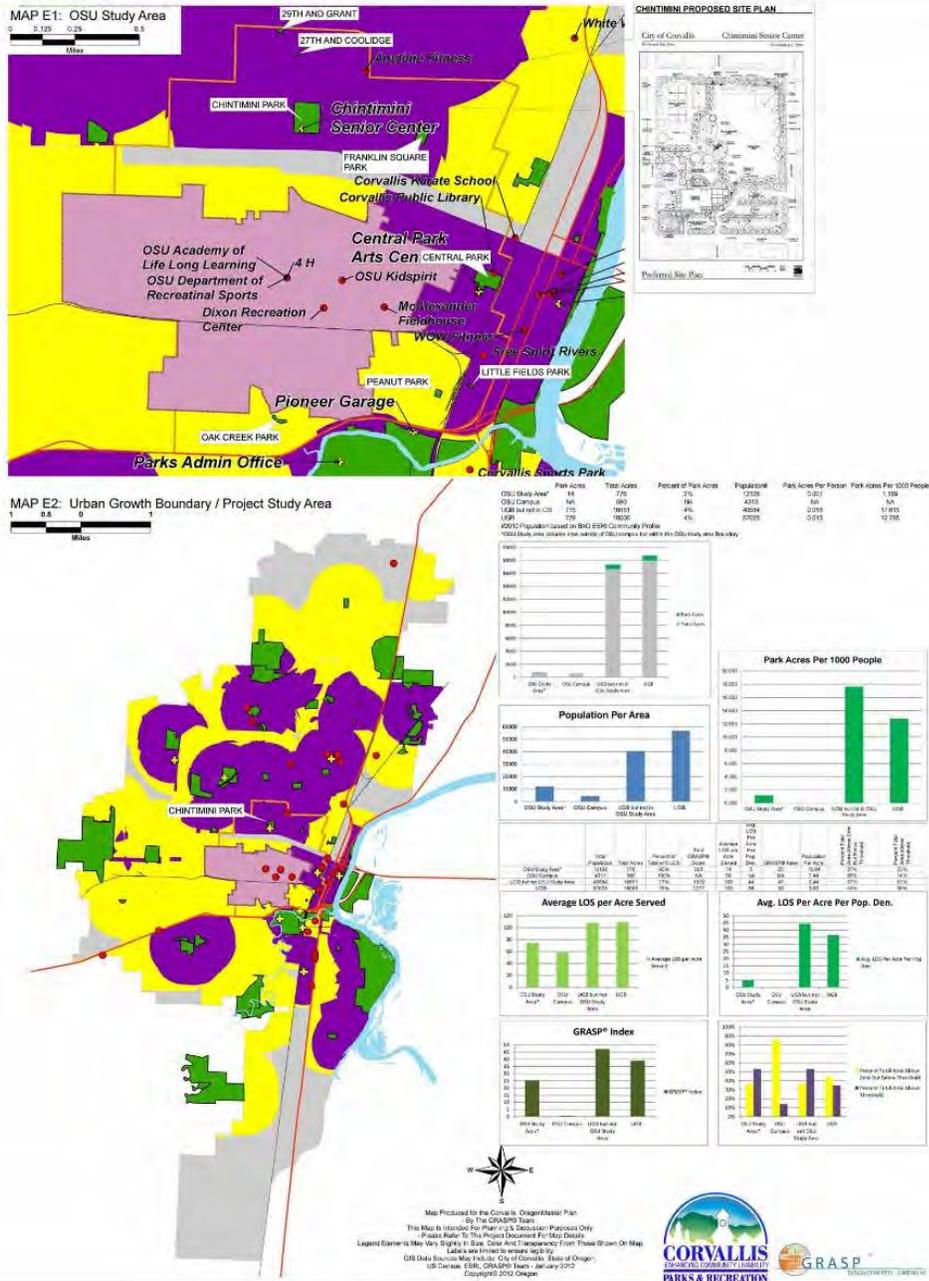
The gray area just north of the Boys and Girls Club label (area "C" on **Figure 21**) indicates that there is no walkable service to a developed park, trail, or natural area for these residents. However, if NW Walnut Boulevard could be eliminated as a barrier for pedestrians, thereby improving access to features on the north side of the road, the variety of features available and the LOS for residents within this area would be increased.

Figure 21: Illustration of No Walkable Service to a Developed Park, Trail, or Natural Area



## F.6. Perspective E: OSU Study Area

### CORVALLIS, OREGON PARKS AND RECREATION MASTER PLAN

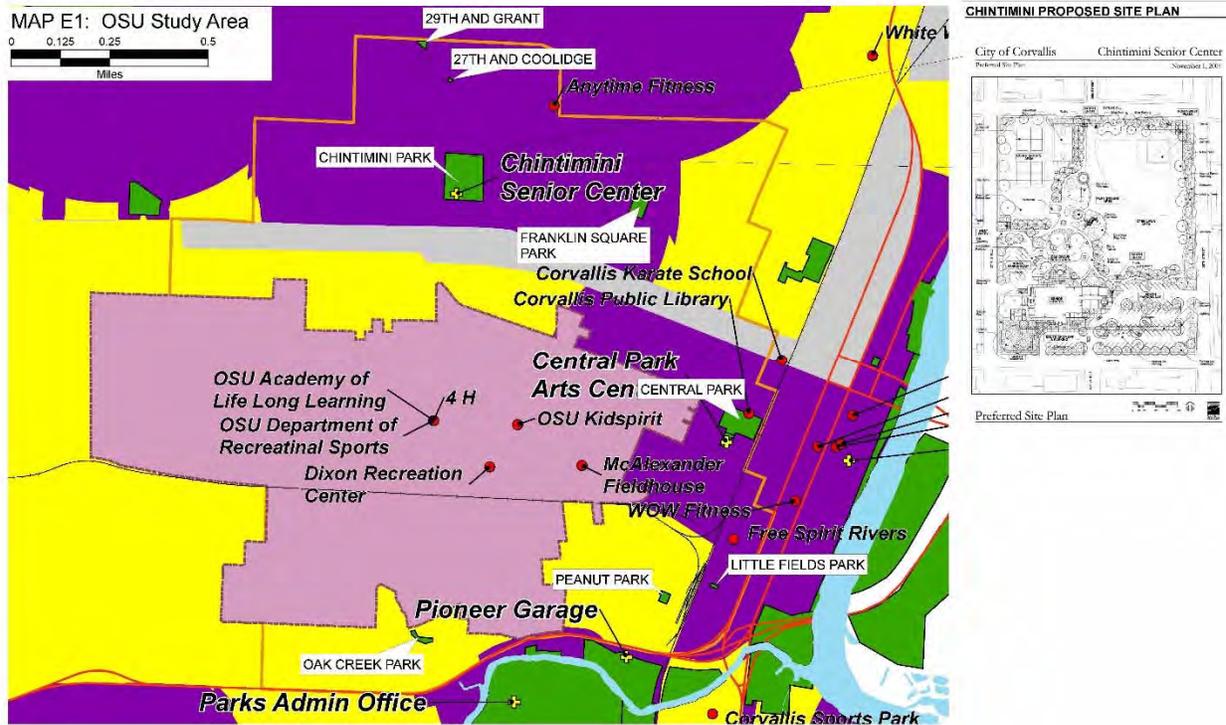


#### OSU STUDY AREA ANALYSIS

#### PERSPECTIVE MAP: E

\*Note: This map is inserted for illustrative purposes and is not intended to be readable at this size. Please see Appendix E for a full sized map.

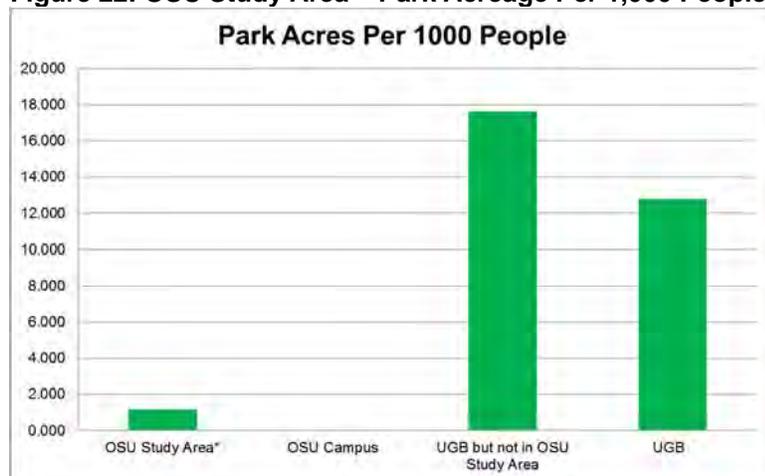
**Perspective E** is intended to take a closer look at the area near OSU and compare it with the rest of Corvallis. Map PE-1 shows an enlargement of the OSU Study Area and displays the walkability analysis used earlier.



This area is in transition, with increasing residential density and a growing population of students. Chintimini Park and the senior center are located within this area, as is the university itself.

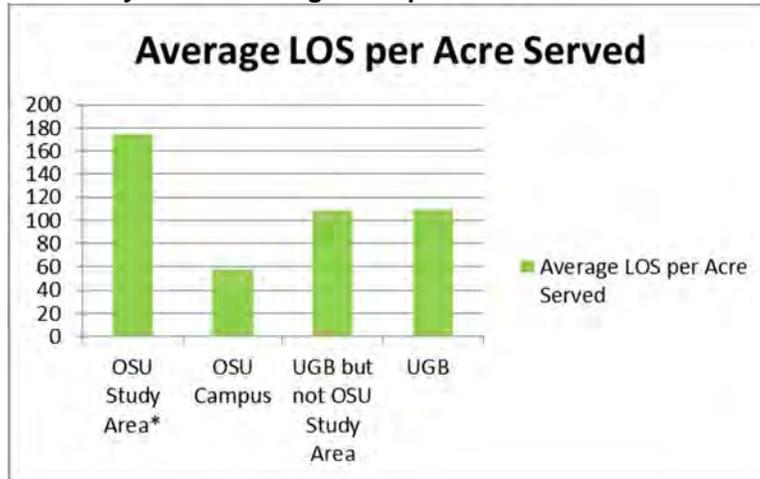
As seen in the chart below (**Figure 22**), the OSU study area falls well below the park acres per 1,000 people. The area, however, is highly developed and acquisition of additional park acres would be extremely difficult. Therefore, other measures for the area may need to be investigated.

**Figure 22: OSU Study Area – Park Acreage Per 1,000 People**



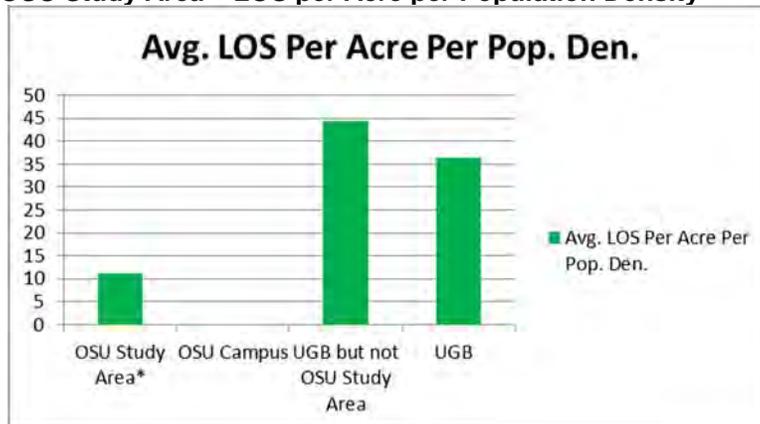
**Figure 23** shows that the average LOS per acre served for the OSU study area is significantly higher than the UGB, which means that the facilities within the OSU study area provide a high level of service per acre, even though there are fewer acres available on a per-population basis than in other parts of Corvallis.

**Figure 23: OSU Study Area – Average LOS per Acre Served**



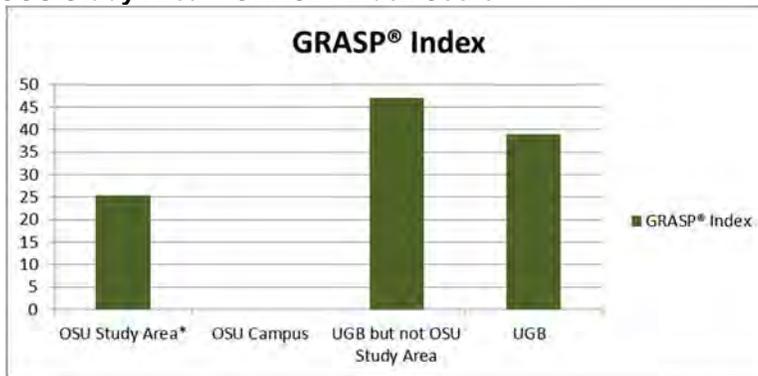
**Figure 24** shows the results if LOS is adjusted for population density of the areas. The OSU Study Area has about 1/5 the value of the overall study area when this is taken into account. Thus, while there may be an abundance of facilities in the OSU study area there are also more people potentially using them.

**Figure 24: OSU Study Area – LOS per Acre per Population Density**



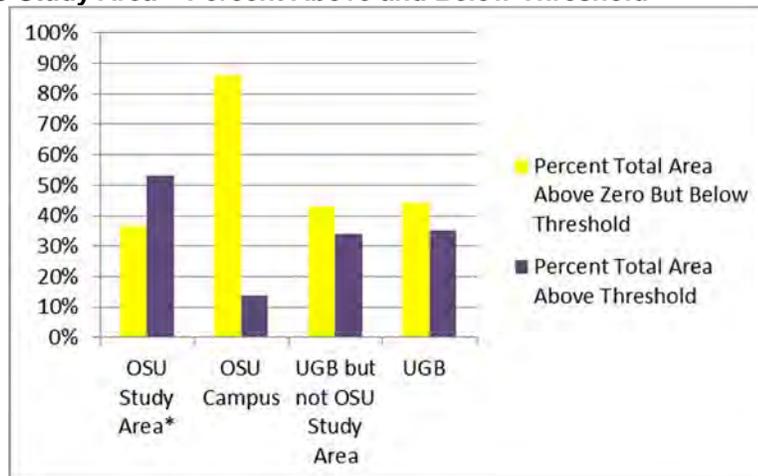
The GRASP® Index is a metric that compares the total value of components within a given area to the population of that area in thousands. **Figure 25** shows a comparison of the GRASP® Index for the OSU Study Area and the UGB with and without the OSU Study Area. It indicates that while the OSU study area has a high concentration of facilities and assets, and perhaps higher-scoring elements, it falls below the other areas on a per-population measure for service.

**Figure 25: OSU Study Area – GRASP® Index Score**



The OSU study area actually ranks higher in walkability than the rest of the study area with greater than 50 percent of it falling above the threshold (**Figure 26**). However, more than 30 percent of the area falls below the threshold, suggesting that improvements could be made to expand the percent that is above the threshold.

**Figure 26: OSU Study Area – Percent Above and Below Threshold**

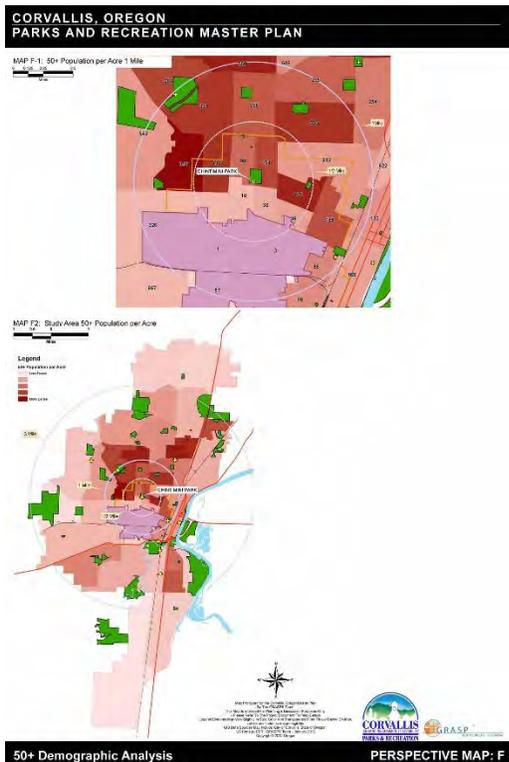


It is also important to note that the OSU study area is hampered by the pedestrian barriers of Harrison and Van Buren which bisect the OSU study area. Pedestrian barriers truncate walkability scoring. Removing these barriers through such actions as traffic calming, improved pedestrian crossings, or other measures would expand the percentage of the area falling above the threshold.

Finally, this analysis does not indicate whether or not the services provided in the OSU study area are appropriate for the demographic currently living there. Further analysis of the demographics to the Chintimini Senior Center should be discussed before moving forward with the updates to Chintimini shown in the callout on Map PE1.

## F.7. Perspective F: 50+ Demographic Analysis

Perspective F looks at the demographic make-up of the area surrounding the Senior Center.



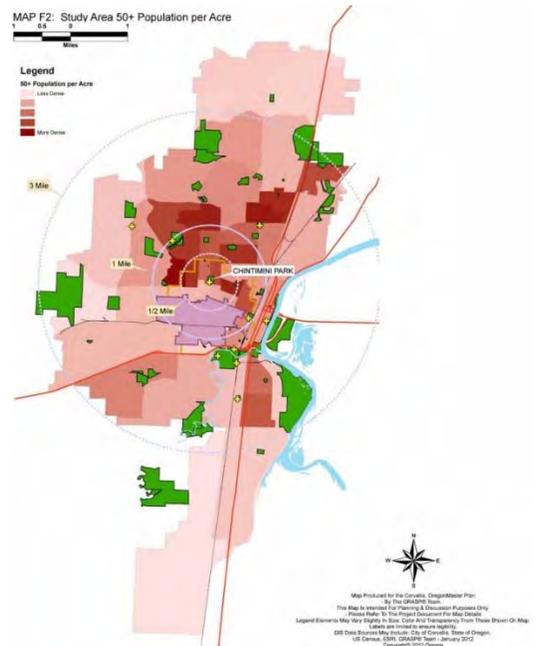
50+ Demographic Analysis PERSPECTIVE MAP: F

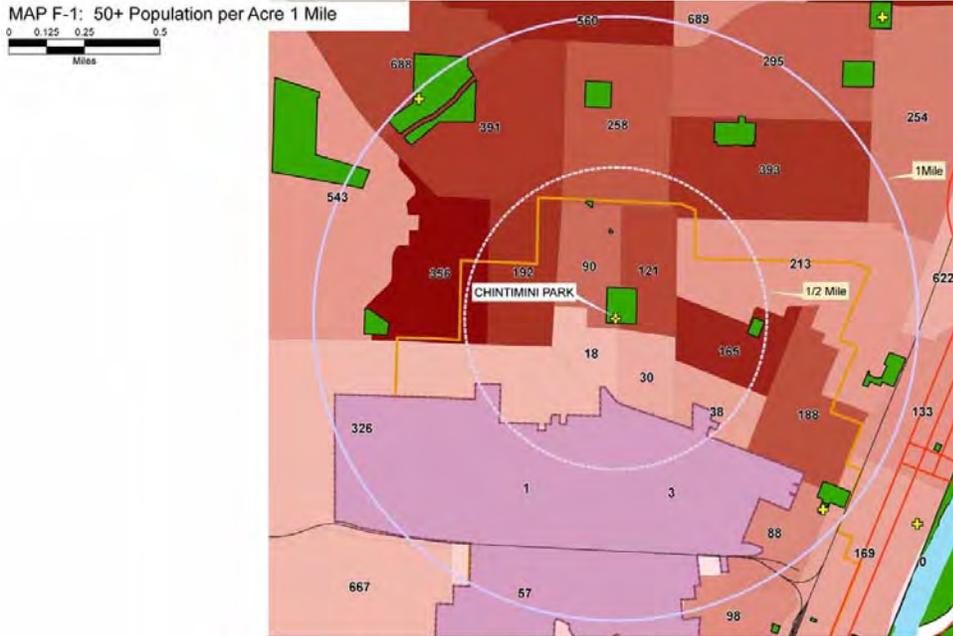
*\*Note: This map is inserted for illustrative purposes and is not intended to be readable at this size. Please see Appendix E for a full sized map.*

More specifically, the maps show the population density of residents 50 years and older.

Map PF2 gives an overview of the entire study area with half-mile, 1-mile, and 3-mile catchment areas around the Senior Center shown for reference. In these maps, darker shades of red indicate a higher number of 50+ year old residents per acre based on US Census blocks.

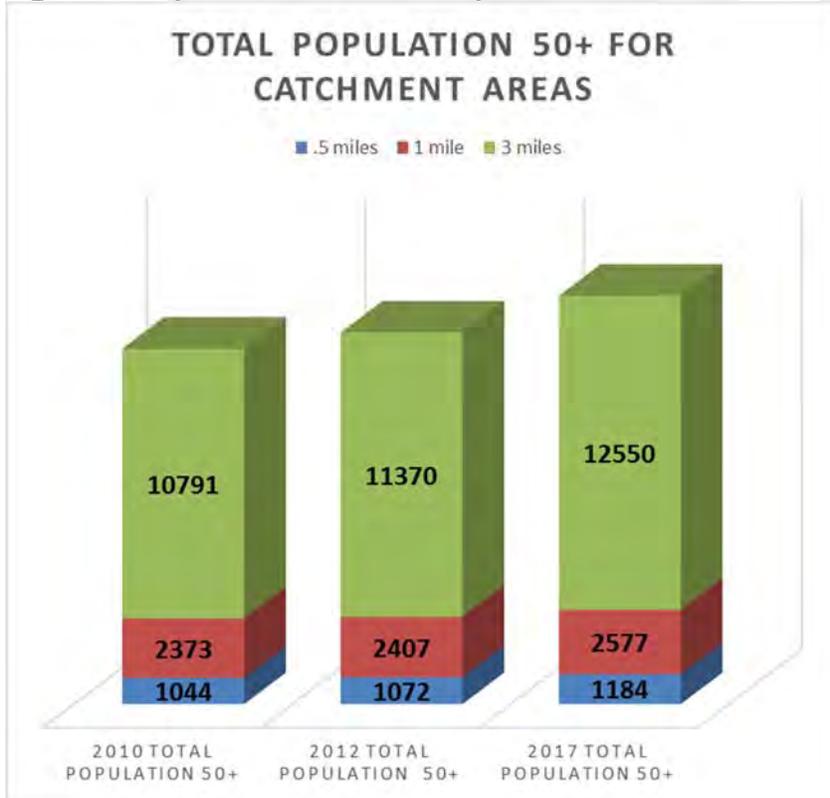
Map PF1 is an enlargement of the half-mile and 1-mile catchment. Also included in this map are the actual 50+ population numbers for each census block.





**Figure 26** shows the total population of ages 50+ for the three catchment areas. The three columns represent the 2010 Census, plus estimates for both 2012 and 2017 populations.

**Figure 26: Population 50 Years and Up for Three Chintimini Catchment Areas**

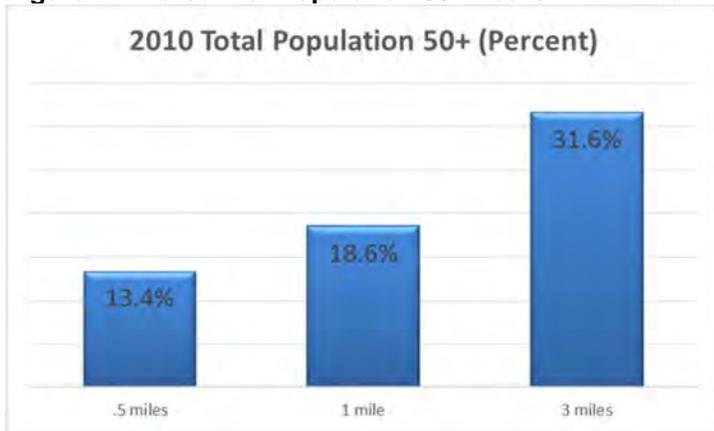


As demonstrated, significantly more of these 50+ residents live greater than 1-mile away from the current senior center.

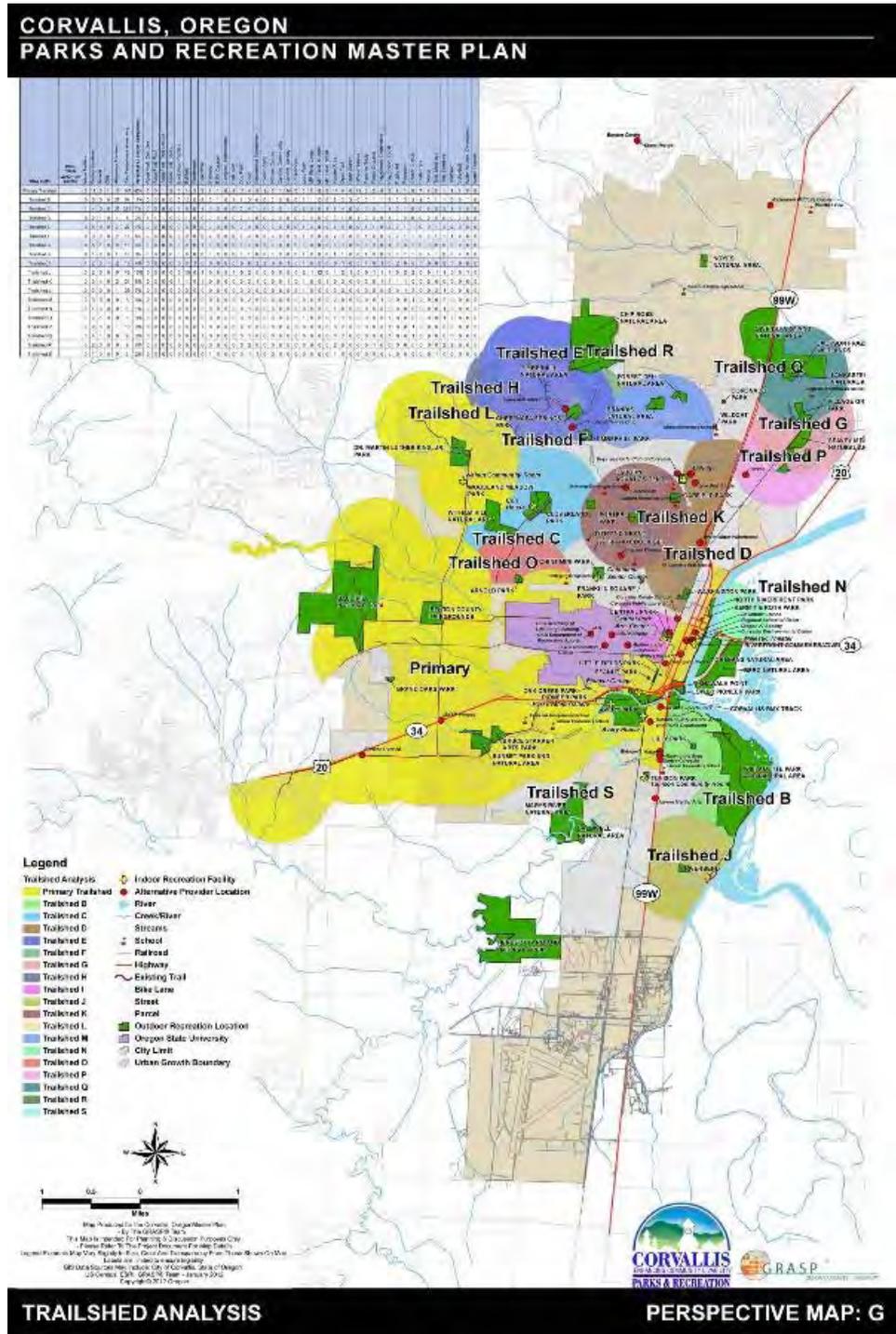
**Figure 27** shows the percentage of the 2010 total population of these three catchment areas. Again, this would indicate that the highest percentage of 50+ age group live in the ring between 1 and 3-miles from the current senior center.

Based on this information, consideration should be given to finding an alternate location for the senior facilities located in Chintimini park. The information shown would suggest that a location to the north of the Chintimini park would provide better access to the target population of people aged 50 and above. However, further study is recommended before such action is undertaken.

**Figure 27: Percent of Population 50+ Years Within the Three Catchment Areas**



## F.8. Perspective G: Trailshed Analysis



*\*Note: This map is inserted for illustrative purposes and is not intended to be readable at this size. Please see Appendix E for a full sized map.*

A trailshed analysis is a way of looking at a trail system and its connectivity to other recreational opportunities. Each continuously connected set of trails forms a single trailshed. Trails that are not connected to one another are considered to be separate trailsheds.

**Perspective G** is the trailshed analysis for the study area. Based on this map, one can see that Corvallis has 19 unique trailsheds. Each trailshed is shown in a different color. To create this Perspective, access to a trail was defined as ½ mile proximity to any trail access point (or trailhead) and 150 foot proximity to any portion of a trail. A catchment area based on those criteria was created for each trailshed. Any components in the inventory located within the catchment area for a trail are considered to be accessible by way of that trail. Using GIS, the trailsheds can be analyzed to determine which components from the inventory fall within the catchment of each trailshed.

The results show that Corvallis has a strong, well-connected central spine that provides access to 19 different outdoor facilities and five indoor facilities. **Table 24** summarizes the number of facilities within the existing system that are serviced by each trailshed. The full analysis that gives a detailed look of facility and components within each trailshed has been provided as a staff level document. Connecting two or more trailsheds increases this connectivity and the number of facilities or components accessible to users. Over time, efforts to connect trailsheds will reduce the overall complexity of this map by reducing the number of individual trailsheds and thus the number of different colors required to display the trailshed system. Because connectivity may require efforts and utilization of many different providers and partners, all trails within the City were used in this analysis.



### F.9. Summary Tables

The analyses presented above provide information analogous to the gauges on a dashboard as discussed earlier. Like a dashboard, the set of tables below (**Table 25**) collects all of this information into one place for comparison.

**Table 25: GRASP® Summary Tables**

<b>Service Coverage Summary - Percent With Service</b>			
	P-A: All	P-B: Walkability	P-C: Walkable Playgrounds
<i>Study Area</i>	93%	78%	38%

<b>LOS Summary - Avg. LOS Per Acre Served</b>			
	P-A: All	P-B: Walkability	P-C: Walkable Playgrounds
<i>Study Area</i>	272	111	14

<b>LOS Summary - Avg. LOS Per Acre / Population Per Acre</b>			
	P-A: All	P-B: Walkability	P-C: Walkable Playgrounds
<i>Study Area</i>	91	37	3

<b>LOS Summary - GRASP® Indices</b>			
	P-A: All	P-B: Walkability	P-C: Walkable Playgrounds
<i>Study Area</i>	41	41	3

### F.10. Capacities Analysis and Comparisons

One of the traditional tools for evaluating service for parks and recreation is the capacity analysis. This analysis compares the quantity of assets to population. **Table 26** shows the current capacities for selected components in Corvallis. This table can be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components. For example, the cells highlighted in yellow indicate two categories of components (playgrounds and community gardens) where the current ratio has been determined to be insufficient to meet current needs. These new ratios can be used for future planning as population continues to grow.

**Table 26: Capacity Chart**

Capacities LOS for Community Components																		
Corvallis, OR	June, 2013																	
	2012 GIS Acres #	Ballfield	Basketball	Disc Golf	Event Space	Garden, Community	Garden, Display	Horseshoes	Loop Walk	MP Field, all sizes	Open Turf	Picnic Grounds	Playground, all sizes	Shelters	Tennis	Trailhead	Volleyball	
<b>INVENTORY</b>																		
City of Corvallis	1727	19	6	1	6	3	3	14	12	15	31	6	25	14	2	4	5	
Benton County Property	84				1						1							
School District*	10.2													1	4			
<b>Total</b>	<b>1821</b>	<b>19</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>14</b>	<b>12</b>	<b>15</b>	<b>32</b>	<b>6</b>	<b>25</b>	<b>15</b>	<b>6</b>	<b>4</b>	<b>5</b>	
<b>CURRENT RATIO PER POPULATION</b>																		
<b>CURRENT POPULATION 2010</b>	54,462																	
Current Ratio per 1000 Population	33.44	0.35	0.11	0.02	0.13	0.06	0.06	0.26	0.22	0.28	0.59	0.11	0.46	0.28	0.11	0.07	0.09	
Population per component	30	2,866	9,077	54,462	7,780	18,154	18,154	3,890	4,539	3,631	1,702	9,077	2,178	3,631	9,077	13,616	10,892	
Commonly Referenced " Standards"		5,000	5,000							20,000					2,000		5,000	
<b>Recommended Oregon LOS Facility Guidelines From 2013-2017 SCORP</b>		<b>0.2</b>	<b>0.2</b>	<b>0.02</b>	<b>0.03</b>					<b>.2/.1</b>				<b>0.3</b>	<b>0.35</b>		<b>0.2</b>	
<b>Ratio needed to reach current demand</b>						<b>0.12</b>							<b>0.7</b>					
<b>PROJECTED POPULATION - 2017#</b>	57,506																	
<b>Total # needed to maintain current ratio of all existing facilities at projected population</b>	1923	20	6	1	7	7	3	15	13	16	34	6	40	16	6	4	5	
<i>Number that should be added to achieve current ratio at projected population</i>	102	1	0	0	0	4	0	1	1	1	2	0	15	1	0	0	0	
<b>PROJECTED POPULATION - 2017# PLUS OSU GROWTH**</b>	62,506																	
<b>Total # needed to maintain current ratio of all existing facilities at projected population</b>	2090	22	7	1	8	8	3	16	14	17	37	7	44	17	7	5	6	
<i>Number that should be added to achieve current ratio at projected population</i>	269	3	1	0	1	5	0	2	2	2	5	1	19	2	1	1	1	
<b>*Includes school properties managed by City of Corvallis only. Schools were used in LOS analysis</b>																		
#Based on ESRI population projection modifier																		
**OSU projected population/enrollment expected to grow by 5,000 by 2016																		

**Table 27** compares off leash dog areas with other cities.

**Table 27: Dog Park and Dog Off Leash Areas Comparisons**

City	County	Population	# DOL	DOL Acres	# DP	DP Acres
Albany	Linn	43,600	0	0	0	0
Tigard	Multnomah	45,130	1	0.23	2	4.66
Springfield	Lane	54,720	0	0	1	4
Bend	Deschutes	62,900	7	56	0	0
Medford	Jackson	68,080	1	2	0	0
Corvallis#	Benton	52,950	6	448*	1	0.8

\*November thru March, 448 total DOL acres

\*March thru November, 408 total DOL acres

**Corvallis Breakdown#**

Park	Acreage
Bald Hill	7 acre DOL area
Woodland Meadow	28 acre DOL area
Chip Ross	125 acres, entire park DOL area
MLK	8 acre DOL area
Willamette	279 DOL acres, Nov-Mar, 239 DOL acres Mar-Nov (includes CL)
Corvallis Dog Park	.80 acre fenced dog park

Table 28 provides benchmarks to selected cities using the GRASP® index and composite values methodology.

Table 28: Community Comparisons

STATE	CITY	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entre System)	GRASP® INDEX	AVG. SCORE/SITE	% of TOTAL AREA w/LOS >0	AVG. LOS PER ACRE SERVED	NUMBER OF COMPONENTS PER POPULATION	AVERAGE LOS/POP DEN PER ACRE	pop den (per acre)
MA	M-NCPPC		828,770	318,926	526	2369	4.5	11800	14	22	93	169	3	65	2.6
OK	Tulsa	2009	384,037	356,383	186	1588	8.5	5536	14	29.8	87	111	4	103	1.1
OR	THPRD	2012	224,627	29,097	253	1211	4.8	6843	30	27	100	489	5	63	7.7
WA	Tacoma		203,984	34,133	104	488	4.7	NA	NA	NA	NA	NA	2		6.0
VA	Arlington		190,000	NA	225	494	2.2	NA	NA	NA	NA	NA	3		
FL	Ft Lauderdale		181,095	23,230	91	483	5.3	2662	15	29	98	221	3	28	7.8
IN	South Bend	2011	164,396	65,387	64	339	5.3	2417	15	38	72	130	2	52	2.5
CO	Lakewood		144,369	27,494	105	738	7.0	6476	45	62	100	NA	5		5.3
IA	Cedar Rapids		143,788	45,987	98	759	7.7	2467	17	25	86	300	5	96	3.1
NC	Cary	2011	139,382	35,578	43	562	13.1	2843	20	66	97	221	4	56	3.9
CO	Fort Collins		130,681	33,388	45	619	13.8	2675	20	59	83	21.7	5	55	3.9
OR	North Clackamas	2012	115,924	23,040	93	295	3.2	2207	19	24	97	183	3	36	5.0
FL	Winter Haven		100,000	42,191	31	230	7.4	328	3	11	37	175	2	74	2.4
NC	Asheville	2007	75,948	27,027	58	378	6.5	1043	14	18	77	323	5	115	2.8
IN	Bloomington		72,032	15,001	45	258	5.7	2125	30	47	99	197	4	41	4.8
MA	Brookline		60,000	NA	74	128	1.7	551	9	7	NA	NA	2		
CA	Palm Springs	2010	50,663	60,442	16	123	7.7	1030	20	64	62	86	2	102	0.8
UT	South Jordan	2006	44,276	14,081	48	172	3.6	1578	36	33	44	30	4	9	3.1
IL	Lisle		32,200	6,239	39	171.5	4.4	734	23	19	100	262	5	51	5.2
ID	Post Falls	2011	29,062	24,928	35	271	7.7	1005	35	29	71	169	9	145	1.2
VT	Essex	2011	28,858	25,230	47	153	3.3	895	31	19	72	11	5	10	1.1
NH	Keene	2011	23,409	23,868	42	193	4.6	1000	43	24	83	125	8	132	1.0
CO	Evergreen PRD	2011	22,736	48,154	28	170	6.1	902	40	32	100	540	7	1143	0.5
CO	Louisville	2011	19,656	5,089	145	453	3.1	3229	164	22	100	903	23	234	3.9
CO	Lone Tree		10,134	1,382	49	219	4.5	561	55	11	76	226	22	31	7.3
OR	Corvallis	2011	54,462	18,006	54	309	5.7	2217	41	41	93	272	6	90	3.0

Oregon Agency

### F.11. GRASP® Index

The following table (**Table 29**) shows the GRASP® Indices for the various components based on the 2010 population.

**Table 29: GRASP® Indices**

Corvallis, OR					
Projected Community Components GRASP® Index 2017					
	Current Population 2010	54,462		Projected Population 2017*	57,506
	Total GRASP® Score per component type	GRASP® score per 1000 population (GRASP® Index)		Total GRASP® score needed at projected population	Additional GRASP® score needed
<b>Ballfield</b>	102.2	1.88		108	5.7
<b>Basketball</b>	32.6	0.60		34.4	1.8
<b>Disc Golf</b>	7.2	0.13		7.6	0.4
<b>Ed. Exp</b>	68.9	1.27		72.8	3.9
<b>Event Space</b>	67.4	1.24		71.2	3.8
<b>Gardens, Community</b>	13.3	0.24		14.0	0.7
<b>Gardens, Display</b>	27.3	0.50		28.8	1.5
<b>Horseshoes</b>	147.6	2.71		155.8	8.2
<b>Loop Walk</b>	73.6	1.35		77.7	4.1
<b>MP Field, all sizes</b>	71.6	1.31		75.6	4.0
<b>Natural Areas</b>	123.5	2.27		130.4	6.9
<b>Open Turf</b>	173	3.18		182.7	9.7
<b>Picnic Grounds</b>	41.3	0.76		43.6	2.3
<b>Playground, all sizes</b>	124	2.28		130.9	6.9
<b>Shelter, all sizes</b>	116.3	2.14		123	6.5
<b>Skate Park</b>	7.8	0.14		8.2	0.4
<b>Tennis</b>	9.6	0.18		10.1	0.5
<b>Trailheads</b>	17.6	0.32		19	1.0
<b>Volleyball</b>	21.5	0.39		23	1.2

\*Based on ESRI population projection modifier

The capacities table is based purely on the quantity of assets without regard to quality or functionality. Higher LOS is achieved only by adding assets, regardless of the condition or quality of those assets. In theory, the LOS provided by assets should be based on their quality as well as their quantity.

The authors of this report have developed a tool that incorporates both quantity and quality for any given set of assets into a single indicator called the GRASP® Index. This index is a per capita ratio of the functional score per population in thousands. The GRASP® Index can move up or down over time as either quantity or quality changes. For example, if all of the playgrounds in a community are allowed to deteriorate over time, but none are added or taken away, the LOS provided by the playgrounds is decreasing. Similarly, if all of the playgrounds are replaced with new and better ones, but no additional playgrounds are added, the LOS increases even though the per-capita quantity of playgrounds did not change. In the case of Corvallis, playgrounds, currently score at 124 and have a GRASP® Index of 2.28. Based on population projections by the year 2017, Corvallis would need to provide an additional 6.9 worth of GRASP® scoring through playgrounds to maintain the current level of service per capita. It should be noted that an increase in GRASP® score can occur through upgrades to current components, addition of new components, or a combination of upgrades and additions.

This is especially useful in communities where the sustainability of the parks and recreation system over time is important. In the past, the focus was on maintaining adequate capacity as population growth occurred. Today, many communities are reaching build-out, while others have seen population growth slow. The focus in such communities has shifted to maintaining current levels of service as components age or become obsolete, or as needs change. The GRASP® Index can be used to track LOS under such conditions over time.

### ***F.12. More on Reading and Utilizing the GRASP® Perspectives***

Different Perspectives can be used to determine levels of service throughout the community from a variety of views. These Perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming. It is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired level of service for any particular location will depend on the type of service being analyzed and the characteristics of the particular location. Commercial, institutional, and industrial areas might reasonably be expected to have lower levels of service for parks and recreation opportunities than residential areas, just as levels of service for retail services in high density residential areas should probably be different than those for lower density areas.

Used in conjunction with other needs assessment tools (such as needs surveys and a public process), Perspectives can be used to determine if current levels of service are appropriate in a given location. If so, plans can then be developed that provide similar levels of service to new neighborhoods. Conversely, if it is determined that different levels of service are desired, new planning can differ from the existing community patterns to provide the desired LOS.

Each Perspective shows the cumulative levels of service across the study area when the catchment areas for a particular set of components are plotted together. As previously stated, darker shades represent areas in which the level of service is higher for that particular Perspective. It is important to note that the shade overlaying any given point on the Perspective represents the cumulative value offered by the surrounding park and recreation system to an individual situated in that specific location, rather than the service being provided by components at that location to the areas around it.

### ***F.13. Maintenance Observations***

No notable maintenance issues were observed that appear to be systemic during the inventory process and site visits. Also, no major maintenance issues were brought up during the information phase of the master plan. Specific maintenance issues may be associated with and/or responsible for certain components being assigned low scores in the inventory. These should be addressed on a case-by-case basis. Additional discussion on the treatment of low-scoring components can be found in ***Appendix F***.

## ***G. Parks and Recreation Inventory Level of Service (LOS) Summary***

Because Corvallis has a wide range of well-maintained facilities distributed throughout the community, it offers a good overall LOS for residents who are able to travel by motorized means. The size of the city allows for access to any of its parks and recreation facilities within a reasonable drive time, although it may be less true for people living in the northern-most and southern-most areas. However, like most cities in the United States today, access to parks and recreation facilities on foot is more limited. This is becoming an important consideration in light of the role that active lifestyles and access to the outdoors have been found to play in the overall health and well-being of people.

The analyses show that walkable access to parks and recreation facilities is highest in the northern half of the city, particularly the area east of 53<sup>rd</sup> Street, south of NW Walnut Boulevard, west of Highway 99W, and north of NW Harrison Boulevard. The main issue for walkability in this area is not the lack or quality of facilities as much as it is the presence of streets that form barriers that inhibit access to existing facilities. If these barriers can be addressed through a variety of possible treatments to streets, this part of Corvallis would enjoy walkable access for most of its residents, excepting those in the farthest north portions.

The issue in the areas west and south of the university campus is a bit different. Here, walkable destinations are available, but the experiences offered by these destinations lack the number, quality, and variety of components found in the northern part of the city. Walkability can be potentially enhanced in these areas by adding value to existing sites. This could include adding features that make natural areas, schools, and other under-utilized sites into desirable destinations for walking. Features like play areas, off-leash dog areas, community gardens, walkways, picnic facilities, and other amenities could be added to existing sites to increase the LOS in this part of the city. Because this part of the city is expected to see new development in the future, opportunities for adding one or more new parks, trails, and natural areas should be taken advantage of when they occur here.

The farthest south part of Corvallis has a combination of areas that lack walkability either because of barriers formed by streets, rail lines, or waterways, or because no facilities exist in certain locations. Improving the walkability of this part of the city will require a combination of enhancing existing locations and adding new ones.

Walkable access to playgrounds was identified as a particular need in Corvallis. The analyses show that while 48 percent of the city's children have walkable access to play facilities that are considered to meet expectations, 27 percent have no walkable access to play facilities at all. Another 27 percent have walkable access to play facilities, but these are considered to fall below expectations. Based on these findings, strategies should be developed to improve existing playgrounds in areas of need, and to add playgrounds where none are available. In some cases, existing lands may be available (such as natural areas) where play areas can be added. In other cases, the creation of new parks may be required to address the lack of play facilities. Where none of these options is feasible, or as a temporary measure, creative approaches such as pop-up playgrounds and partnerships with private or non-profit landowners may be necessary. Highest priority should be given to providing play facilities in those areas determined through the analysis to have no play facilities while also having a high population of children, as shown in **Perspective C** and **Figure 13** (page 166).

Walkability can be enhanced even further by offering people a variety of experiences within walking distance of home. The variety map (**Perspective D**) shows that a full range of experiences within walking distance is characteristic of the ring of neighborhoods lying outside of the downtown/university core but not in the extreme north or south parts of Corvallis. The downtown itself lacks access to natural areas, but has access to developed parks and trails, although some areas north of the university lack both natural areas and trails. Eliminating pedestrian barriers caused by streets, waterways, and rail lines throughout the city would do much to expand the availability of diverse experiences within walking distance of homes. Adding new parks, natural areas, and trails in key locations throughout the city would also improve the situation wherever possible.

While future growth needs to be taken into account citywide, population projections for 2017 of about 3,000 residents should not have significant impact on the overall level of service currently provided by parks and recreation system, though input from the community and staff indicates that some existing components such as playgrounds and community gardens are not meeting the current demands. This situation will only get worse as the population grows, unless it is addressed. However, the projected influx of 5,000 additional students at OSU during this same period is likely to have a more significant impact on the current system.

Analysis of the OSU area shows that the ratio of parkland to people is significantly lower there than in other parts of the city. The existing parks and facilities in this area are doing their part to make up the deficit by providing a high LOS value on relatively less land, however, and this concept will need to be maximized as the area continues to densify in population over time. New parks and other facilities within this area are highly recommended, but not necessarily feasible given the nature of this area. As a result, it will continue to be critical to ensure that the parks and facilities within this area are high-performing, offering maximum value on limited lands. This means that while parks that offer relief from higher density living and provide green space will be crucial, more intensely-developed parks may also be needed in some cases. In all cases, components in these parks should be focused on providing multiple uses (such as open lawns that can be used for sports, special events, and informal play), particularly aimed at the needs of people who live in the neighborhood. Special-use facilities, ones that are used sporadically, and those that serve a limited segment of the population should be avoided in favor of ones that satisfy a broad range of needs. This may include relocating the Senior Center to a new site that is better situated in relation to its target population, and re-purposing the current facility for maximum benefit to the population that is within walking distance.

New strategies should be explored to ensure that the LOS in this area is sustained as redevelopment, densification, and other changes occur here. These could include zoning requirements to incorporate green space and recreation elements into new development, establishing creative partnerships with private and non-profit landowners, and making the most of smaller bits of public land, such as street rights-of-way, utility corridors, etc., wherever possible.

The trailshed analysis is intended to supplement a more extensive trails plan that has been conducted. The analysis shows that while there are a number of trails, the overall system is fragmented. Connecting these separate trail networks into larger ones, and ultimately, a single connected system is recommended. In addition, walkable access to the trail network can be enhanced by providing not only more trail segments, but also more trailheads and access points to existing and new trails.

In summary, the analyses show that Corvallis has a mix of successes, gaps, and opportunities that is typically found in a healthy and well-run parks and recreation system. The analysis presented here should be used to leverage the successes, understand the gaps, and seize upon the opportunities as it moves into the future.

Please refer to **Appendix A** for complete inventory summary tables.

Please refer to **Appendix D** for an in-depth explanation of this methodology.

Please refer to **Appendix E** for large-scale GRASP® Perspectives.

Please refer to **Appendix F** for the list of low scoring components.

## ***H. Summary of Key Finding from Services and Spaces***

“Systems Thinking” is a whole-istic logic model approach to using quantitative (evidence-based) and circumstantial (qualitative) data sources to identify key issues, problem solving, or justifying projects and decisions, which goes from conceptual to technical. A key issues matrix has been used to lead to best practices and possible solutions which is discussed in **Chapter VI – Key Findings, Demand and Unmet Need Analysis**.

The whole-istic model is intended to bring a balanced approach of current service delivery, future investment and asset development, capital improvement projects, and lifecycle replacement, with alignment of available resources. Recommendations will be based on intergrating this balance of environmental, social and financial concepts for a sustainable system.

# Integrating Concepts of Sustainability



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# V. How We Manage – Operations and Oversight

## **A. Administration, Management, and Organizational Development**

Through a variety of analytical tools and industry best practices, staff identified marketing and communication, as well as information technology issues which they can address. They also learned a process for determining their strength or weakness in the market and identified alternative provision strategies.

## **B. Strengths, Weaknesses, Opportunities and Threats (SWOT)**

A SWOT analysis is an analysis of a department's strengths, weaknesses, opportunities, and threats. The staff conducted its SWOT to identify:

**Internal Strengths:** Major strengths of the Department. Strengths include competencies in various areas (example: marketing, financial, programmatic, organizational, etc.).

**Internal Weaknesses:** Major weaknesses of the Department – harmful, detrimental, cause a negative impact.

**Environmental Opportunities:** An opportunity is an attractive arena to take action in which the Department would enjoy a competitive advantage, would further the agency in meeting its vision or fulfilling its mission, or enhance the development of its services.

**Environmental Threats:** A challenge posed by an unfavorable trend, event, or development in the environment that would lead, in the absence of purposeful action, to the erosion of the Department quality service provision, financial and service sustainability, or the agency's position or credibility. In some instances, this could also be detrimental to the parks and recreation industry.

The following SWOT consensus matrices determined major strengths of high importance that the Department wishes to continue and capitalize as it moves forward. The staff also identified major weaknesses of high important they they have some control over. **Figure 28** shows the strength/weakness performance matrix.

Mitigation measures were discussed for several key areas in May of 2012 during a staff brainstorming session.

The team focused on ideas to influence and enhance Marketing and Outreach, Morale, Communication, Revenue Generation, and Alternative Funding.

**Figure 28: SWOT – Performance Matrix**

<p><i>Major Strength / High Importance</i></p> <p>Customer service (internal/external) Existing infrastructure (grey &amp; green) Community/public support Responsive Staff (experience, passion, flexible, minimal complaints, support, professional, knowledgeable, skills) Willingness to partner Diverse programs (all ages and types, specialty) Variety in parks Department cooperation Product provided/value of product Community satisfaction Focus on safety and wellness</p>	<p><i>Major Weakness / High Importance</i></p> <p>Morale Marketing/outreach (website) Communication (inter-departmental) Alternative revenue/funding (sponsorship) Web presence Gym space Indoor facilities (lack of space) Deferred maintenance Inclined to undervalue services by pricing low (loss of revenue opportunity) Spread too thin Cost of phasing development &amp; low bid process Parking at Senior Center Internal service fees</p>	<p style="text-align: center;"><b>I m p o r t a n c e</b></p> 
<p style="text-align: center;"><b>Performance Matrix</b></p> <p>Staff knowledge, responsiveness Experience Social competency Cooperative Program variety Programs for all ages Multiple ways to register Specialty programs</p> <p><i>Major Strength / Medium Importance</i></p>	<p>Lack of innovation</p> <p><i>Major Weakness / Medium Importance</i></p>	
<p><b>Strengths</b> <span style="float: right;"><b>Weaknesses</b></span></p>		

With the recent development of the Department’s cost recovery and resource allocation philosophy, model, and policy, several ideas were generated to increase revenue generation and pursue alternative funding ideas:

- Train staff in how to ask for funds and how to recognize organizations or people who donate so they continue the relationship
- Create a Department-wide strategy
- Create specific committees (like Family Assistance/Scholarship funding)
- How do we best use our “Friends Groups” to gain funds?
- Develop stronger community partners (like Samaritan Health [a non-profit organization], County Health Department, OSU Extension, County Parks and Natural Areas, etc.)
- Relationship development with larger private enterprises and start-ups
- Volunteer exposure for business and organizations – tie to corporate volunteer program
- “Work-reaction” dollars program (this is a program where participants get credit for volunteering to be used of classes or admission) – need to identify relevant tasks, manage and track usage

Ideas surrounding improving and enhancing marketing and outreach efforts include:

- Involve the Department Marketing Coordinator in website development
- Create a Department-wide website team and provide training on web page development and design – especially on how to update the easy stuff on a regular basis
- Ensure that the website and pages are easy and quick for customer use
- Strengthen the Department’s “brand” and have the Department identified on facilities, vehicles, etc.
- Target marketing – know who the Department is marketing to, be aware of the trends, and alter the marketing approach as needed
- Educate the community regarding parks and recreation values and benefits
- Partner with local agencies and businesses
- Need a full time Marketing Coordinator (only budgeted for 15 hours per week and presently the Department piece-meals its efforts)
- Pursue radio ads
- Use coupon codes to track ActiveNet, radio, listserve, or other efforts like program specific or target market campaigns
- Explore the use of an OSU media communication internship
- Finish the website project and make it more vibrant – needs constant updating
- Use and expand the use of social media
- Reach out to the community instead of expecting the community to come to us
- Market to other cities or counties we serve – place ads in other newspapers and use wider radio coverage
- Have a banner on Harrison Street
- Use post cards and better activity guides
- Place program flyers at administration offices and OAC
- Put special events on the City Calendar
- Explore if the Department can post on the kiosk by City Hall
- Have a kiosk at Central Park

- Fund to include marketing efforts, and to be reflected in the overall budget percentage
- Link website on other appropriate sites
- Use registration software to e-market
- Assess how people hear about the Department's services
- Add tag lines to efforts (like "give the gift that keeps giving," etc.)

It is not surprising that morale, communication, and being spread too thinly are current concerns, given the budget and staff reductions over the last several years. Ideas to improve or enhance morale and communication include:

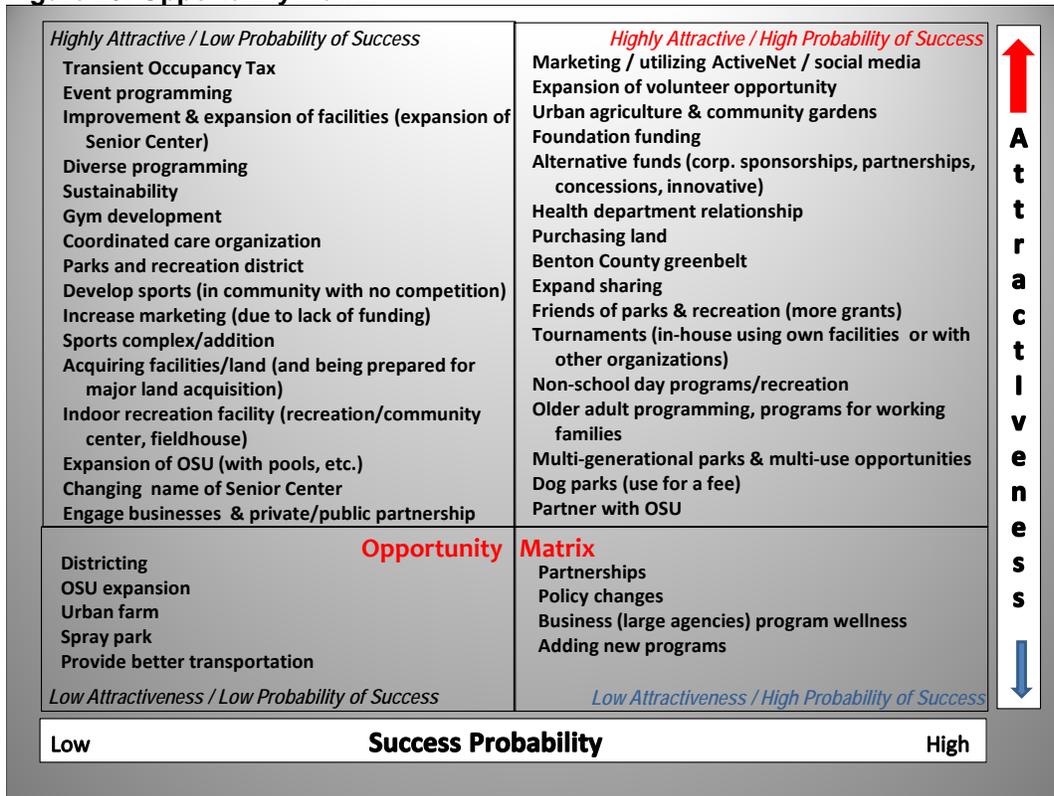
- Encourage a team environment (feel like a member, have a voice, add more interdepartmental training opportunities and staff interactions, etc.)
- Supervisors and coworkers express appreciation and value each other
- Staff and customers say "thank you"
- Remember that we provide programs and places that improve our community's quality of life
- Have enough resources to do your job well
- Have more all-department communication from the Director
- Feel supported
- Have a balance between work and private life
- When working on a project as a team and to help staff being spread too thin:
  - Embrace a common goal; have a big picture
  - Clarify roles
  - Set a plan for each project
  - Create a team environment – provide cross training and group projects
  - Establish a communication process:
    - ◆ Better use of staff meeting time (just the facts – project type, project components, who, what, where, when)
- Recognize talents – employee recognition program
- Those managing and supervising can do more public recognition and support – more "thank you's," "high fives," "gold stars," and "wows!," etc.
- Accept ideas from all staff, acknowledge and include them
- Encourage staff during stressful times (like start of programs, etc.)
- Improve communication

- More site and workgroup visits by management
- Cross train and encourage cooperation on projects (examples: maintenance, events, programs)
- More information sharing between workgroups
- Understand what information is pertinent for sharing
- Sharing too much is better than not sharing enough
- Have all staff meetings more often (quarterly, bi-monthly)
- Provide unabridged notes on work group meetings and send them out to everyone (so they can self select to be informed by interest or relevance)
- Ask staff about impact on decisions that directly affect them
- Do birthday recognitions at lunch or during breaks
- Coordinate themed lunches like “taco day,” etc.
- Have after hour pot luck family events to celebrate end of summer
- Play games together like dodgeball, softball, etc.
- Have a “recognition time” where each person says something positive about someone else, their program, or their work
- More open communication about things that are happening like budget, family assistance program, etc.
- More communication from program coordinators to administration staff about changes to programs, policies, cost recovery expectations, etc.
- Do monthly all-office staff meetings

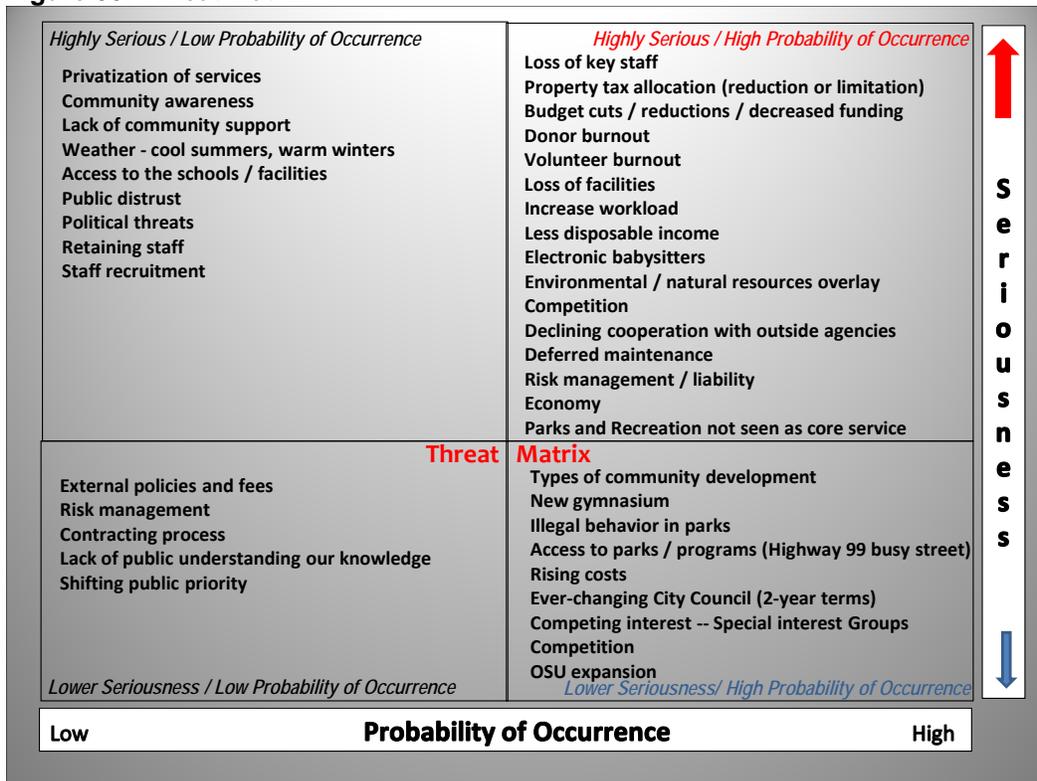
Other matrices were developed for things which may not be in the Department’s control, but for which they may influence or prepare. **Figure 29** includes those future opportunities which may be highly attractive to the Department and which may have a high degree of probability of occurrence. The ideas in that quadrant should be pursued and encouraged when and where possible.

**Figure 30** includes those external threats for which the Department has little, if any influence over. Preparation and mitigation efforts should concentrate on those issues which are highly serious and have a high probability of occurrence.

**Figure 29: Opportunity Matrix**



**Figure 30: Threat Matrix**



## C. Services Assessment

During work sessions in May 2012, the staff was introduced to the **Public Sector Services Assessment** tool developed by the consultant. A complete description of the tool and process follows.

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers and whose very survival depends on satisfying paying customers, many public and non-profit organizations operate in a non-market, or grants economy – one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. (In fact, many public agencies and non-profits can be considered "sole-source," the only place to get a service, so there is little to no market saturation and therefore, potential for apathetic service enhancement and improvement). Consequently, public and non-profit organizations have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed, funders and customers alike are beginning to demand more accountability, and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today's public and non-profit agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration when possible. In addition, organizations are leveraging all available resources where possible.

An assessment of a **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of an agency's **Service Portfolio**. Additional results indicate whether the service is "**core to the organization's values and vision,**" and provides recommended provision strategies that can include, but are not limited to enhancement of service, reduction of service, collaboration, advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to the organization's purpose. The process includes an analysis of: each service's relevance to the organization's values and vision, the organization's market position in the community relative to market, other service providers in the service area including quantity and quality of provider, and the economic viability of the service.

Based on the **MacMillan Matrix for Competitive Analysis of Programs**<sup>2</sup>, the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The **Public Sector Agency Services Assessment Matrix** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

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<sup>2</sup> Alliance for Nonprofit Management

The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

- Q: Is the agency the best or most appropriate organization to provide the service?**
- Q: Is market competition good for the citizenry?**
- Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?**
- Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

<b>Services Assessment Matrix</b> <small>© 2009 GreenPlay LLC and GP RED</small>		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

*Based on MacMillan Matrix for Nonprofit agencies from the Alliance For Nonprofit Management. Adapted by GreenPlay, LLC and GP RED for Public Sector Agencies. April 2009.*

## Fit

*Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision, and contributes to the overall enhancement of the community, it is classified as "good fit"; if not, the service is considered a "poor fit."*

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values)?

## Financial Capacity

*Financial Capacity is the degree to which a service (including a program, facility, or land asset) is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.*

No program should be classified as "highly attractive" unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least (percentage to be determined) from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants, and/or volunteer contributions for this service?
- Can the service reasonably generate at least (percentage to be determined) of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

### **Market Position**

*Market Position* is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency's effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a "strong market position" unless it has some clear basis for declaring superiority over all providers in that service category, and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers? (e.g., "Is there a consistent waiting list for the service?")
- Can you clearly define the community, individual, environmental, and/or economic benefits realized as a result of the service
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency's continued provision of the service (Benchmarking performance or impact to community issues, values, or vision)?
- Are marketing efforts and resources effective in reaching and engaging the target market?

### **Alternative Coverage**

*Alternative Coverage* is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as "low coverage." Otherwise, coverage is "high."

### **C.1. Unfair Competition**

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services, therefore, developing boundaries. What is needed is the reshaping of how public and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services that have not been offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, these blurred lines sometimes result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has over the private sector including but not limited to immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

The Service Assessment forces participants to consider this issue in light of specific target markets being served, fees that may be barriers to participation, type of service offered, etc.

### **C.2. Recommended Provision Strategies – Defined (numbers refer to graphic above)**

Affirm Market Position (1) – a number of (or one significant) *alternative provider(s)* exists, yet the service has *financial capacity* and the agency is in a *strong market position* to provide the service to customers or the community. **Affirming market position** includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

Advance Market Position (2) – a small number of or no *alternative providers* exist to provide the service, the service has *financial capacity*, and the agency is in a *strong market position* to provide the service. Due primarily to the fact that there are fewer if any alternative providers, **advancing market position** of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

Divestment (3,4,7,8,9) – the agency has determined that the service does not fit with the agency's values and vision, and/or the agency has determined it is in a *weak market position* with little or no opportunity to strengthen its position. Further, the agency deems the service to be contrary to the agency's interest in the responsible use of resources, therefore, the agency is positioned to consider **divestment** of the service.

Investment (4) – **investment** of resources is the agency's best course of action as the service is a *good fit* with values and vision, and an opportunity exists to strengthen the agency's current *weak market position* in the marketplace.

Complementary Development (5) – the service is a *good fit*, a number of or one significant *alternative provider(s)* exists which provide the service, the agency is in a *strong market position* to provide the service, yet it does not have *financial capacity* to the agency. “**Complementary development**” encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

Collaboration (4, 7, 8) – the agency determines that the service can be enhanced or improved through the development of a collaborative effort as the agency’s current *market position is weak*. **Collaborations** (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly utilizing agency resources are recommended.

Core Service (6) – these services *fit* with the agency’s values and vision, there are few if any *alternative providers*, yet the agency is in a *strong market position* to provide the service. However, the agency does not have the *financial capacity* to sustain the service outside of General Fund support and the service is deemed to not be economically viable. These services are “**core**” to **satisfying the agency’s values and vision** typically benefiting all community members, or are seen as essential to the lives of under-served populations.

### **C.3. Glossary**

Ability – the quality or state of being able; power to perform; competence in doing

Adequate – sufficient for a specific requirement; reasonably sufficient

Capacity – the potential or suitability for accommodating; the maximum amount or number that can be contained or accommodated; the facility or power to produce, perform, or deploy; capability

Quality – meeting or exceeding expectations; degree of excellence; superiority in kind

Superior – of higher rank, quality, or importance; excellent of its kind

Target market – the specific market of a service (e.g., age, sex, race/ethnicity, education level, ability level, residence)

## **D. Finances - Traditional and Alternative Funding, and Cost Recovery Goals**

In January 2012, the City adopted a new resource allocation and cost recovery model and policy based on the Pyramid Methodology. The following section discusses traditional and alternative funding sources and identifies potential new funding mechanisms.

## ***D.1. Traditional Tax and Exactions-Based Funding Resources***

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources.

### **General Fund**

Parks and recreation services are typically funded by an agency’s General Fund, which can be comprised of property tax (in Oregon), sales tax (in many other states), and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-government agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property tax revenue often funds park and recreation special districts and is the primary funding source for the State of Oregon, and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

## ***D.2. Loan Mechanisms***

### **Bond Referendum**

Bond Referenda are used to fund capital needs, renovations, and new facilities to meet the needs and demands of residents. A bond is a written promise to pay a specified sum of money at a specified future date, at a specified interest rate. These bonds are traditionally general obligation bonds, revenue bonds, or special assessment bonds initiated through agency approval and citizen vote.

### **General Obligation Bonds**

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

### **Revenue Bonds**

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issued for water, sewer, or drainage charges, and other enterprise type activities.

### **Special Assessment Bonds**

These bonds are payable from the proceeds of special assessments such as local improvement districts.

### **Industrial Development Bonds**

Specialized revenue bonds issued on behalf of publicly owned, self-supporting facilities.

### **D.3. Fees and Charges**

#### **Ticket Sales/Admissions**

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance, or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

#### **Membership and Season Pass Sales**

Corvallis can sell memberships (e.g. annual passes) for specific types of amenities to offset operational costs. These fees can apply to recreational and community centers, regional park passes, aquatics centers, etc.

#### **Program Independent Contractor Fees**

Corvallis could receive a percentage of gross contractor fees for contractor programs held in City-owned facilities. The percentages can vary depending on space, volume, and the amount of marketing Corvallis does for the contractor.

### **D.4. Alternative Funding**

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies may currently be used by Corvallis but may not be used to maximum effectiveness or capacity. Those that may not currently be used should be considered for project's or operation's specific relevance.

***NOTE:** Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within the City of Corvallis and the State of Oregon, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

### **D.5. Alternative Service Delivery and Funding Structures**

#### **Forming a Parks and Recreation Independent Taxing District**

Corvallis could consider additional independent parks and recreation districts or a city-wide or larger assessment district that could serve just the residents of the independent taxing district or may encompass a larger service area. This option provides a stable source of funds, a separate administration, and an elected body that is accountable to the voters residing in the district. This type of special district is often funded through property taxes but could also receive pass-through funding from the City. A feasibility study was performed finding this a viable option; however, City Council had concerns regarding tax compression that may impact overall City services and has not moved forward with this approach.

### **Inter-local Agreements**

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

### **Annual Appropriation/Leasehold Financing**

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds that would construct the facility and retain the title until the bonds are retired. The City enters into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of the City of Corvallis, and are therefore more costly. Since a separate corporation issues these bonds, they do not impact Corvallis' debt limitations and do not require a vote. However, they also do not entitle the City to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

### **Commercial Property Endowment Model – Operating Foundation**

John L. Crompton<sup>3</sup> discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

### **Privatization – Outsourcing the Management**

Typically used for food and beverage management, ballfield, or sports complex operations by negotiated or bid contract.

## ***D.6. Partnerships***

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government department, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

*A Sample Partnership Policy has been provided to the staff as part of the Resource Allocation and Cost Recovery Philosophy, Model, and Policy development phase.*

## ***D.7. Community Resources***

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for Corvallis. These findings do not recommend any particular funding strategy over another. The economic conditions within the city may vary with time and Corvallis should explore the best means of achieving its goals towards the operations of the Department, the programs, and the facilities on an ongoing basis.

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<sup>3</sup> Spring 2010 *Journal of Park and Recreation Administration*, Volume 28, Number 1, pp 103-111

## **Philanthropic**

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. Current Department resources that could be dedicated to such a venture are often limited. If this option is deemed possible by Corvallis decision-makers, it is recommended that the Department outsource most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns.

*Relevant methods are discussed below.*

### **Friends Associations**

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole. *The Friends of Corvallis Parks and Recreation was developed in October of 2012.*

### **Volunteers/In-Kind Services**

This revenue source is an indirect source in that persons donate time to assist the Department in providing a product or service on an hourly basis. This reduces the City's cost in providing the service, plus it builds advocacy for the system.

To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency. This staff member could then work closely with Human Resources as volunteers are another source of staffing a program, facility, or event. *The Corvallis Parks and Recreation Department has a robust volunteer program at its Senior and Community Center as well as in its parks system.*

### **Volunteer Programs**

- **Adopt-a-Park/Adopt-a-Trail**

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live. *The Parks and Recreation Department currently has an adopt-a-park program and could consider expanding.*

- **Neighborhood Park Watch**

As a way to reduce costs associated with vandalism and other crimes against property, the City may develop a neighborhood park watch program. This program would develop community ownership of Corvallis' facilities. The Corvallis Police Department has a neighborhood watch program for crime prevention and a parks watch program could be modeled after this program.

### **Foundation/Gifts**

These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

## **Gift Catalogs**

Gift catalogs provide organizations the opportunity to let the community know on a yearly basis what their needs are. The community purchases items from the gift catalog and donates them to the City.

## **Gifts in Perpetuity**

- **Maintenance Endowments**

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

- **Irrevocable Remainder Trusts**

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the City of Corvallis or the Parks and Recreation Department in a trust fund that allows the fund to grow over a period of time and then is available for the Department to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

- **Life Estates**

This revenue source is available when someone wants to leave their property to the City of Corvallis or the Parks and Recreation Department in exchange for their continued residence on the property until their death. The Department can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

## **Grants**

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

### **General Purpose or Operating Grants**

When a grant maker gives the department an operating grant, it can be used to support the general expenses of operating of the department. An operating grant means the fund provider supports the department's overall mission and trusts that the money will be put to good use.

### **Program or Support Grants**

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants.

- **Planning Grants**

When planning a major new program, the City of Corvallis or the Parks and Recreation Department may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

- **Facilities and Equipment Grants**

These grants help the City of Corvallis or the Parks and Recreation Department buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

- **Matching Grants**

Many grant makers will provide funding only on the condition that the City of Corvallis or the Parks and Recreation Department can raise an amount equal to the size of the grant from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

- **Seed Money or Start-up Grants**

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

- **Management or Technical Assistance Grants**

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of the City of Corvallis or the Parks and Recreation Department. Instead, they support the department's management or administration and the associated fundraising, marketing, and financial management needs of the department.

**Program-Related Investments (PRIs)** – In addition to grants, the Internal Revenue Service allows foundations to make loans (called Program-Related Investments [PRIs]) to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects. This may be an opportunity for a 501(c)(3) "Friends of Group."

**Private Grant and Philanthropic Agencies**

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- For information on government product news and procurement visit GovPro at [www.govpro.com](http://www.govpro.com).
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: [www.fdncenter.org](http://www.fdncenter.org).
- Research [www.eCivis.com](http://www.eCivis.com) for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

### **Corporate Sponsorships**

The Parks and Recreation Department can solicit this revenue-funding source themselves or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events. *The Parks and Recreation Department currently utilizes sponsorships and could consider expanding.*

*A Sample Sponsorship Policy has been provided to the staff as part of the Resource Allocation and Cost Recovery Philosophy, Model, and Policy development phase.*

### **Naming Rights**

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period. *The City of Corvallis has an existing policy for naming rights CP 91-1.03 Naming of Public Facilities and Lands.*

### **Advertising Sales**

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on department related items such as program guides, scoreboards, dasher boards, and other visible products or services. Current sign codes should be reviewed for conflicts or appropriate revisions. *The Parks and Recreation Department currently sells ads in its activity guide, score boards, and banners. An expansion of this program could be considered.*

## **Fundraising**

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. *The Parks and Recreation Department currently sells pavers in two of its parks, and holds fundraising events. An expansion of this program could be considered.*

## **Raffling**

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

## **D.8. Community Service Fees and Assessments**

### **Recreation Service Fee**

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by the City of Corvallis or the Parks and Recreation Department. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used. *The Parks and Recreation Department currently has a fee assessed to its adult softball program that then helps fund softball related capital projects, maintenance and/or program support.*

### **Capital Improvement Fees**

These fees are on top of the set user rate for accessing the department's facilities such as sport and tournament, or major aquatic venues and are used to support capital improvements that benefit the user of the facility.

### **Residency Cards**

City of Corvallis non-residents may purchase "residency" on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support the operations, maintenance, and debt service of the City of Corvallis or the Parks and Recreation Department.

### **Security and Clean-Up Fees**

The City of Corvallis or the Parks and Recreation Department may charge groups and individuals security and clean-up fees for special events other type of events held at facilities. *The Parks and Recreation Department currently uses a version this strategy through security and damage deposits.*

### **Lighting Fees**

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

### **Signage Fees**

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and the City of Corvallis or the Parks and Recreation Department location.

### **Dog Park Fees**

These fees are attached to kennel clubs who pay for the rights to have the department's fenced dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

### **Equipment Rental**

This revenue source is generated from the rental of the City of Corvallis or the Parks and Recreation Department equipment such as tables and chairs, tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

### **Parking Fee**

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. *The Parks and Recreation Department currently utilizes this fee at Avery Park during the Oregon State University football season.*

### **Utility Roundup Programs**

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support the City of Corvallis or the Parks and Recreation Department utility improvements such as sports lighting, irrigation cost, and HVAC costs.

### **Franchise Fee on Cable**

This would allow the City of Corvallis or the Parks and Recreation Department to add a franchise fee on cable designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go toward land acquisition or capital improvements.

### **Room Overrides on Hotels for Sports Tournaments and Special Events**

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for the department in hosting the events.

### **Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, Credit Card**

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of credit cards. The fee usually is no more than \$5.00 and usually is \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for the Parks and Recreation Department operational purposes.

### **Flexible Fee Strategies**

This pricing strategy would allow the department to maximize revenues during peak times and premium sites/areas with higher fees and fill in excess capacity during low use times will lower fees to maximize play. *The Parks and Recreation Department currently uses this method for facility rentals.*

### **Camping Fees & Hook-Up Fees**

The City of Corvallis or the Parks and Recreation Department would sell permits for RV, tent, and primitive camping. Fees may range per site for primitive spaces, full hook-ups, and premium view or location sites. Additional fees may be added for water, electricity, sewer, and cable T.V. access, dump stations, showers, etc.

### **Trail Fee**

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

### **Real Estate Transfer – Tax/Assessment/Fee**

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

### **Processing/Convenience Fees**

This is a surcharge or premium placed on the Parks and Recreation Department phone-in registration, electronic transfers of funds, automatic payments, or other conveniences. *The Parks and Recreation Department raised its fees to cover the additional cost of automated registration and credit card transactions.*

### **Self-Insurance Surcharge**

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

### **Development Surcharge/Fee**

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

## ***D.9. Contractual Services***

### **Private Concessionaires**

Contracts with private sector concessionaires provide resources to operate desirable Parks and Recreation Department recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to the Parks and Recreation Department. *The Parks and Recreation Department currently utilizes this method at the Aquatic Center and is evaluating its cost effectiveness.*

### **Concession Management**

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. The Parks and Recreation Department can contract for the service and either receive a percentage of the gross sales or the net revenue dollars from the profits after expenses are paid. Net proceeds are generally more difficult to monitor. *The Parks and Recreation Department currently utilizes this method at the Aquatic Center and is evaluating its cost effectiveness.*

### **Merchandising Sales or Services**

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. *The Parks and Recreation Department currently utilizes this method at the Aquatic Center and Senior Center and could consider expanding this area.*

### **Cell Towers and Wi-Fi**

Cell towers attached to existing or new light poles in game field complexes are another potential source of revenue that the City of Corvallis or the Parks and Recreation Department may consider.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at [www.parks.ca.gov](http://www.parks.ca.gov).

## ***D.10. Permits, Licensing Rights and Use of Collateral Assets***

### **Special Use Permits**

Special permits allow individuals to use specific park property for financial gain. The Parks and Recreation Department receives either a set amount of money or a percentage of the gross service provided. *The Parks and Recreation Department currently utilizes this permit.*

### **Catering Permits and Services**

This is a license to allow caterers to work in the Parks and Recreation Department system on a permit basis with a set fee or percentage of food sales returning to the Department. Also, many agencies have their own catering service or authorized provider list and receive a percentage of dollars from the sale of food.

### **Licensing Rights**

This revenue source allows the Parks and Recreation Department to license its name on all resale items that private or public vendors use when they sell clothing or other items with the department's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

### **Sale of Development Rights**

Some agencies sell their development rights below park ground or along trails to utility companies. The Parks and Recreation Department would receive a yearly fee on a linear foot basis.

### **Surplus Sale of Equipment by Auction**

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

### **Private Developers**

Developers may lease space from City owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

### **Land Swaps**

The Parks and Recreation Department may trade property to improve access or protection of resources. This could include a property gain by the City for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve their profitability. The Parks and Recreation Department would typically gain more property for more recreation opportunities in exchange for the land swap.

### **Leasebacks on Recreational Facilities**

Many agencies do not have enough capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. The Parks and Recreation Department would then lease the property back from the investor over 20+ years. This can be reversed whereby the City or the Department builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

### **Subordinate Easements – Recreation/Natural Area Easements**

This revenue source is available when the Parks and Recreation Department allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to the Department on an annual basis. *The Parks and Recreation Department has used this approach and could consider expanding.*

### **Agricultural Leases**

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops. *The Parks and Recreation Department uses this strategy and payment should be based on a market lease value.*

### **Sale of Mineral Rights**

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by products, for revenue purposes.

### **Booth Lease Space**

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments. *The Parks and Recreation Department utilizes this approach currently.*

### **Manufacturing Product Testing and Display**

This is where the Parks and Recreation Department works with specific manufacturers to test their products in parks, recreation facility, or in a program or service. The agency tests the product under normal conditions and reports the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. The Parks and Recreation Department may receive the product for free but must pay for the costs of installation and for tracking results.

### **Recycling Centers**

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

### **Film Rights**

Many agencies issue permits so that sites such as old ballparks or unique grounds may be used by film commissions. The film commission pays a daily fee for the site plus the loss of revenue the Department would incur during use of the community space.

### **Rentals of Houses and Buildings by Private Citizens**

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

### **Enterprise Funds**

Some agencies establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

## ***D.11. Funding Resources and Other Options***

Many federal and state taxation resources, programs, and grants may be available.

### **Land Trusts**

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future Parks and Recreation Department lands.

### **Positive Cash Flow**

Depending on how aggressively the Parks and Recreation Department incorporates marketing and management strategies, there may be a positive fund balance at the end of each year, especially if a new premier splash park, dog park, or sports complex is built. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for the department's recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities. It is suggested that the department be challenged to generate a fund balance and it not be returned to the City's general fund.

**Cost Avoidance**

The Parks and Recreation Department must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from always being a direct provider of facilities, programs, or services, the department may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

***D.12. Resource Allocation and Cost Recovery Policy***

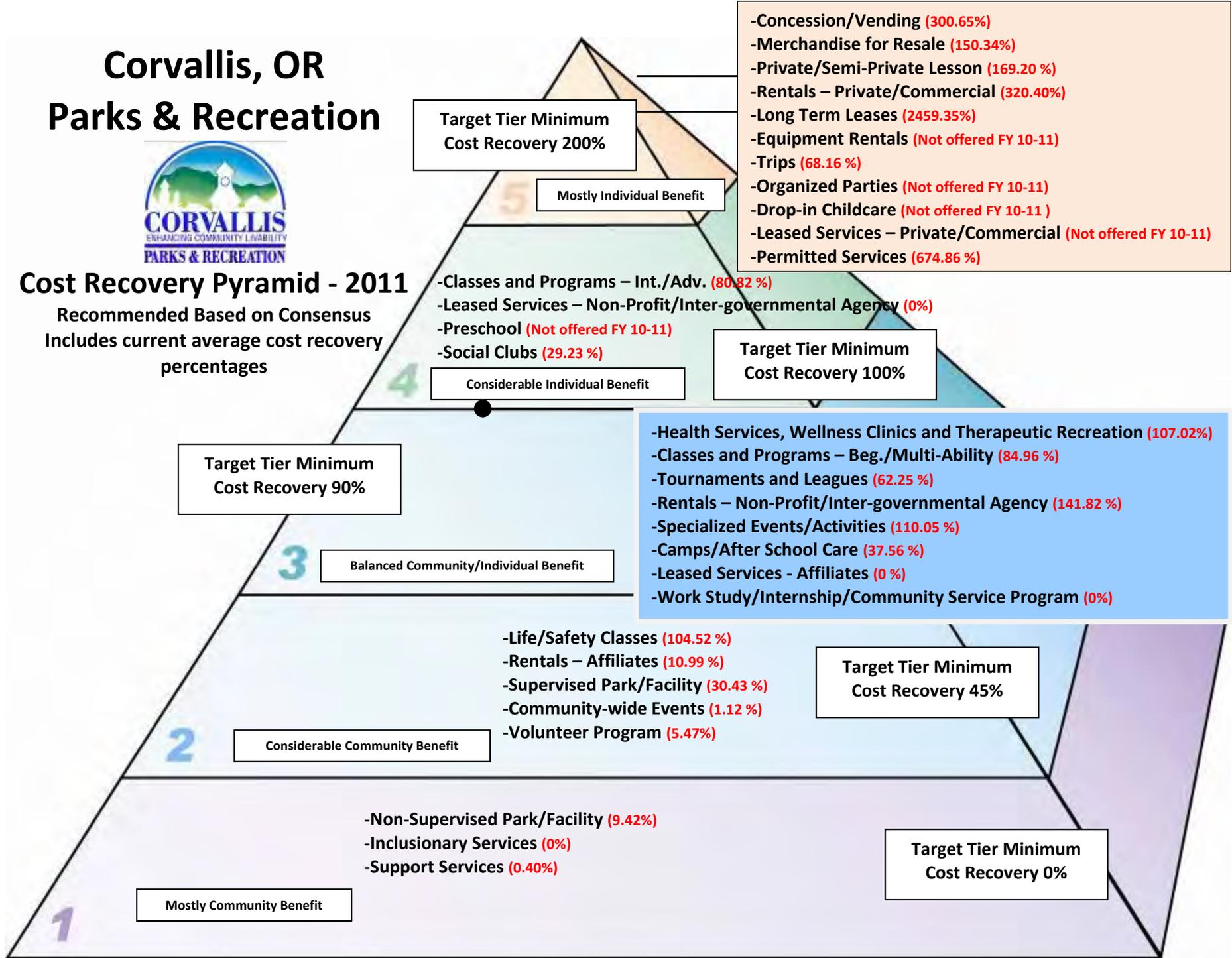
During the course of the Master Plan Update, the City also developed its Resource Allocation and Cost Recovery philosophy, model, and policy and brought it before the PNARB who recommended City Council adoption in January 2012. That document provides the philosophical foundation for use of resources, determining fees and charges, and financial decisions for the department. The Model follows.

# Corvallis, OR Parks & Recreation



## Cost Recovery Pyramid - 2011

Recommended Based on Consensus  
Includes current average cost recovery percentages



# E. System Development Charges

## E.1. Overview

System development charges (SDCs) are a financing tool cities can use to help recover the cost of capital projects needed to increase the capacity for new residential and/or commercial developments. Oregon state law (ORS 223.297 to 233.314) establishes the framework within which local government may charge, collect, and use SDCs.

The Corvallis City Council has adopted legislation establishing SDCs for water, sewer, drainage (stormwater), streets, and parks services. SDCs are updated annually to account for inflation and changes to the SDC project lists. The current fee schedule for parks is:

- \$4,993.31 per single-family residential dwelling unit (based on 2.55 people per dwelling unit)
- \$3,701.36 per multi-family residential dwelling unit (based on 1.82 people per dwelling unit)

## E.2. Background

The City of Corvallis has had SDCs since 1973. An update for Parks SDCs was adopted in 2006. The program review used the expertise of consultant teams, as well as the experience of other Oregon cities, to bring the City’s SDC fee structure up to date (at that time) and ensure that the charges were both fair and legally defensible.

### What is a System Development Charge?

A system development charge (SDC) is a one-time fee imposed on new development and some types of redevelopment. The parks fee is intended to recover a fair share of the costs of existing and planned park infrastructure that provide capacity to serve new growth.

Oregon law (ORS 223.297 – 223.314) defined SDCs and specifies how they shall be calculated, applied, and accounted for by local government. By statute, a SDC is the sum of two components:

- A **reimbursement fee**, designed to recover costs associated with capital improvements *already constructed or under construction*, and
- An **improvement fee**, designed to recover costs associated with capital improvements *to be constructed in the future*.

Key Facts about SDCs
<ul style="list-style-type: none"> <li>• SDCs are one-time charges, not ongoing rates or taxes.</li> <li>• SDCs are used to fund additional capacity needed to serve growth.</li> <li>• Already-developed properties do not pay SDCs unless there is an increase in potential system demand or impact.</li> <li>• SDCs do not fund ongoing system maintenance.</li> <li>• SDCs are intended to recover a fair share of the cost of existing and planned facilities needed to serve growth.</li> </ul>

The reimbursement fee considers the cost of existing facilities and the value of unused capacity in those facilities. The calculation must ensure that future system users contribute no more than their fair share of costs for existing facilities. How to determine “unused capacity” and “fair share” are not defined; however, the intent is that the SDC methodology, developed by each community specifically for that community, must show increase capacity tied to growth and not charge new residents for existing capacity.

SDC charges are determined by the City of Corvallis Development Services Division during the plan review process and are due at the time of permit issuance.

(Source: System Development Charge Fact Sheet, updated April 2011, City of Corvallis, OR website, <http://www.ci.corvallis.or.us/index.php?option=content&task=view&id=271&Itemid=225>)

### **E.3. Oregon City Parks SDCs Comparisons**

The League of Oregon Cities published a *System Development Charges Survey of Oregon Cities* report in Fall 2010. This report included information about Parks SDCs from 58 Oregon cities (62% of cities with SDCs). An additional seven cities collect Parks SDCs on behalf of a Parks and Recreation District. Below is a summary of highlights from the report. For more information see the Parks SDCs survey tables from the report in **Appendix G**.

#### **Residential SDCs**

All of the 58 cities collect Parks SDCs on residential development. Most of the cities collected improvement fees. The fees collected vary significantly, ranging from a high of \$11,388 to a low of under \$100. A comparison of residential improvement fees shows that Corvallis is in the lower mid-range of fees collected. Communities that had higher residential SDCs included Independence (\$11,388), Seaside (\$9,454), and West Linn (\$8,479).

It is less common for cities to have residential reimbursement fees. However, about 22 percent of the surveyed cities (13 cities) collect reimbursement fees. Corvallis does not currently collect reimbursement fees for parks. Lake Oswego collected the highest reimbursement fee of \$5,621.

#### **Commercial SDCs (also referred to as non-residential SDCs)**

Forty percent (23 cities) of the surveyed cities collect Parks SDCs on commercial development. These cities collect commercial improvement fees and some also collect reimbursement fees. Again, the commercial fees cities collect vary significantly, ranging from a high of \$70,496 (Seaside) to lows in the \$100 range. Corvallis does not currently collect commercial Parks SDCs.

### **E.4. Corvallis Parks System Development Charge Analysis**

The City of Corvallis *Parks and Recreation System Development Charges Methodology Update* (April 10, 2006) provides the current basis for Parks SDC fees. The next update needs to consider the following issues:

**Residential Reimbursement Fee** – The 2006 Methodology Update identified that only one park classification, large urban parks, has “excess capacity.” Due to an assessment of minimal financial return, the Update recommended that a reimbursement fee not be considered at that time.

For clarification, a reimbursement fee is based on the actual cost incurred by the local government to build a facility. This fee “must be established or modified by ordinance or resolution setting forth a methodology that, when applicable is based on: rate making principles, prior contribution by existing users, gifts and grants, the value of unused capacity available to future system users, and the cost of the facility.” [ORS 223.304 (1)]

**Master Plan Recommendation:** While the 2006 SDC Methodology Update did not recommend a reimbursement fee, it is now recommended that a reimbursement fee be reconsidered. An evaluation of “unused capacity” based on clear standards is needed. Additionally, reassessing whether other park types in addition to large urban parks or specific components within a given park be eligible for a reimbursement fee, on a case by case basis, is recommended.

**Commercial or Non-Residential Fee** – The 2006 SDC Methodology Update did not include analysis of how the City’s parks and recreation facilities provide service to employees who work in businesses located in Corvallis (for instance, the City of Corvallis has staff that live outside of the City boundaries; and another large employer and City of Corvallis park and recreation system user is OSU – both faculty and staff who may live outside of the City). *Note: According to Oregon State law, the methodology for determining a commercial or non-residential improvement or reimbursement fee must relate the number of employees to new construction, new development, or new use of an existing structure by the employee. This fee is collected when a new commercial building permit is issued or there is a building expansion.*

**Master Plan Recommendation:** The 2006 SDC Methodology Update did not consider a non-residential fee or commercial fee, but recommended that it be considered in the next update of the *Parks and Recreation Capital Facilities Plan*. This Master Plan Update is in support of further study of this topic.

Based on preliminary research, many communities in Oregon assess non-residential system development charges including Beaverton, Canby, Durham, Gresham, Happy Valley, Hillsboro, Lake Oswego, Oregon City, Portland, Sherwood, Tigard, and Wilsonville.

**Special Use and Swimming Pools** – The 2006 SDC Methodology Update excludes swimming pools and special use areas from being funded with Park SCDs, but allows the use of SDCs for neighborhood and community parks, open spaces, linear parks, and large urban park areas.

**Master Plan Recommendation:** As swimming pools and special use areas are considered part of the overall parks and recreation system and are impacted by growth, it is recommended that a closer review of this exclusion is needed and consideration of removing the exclusion for broader flexibility in the use of SDCs to fund impacts caused by growth.

**Indoor Recreation Facilities** – The City of Corvallis includes park and recreation facilities in its SDC definitions. According to the Corvallis Municipal Code, Chapter 2.08, Systems Development Charge (Section 2.08,020), a recreation facility is defined as “a City structure designed, built and/or installed for the recreation and relaxation of the public including but not limited to trails and sports complexes.” The definition does not specifically distinguish between an indoor or outdoor recreation facility. For example, a sport complex could include a gym and other indoor recreation facilities typically found in a recreation center. However, the 2006 SCD Methodology Update does not address indoor recreation facilities or include a Level of Service Standard for indoor facilities as it does for parks, open space, and trails.

**Master Plan Recommendation:** As the population of Corvallis increases, demand for recreation facilities, including indoor facilities grows. This Master Plan recommends that indoor recreation centers should be considered for SDCs to meet increased community needs based on population growth. A Level of Service Standard for indoor recreation facilities should be reviewed and clarified and incorporated into an updated SDC methodology, as appropriate.

## ***F. Partnerships Opportunities***

Partnerships are extremely important to the City of Corvallis as evidenced by its financial support to agreements made with the Majestic Theatre Management, Inc., The Art Center, the Corvallis Environmental Center, and others.

### ***F.1. Current Use Agreements with Partners***

The Department has three use agreements for others to operate and manage properties owned by the City for which services are provided by other organizations:

- Corvallis Environmental Center (CEC) – located at Avery Park
  - Current agreement is up November 30,2013
  - Authorizes the CEC to use the Avery House as an environmental center with the caveat that the Jaycees have exclusive use of an office space, and CEC may sub-let the second floor apartment to a Natrualist/Caretaker
  - CEC is to pay the City \$1.00 per year in exchange for developing a variety of K-12<sup>th</sup> grade and adult classes which compliment the parks and recreation department offerings
  - CEC is responsible for the onging interior and exterior maintenance, and the City will provide maintenance as outlined in the seven-year maintenance plan
  
- The Art Center – located at Central Park
  - Current three year agreement is up June 2015
  - Authroizes the Art Center to offer art programs including exhibits, art classes, and other related activities, serve as a repository of art orgainziations in the community, conduct an Art-in-Education program
  - The City will budget an approved portion of the property tax levy to be paid to the Art Center at the Council's discretion

- The Majestic Theatre – located downtown
  - Current three year agreement is up June 2014
  - Authorizes the Majestic Theatre Management, Inc. to manage and operate a performing arts center in two locations (the main theater – Parcel A, and the wood shop portion of the Flomatcher Building in Berg Park and 15 parking spaces – Parcel B)
  - The City is obligated to repair and maintain structural and mechanical systems for the main theater building
  - The City gets to use the theater for parks and recreational programs up to an in-kind exchange of \$3,000 worth of room usage (calculated at current rates for theater rental and City Parcel B monthly rates)

## ***F.2. Other Potential Partners***

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered may include the following:

- School District
- Medical Center or Hospital
- KidSpirit
- 4 H
- Boys and Girls Club
- Kiwanis, Soroptimists, VFWs, Elks, Rotary, and other service and civic organizations
- Chamber of Commerce
- Convention and Visitor’s Bureau
- Homeowner Associations
- Youth Sports Associations
- County, neighboring cities, and communities
- Private alternative providers
- Churches

During the public engagement process, several other partners were mentioned as well.

## ***G. Summary of Key Findings from Operations and Oversight***

The following are key findings related to the Department’s operations and how they manage.

- As a result of the SWOT analysis, mitigation measures were discussed for several key areas to influence and enhance marketing and outreach, morale, communication, revenue generation, and alternative funding.
- The Department was introduced to the Public Sector Services Assessment. It would be advantageous for them to use this tool to analyze each service in relation to its strength or weakness in the market and who else may be providing a like or similar service to determine optional provision strategies.

- A review of current fees as well as exploring potential funding sources with the services and future projects will leverage existing resources. A comprehensive review was completed during the development of the Cost Recovery Model. Staff has a process in place to review quarterly, with an annual comprehensive review.
- Several potential partners were identified and current partnerships should be strengthened.
- The Department should further explore becoming a Parks and Recreation Independent Taxing District.
- The SDC methodology should be reviewed, updated, and expanded to include reimbursement fees, commercial or non-resident fees, and use of SDCs on special use and swimming pool development.

## VI. Key Focus Areas and Findings

### ***A. Demand and Unmet Need Analysis***

As a result of all the findings and gap analysis, needs assessment, level of service analysis, management and oversight considerations, the team conducted an initial findings and visioning workshop on August 24, 2012. In addition, a trails element visioning session was held on May 9, 2013.

The following management, planning, and sustainability key focus areas were identified:

- There is a need to explore continuing the temporary parks and recreation levy, and for an increase to fund important un-met needs.
- There is a need to improve walkable LOS.
- There appears to be a need to increase targeted marketing efforts.
- There will be an impact to current LOS as growth occurs if not addressed as the City moves forward.
- There lacks a comprehensive planned lifecycle replacement program to address deferred maintenance items, major capital projects and, unfinished conceptual projects.
- The OSU Study area shows a deficit in green space and park acreage.
- There is a need for additional funding and leveraging strategies for the current Family Assistance program.

The following programs to add, expand, or improve were identified:

- There appears to be a high degree of satisfaction with current aquatics programming, although capacity may be an issue in time.
- Youth athletic leagues ranked high among programs to add, expand, or improve.
- Although the cardio equipment and free weights didn't rank high on the survey, fitness and wellness programs did.
- These program areas are definitely areas for expansion and addition, although facilities or spaces may be required to support such activities:
  - Fitness and wellness
  - Cultural and arts
  - Sustainability and environmental projects
  - Local food growing, preparation and preserving
  - Summer programs for youth

- Although there is a high degree of importance for special events, there is also a high degree of unmet needs in this area. These are very costly to provide, so caution is warranted to ensure that they are adequately under-written or funded if more events are added.
- Although outdoor fields did not rank high as an un-met need, youth athletic leagues ranked high among programs to add, expand, or improve.

The following indoor facilities or amenities to add, expand, or improve were identified:

- A multi-generational community center ranked as one of the priorities in the survey and the available resources are not meeting the needs. In addition, the current Chintimini Center has many challenges including parking deficits which prevent expanding its use.
- Indoor swimming pool was ranked in the top for facilities to add, expand, or improve.
- Although this did not present as a priority in the survey, gym space is sorely lacking for programming in Corvallis. School use is challenging at best, and a full service community center would alleviate some pressure.
- There is a great potential for improvements and collaborations at both the Majestic Theater and the Avery Nature Center sites.

The following outdoor facilities or amenities to add, expand, or improve were identified:

- Off leash dog areas generally need to be more walkable, distributed around the system, while fenced parks can be provided at a drivable distance.
- Neighborhood park access and increasing walkability should be addressed together.
- There is no standard available for community gardens, but clearly this ranked as a priority. In addition, the Department recently created a community gardens master plan to guide and inform the development process.
- Typically, neighborhood parks do not have permanent restrooms because they are assumed to be within a walkable distance from home, and they are more expensive to operate and maintain; however, this often emerges as a community desire.
- There is a high degree of importance placed on natural areas and conservation lands by the community.
- There is no standard available for covered playgrounds; additional targeted analysis was determined to be necessary and was completed in this master planning effort.
- While improving access to the river may be a need for many, opportunities may be limited by available site locations and site constraints.
- Although having more outdoor pools was an issue at public meetings, it did not emerge as an issue through the survey. However, adding spray grounds or waterplay areas is a potential component in future site development or current site renovation, and as a neighborhood park feature.

- The amenities below may be secondary priorities for improvements, additions, or expansion. And replacing some existing fields with synthetic turf fields can complement the existing inventory, extending the capacity of current playability.
  - Covered bus stops
  - Disk golf
  - Tennis
  - Park shelters
  - Synthetic turf
- With the high student population there may need to be another skatepark in another location and an adventure challenge course.
- In the OSU study area green space is lacking; the composition analysis shows a lack in the mix of components (trails, natural areas, and developed park).

The following trails issues were identified:

- There is opportunity in the role and relationship that multi-modal recreational trails have with alternative transportation plans.
- Trails, connections, and loop walks were the number one priority across the system. As a result, an in-depth trails element was added by Corvallis to this master plan effort, prior to completion of the master plan development process.
- There is a need to invest in and expand the trail system as indicated in the Trails chapter.

The following safety issues were identified:

- There is illegal activity in the parks and lack of enforcement.

The following other issues were identified:

- There is an impact to some programmatic capacity from the use of non-residents from adjacent communities. Should the Department become a special district, there are opportunities to expand the service area beyond the current city limits and UGB.
- Where cross-agency intersections or opportunities occur, there is a need to coordinate access points, maintenance concerns, wayfinding, etc.

The charts on the following pages show the data sources leading to these key issues or focus areas, as well as rank the priority of the concept.

### Key Issues Analysis Matrix

2012 Data Source	Qualitative Data								Quantitative Data						Consultant's Analysis and Professional Expertise
	Planning Documents	Consultant Team	Staff Input	SWOT	Public Meetings	Focus Groups	PNARB	City Council	Statistically Valid Survey	Open Link Survey	2011 Citizen Survey	ActiveNet	Capacity Analysis	GRASP LOS	
 <p><b>Key Issue - Rating Scale</b>            a - priority - immediate/short-term            b - opportunity to improve/expand - mid/longer-term            c - minor or future issue            blank means the issue didn't come up or wasn't addressed</p>															
<b>Best Practice or Possible Solutions</b>															
<b>Planning, Management and Sustainability</b>															
Assure long term financial and service sustainability	a	a	a	a	a	a	a	a	a	a					Corvallis has developed their resource allocation philosophy, and cost recovery model and policy. There appears to be good support for continuing the temporary parks and recreation levy and for an increase to fund important un-met needs. There is a need to improve Walkable LOS.
Continue current levy	a	a	a	a	a	a	a	a	a	a			a	b	
Additional property tax to support development and improvements	a	a	a	a	b		a		a	a			a	b	Impact to current LOS if not addressed. Corvallis will develop a planned lifecycle replacement program as a recommendation of the Master Plan. In addition, most un-finished conceptual projects will be recommendations of this master plan.
Cost of deferred maintenance			a	a	a	a	a		a	a	a		b	a	
Planned lifecycle replacement		a	a	a	a	a	a		a	a			b	a	
Impact of natural features (opportunities and constraints)	a	a	a	a	a	a	a		a	a			a	a	
Maintain what we have	a	a	a	a	a	a	a		a	a	a		a	b	Consider increasing targeted marketing efforts.
Fund and implement existing planned parks and recreation development and improvement projects	a	a	a	a	a	a	a		a	a			a	a	
Improve marketing reach		b	a	a	b	b			a	b					
Bundling Senior Center and Aquatic Center fees									a						The OSU Study area shows a deficit in green space and park acreage. Conduct a feasibility study to determine re-purposing/re-location opportunities, development costs and operational impacts.
Chintimini Park, parking and center inadequacies		a	a	a	a	a	a						a	a	
Handicap or special need access		a	a		c	c	a	a	b				b	b	The City is completing the newly required ADA Transition plan and barrier free access is important.
Ability to pay		b	b	b	b	b	a	a	a						The resource allocation and cost recovery work recommended additional funding and leveraging strategies for the current Family Assistance program.
<b>Programs to Add, Expand or Improve</b>															
Aquatics		b	b		a	b			a	b		b			Indoor swimming pool was ranked in the top for facilities to add, expand or improve, and there appears to be a high degree of satisfaction with current programming, although capacity may be an issue at time. Specific GRASP analysis was not completed as there is only one facility.

### Key Issues Analysis Matrix

Key Issue - Rating Scale	Key Issue - Rating Scale											Best Practice or Possible Solutions			
	Planning Documents	Consultant Team	Staff Input	SWOT	Public Meetings	Focus Groups	PNARB	City Council	Statistically Valid Survey	Open Link Survey	2011 Citizen Survey		ActiveNet	Capacity Analysis	GRASP LOS
 <p>a - priority - immediate/short-term b - opportunity to improve/expand - mid/longer-term c - minor or future issue blank means the issue didn't come up or wasn't addressed</p>															
Youth athletic leagues			b	b	b	b			b	b		b			Although indoor athletic spaces and outdoor fields did not rank high as an un-met need, there is a lack of gym space in Corvallis, and school availability is often challenging or inconsistent. Youth athletic leagues ranked high among programs to add, expand or improve.
Adult athletic leagues		c	c			c			c			b			These program areas are definitely areas for expansion and addition; although facilities or spaces may be required to support such activities.
Fitness & wellness	a	a	b	b	b	b			c	b					
Cultural and arts									c	b					
Sustainability/environmental projects	a	c	c		c	c			c	c					
Local food growing, preparation and preserving	a	c	b		b				c	b					
Summer programs for youth			b	b	b	b			c	c		c			
Special Events		c	b		b				b	b					Although there is a high degree of importance for special events, there is also a high degree of unmet needs in this area. These are very costly to provide, so caution is warranted to assure that they are adequately under-written or funded if more events are added.
<b>Indoor Facilities or Amenities to Add, Expand or Improve</b>															
Community Center - full service Chintimini Center		a	b	b	b				b	b		b			A multi-generational community center ranked as one of the priorities in the survey and the available resources for are not meeting the needs. In addition, the current Chintimini Center has many challenges including parking deficits which prevent expanding its use. Conduct a feasibility study to determine the cost/benefit of co-locating the services offered at the Chintimini Center in a multi-generational community center on or near a public transportation route. The study should identify and evaluate re-purposing potential existing structures as well as including development costs and operational impacts.
Indoor pools		a	a	a	a				b	b					
Gyms (for basketball, volleyball, etc.)		a	a	a	a							a	b		Although this didn't present as a priority in the survey, gym space is sorely lacking for programming in Corvallis. School use is challenging at best, and a full service community center would alleviate some pressure.

### Key Issues Analysis Matrix

Key Issue - Rating Scale	Key Issue - Rating Scale											Best Practice or Possible Solutions			
	Planning Documents	Consultant Team	Staff Input	SWOT	Public Meetings	Focus Groups	PNARB	City Council	Statistically Valid Survey	Open Link Survey	2011 Citizen Survey		ActiveNet	Capacity Analysis	GRASP LOS
 <p>a - priority - immediate/short-term b - opportunity to improve/expand - mid/longer-term c - minor or future issue blank means the issue didn't come up or wasn't addressed</p>															
Cardio Equipment and Free Weights		a	b	b	b								b		Although the equipment didn't rank high on the survey, fitness and wellness programs did.
Indoor Turf Sports		a	c		b								c		This did not present as a high priority although it is an opportunity to address lacking indoor athletic spaces, perhaps considering a fieldhouse with turf and gymnasium, and supplementing outdoor athletic impacts that are subject to weather impacts.
Majestic Theater		b	c												The consultant team feels there is a great potential for improvements and collaborations at these sites.
Avery Nature Center		b													
<b>Outdoor facilities or amenities to add, expand or improve</b>															
Off-leash dog areas		b	b		b				a				b		Off leash dog areas generally need to be more walkable, often distributed around the system, while
Fenced dog parks		c	c		c				c				b		Although outdoor fields did not rank high as an un-met need, youth athletic leagues ranked high among programs to add, expand or improve.
Athletic fields/courts		b	a		a				b						This is the number one priority across the system. An in-depth trails element is currently being considered by Corvallis to add to this master plan effort, prior to completion of the master plan development process.
Trails, connections, and loop walks	a	a	a	a	a	a	a		a	a			a	a	Part of the solution to this issue may lie in the trails element.
Increase walkable LOS	a	a	a		a	a			a				a	a	This is a walkability issue.
Neighborhood parks	b	b											a	a	There is no standard available, but clearly this ranked as a priority.
Community gardens	b	b	b	b	b				b				b		Typically neighborhood parks don't have permanent restrooms because we assume they are within a walkable distance from home; and they are more expensive to operate and maintain; however, this often emerges as a community desire. Strategically identify neighborhood parks with highly used playgrounds and larger populations of children for the first consideration of these enhancements to level of service.
Restrooms and potable water		b			a	a			b						
Open space/conservation lands	a	a	a		a	a	a		a	a					High degree of importance by community
Covered playgrounds			a		b				b	c			b	c	There is no standard available; additional targeted analysis may be necessary to determine if a walkable LOS is desired for playgrounds compared to target population

## Key Issues Analysis Matrix

 <b>Key Issue - Rating Scale</b> a - priority - immediate/short-term b - opportunity to improve/expand - mid/longer-term c - minor or future issue blank means the issue didn't come up or wasn't addressed	Planning Documents	Consultant Team	Staff Input	SWOT	Public Meetings	Focus Groups	PNARB	City Council	Statistically Valid Survey	Open Link Survey	2011 Citizen Survey	ActiveNet	Capacity Analysis	GRASP LOS	Best Practice or Possible Solutions
River access			c		c	c	c		c						While improving access to the river may be a need for many, opportunities may be limited by available site locations and site constraints.
Outdoor pools - more		b	c		a										Although an issue at public meetings, it did not emerge as an issue though the survey. However, adding spray grounds or waterplay areas is a potential component in future site development or current sit renovation, and as a neighborhood park feature.
Covered bus stops						b									These amenities may be secondary priorities for improvements, additions or expansion. And renovating come existing fields to synthetic turf fields can complement the existing inventory, extending the capacity of current playability.
Disk golf									b	b					
Tennis															
Park Shelters									c						
Synthetic Turf		a	a	a	a	a									
Skatepark									c				c		With the high student population there may need to be another skatepark in another location.
Open green space	b	a	a		a	a							b	b	In the OSU study area green space is lacking; the composition analysis shows a lack in the mix of components (trails, natural areas, and developed park)
<b>Safety</b>															
Illegal behavior in parks			c		b										Continue to collaborate with City Police and incorporate
Lack of enforcement			c			a									Crime Prevention Through Environmental Design (CPTED) principals.
<b>Other</b>															
Impact of non-residents		a	a	a	b	b			c				b		There is an impact to some programmatic capacity from the use of non-residents in adjacent communities. Should the Department become a special district, there are opportunities to expand the service area beyond the current city limits and UGB.
Coordination with public lands outside the UGB	b	a	a	a		a									Where cross-agency intersections or opportunities occur, coordinate access points, maintenance concerns, wayfinding, etc.
Alternative Transportation	a	b	b		b	a									Through the addition of the trails element, further explore the role and relationship that multi-modal recreational trails have with alternative transportation plans. In addition, work with public transportation to align bus routes with major parks and facilities.

# VII. Great Things to Come – Recommendations and Actions

## **A. Priorities, Key Strategies, Goals, and Objectives**

The following recommendations are offered as a result of the needs assessment, inventory, level of service analysis, identified key issues, demographic and trend analysis, and the consultant team's expertise. Recommendations are offered in the following areas:

- Administrative Strategies
- Programmatic Elements
- Trail Element Capital Improvement Plan
- Trail System Funding
- Indoor Assets
- Outdoor Assets
- Capital Improvement Plan

## **B. Administrative Strategies**

### **B.1. Affordable Services**

**Master Plan Recommendation:** Ensure that members of the community who do not have the ability to pay market prices are afforded the same barrier free opportunity to participate in the programs and services provided by the Department. Be sure that the Family Assistance Program is adequately funded and that awareness of this service increases.

### **B.2. Americans with Disabilities Act (ADA)**

**Master Plan Recommendation:** Ensure that the Department is in compliance with the latest ADA requirements. The City of Corvallis is in the process of doing program accessibility audits and will complete the transition plan after the audit which will complete compliance. The City's ADA coordinator/responsible employee is housed in the Human Resources Department. All contractor/vendors are currently required to be in compliance.

*As required by the new 2010 ADA Standards, by March 15, 2012, the City was required to perform and document a "Program Accessibility Audit" of all recreation "opportunities"; create a written "Transition Plan" for a three year implementation horizon ending March 15, 2015 to meet the new standards, identify an internal complaint process and identify an "ADA Coordinator/Responsible Employee"; and require all contractors/vendors (NOW) to provide products and services in compliance with the new standards for any facility or service put into use as of March 15, 2012.*

### **B.3. Annexation**

**Master Plan Recommendation:** When appropriate, consider recommendations for annexation to the Planning Commission and City Council to include the following areas within the City:

- Bald Hill Natural Area
- Caldwell Farm and Natural Area
- Chip Ross Natural Area
- Chrystal Lake Sports Fields (would alleviate the potable water issue)
- Herbert Farm and Natural Area
- Mary's River Natural Area
- Owen's Farm and Natural Area
- Witham Hill Natural Area

### **B.4. Beautification Areas/Mini Parks**

**Master Plan Recommendation:** Ensure that the development of operations, maintenance, and funding of beautification areas (on-street areas and medians) are coordinated among Corvallis City Departments (Public Works and the Parks and Recreation Departments.)

### **B.5. Community Engagement and Communication**

**Master Plan Recommendation:** Continue to engage the community through town hall forums, stakeholder meetings, program evaluations, community surveys, advisory boards and commissions, etc.

### **B.6. Concession and Vending**

**Master Plan Recommendation:** Review all contract concessions, as well as all agreements, on an annual basis to assure that the Department is getting the most return on investment possible given the market conditions.

### **B.7. Conservation**

**Master Plan Recommendation:** The City of Corvallis should continue to follow and contribute to the top ten recommendations of the National Recreation and Park Association (NRPA) Conservation Task Force:

1. Take a leadership role in the community to promote conservation. Park and recreation agencies have a unique opportunity to bring governmental agencies, non-profit organizations, community leaders, and the public together for the cause of working together on community wide conservation objectives – clean water, wildlife habitat preservation, reducing energy use, and improving environmental quality. Park and recreation agencies must lead the way in promoting conservation to diverse and underserved audiences.
2. Lead by example in employing best management conservation practices in parks. Park and recreation agencies should become the catalyst in the community for conservation by showing how best practices can be adopted-not mowing what you do not need to mow; stopping wasteful energy consumption; and reducing pesticide use for example. Show the public how conservation practices can benefit everyone.

3. Engage volunteers in conservation and stewardship. Create a sense of belonging and stewardship for parks by creating a personal sense of ownership and value. Enable people to identify with their parks and natural resources, and to care about their future. Sustain stewardship by creating meaningful public participation in implementation of conservation principles and practices.
4. Establish a strategic land acquisition strategy based on knowledge and awareness of significant natural and cultural resources (watershed protection, unique ecological characteristics, and sensitive natural areas deserving protection). As the largest owners of public land within most communities, park and recreation agencies should lead the way in developing a strategic vision for preserving open space and conserving important landscapes and natural features.
5. Engage youth in conservation. Get kids and teens outdoors and enjoying their parks. The experience of nature is inherently rewarding for youth. Set as a goal to connect kids in the community to nature and the outdoors. Children and youth will be fascinated by nature and will develop a lifelong affinity as well as a conservation ethic if they have early opportunities to enjoy nature and recreate outdoors in a safe, rewarding way.
6. Conserve energy in all ways. Park and recreation agencies must lead by example, showing the public how and why they should adopt practices that they can see demonstrated in parks and recreation facilities. Park and recreation agencies should adopt energy conservation measures that make sense and save public taxpayer funds.
7. Protect natural resources in parks and in the community. A core mission of public parks is to protect land and water resources and to be stewards of natural resources. This means committing personnel and resources to protect natural and cultural resources and creating sustainable long-term methods of funding this conservation mission. Parks and recreation agencies are entrusted with some of the most important public assets of a community and the conservation and long-term protection of this public trust is and should be a core component of every parks and recreation agency's mission.
8. Create sustainable landscapes that demonstrate principles of conservation. Utilize sustainable landscape practices to save taxpayer funds, to measurably improve conservation benefits, and to educate the public about conservation. For example, agencies can reduce turf grass and mowing frequency; replace turf with native plants; manage floodplains for multiple uses including conservation and public recreation; enhance wetlands for water filtration and groundwater recharge; plant model landscapes of drought tolerant native plants adapted to climate and culture; and promote parks as food sources through edible landscapes and community gardens.
9. Forge partnerships that foster the mission of conservation. The greatest and most beneficial conservation successes most often occur as a result of collaboration. Park and recreation agencies should partner with non-profit and community service organizations, universities and colleges, school systems, other governmental agencies, and non-traditional partners for conservation outcomes. Promote health, education, and other goals while working toward a common mission of conservation.

10. Utilize technology to promote conservation. Park and recreation agencies need to embrace technology to promote conservation. This is not only in applications such as GIS, but in utilizing social media to engage the public, especially youth. Technology is not to be feared as something that detracts from the conservation mission of parks agencies, but rather it is to be accepted as a means of sharing knowledge and connecting people to conservation and stewardship.

### ***B.8. Crime Prevention through Environmental Design (CPTED)***

***Master Plan Recommendation:*** Ensure that all renovations and new construction employ CPTED principles and coordinate efforts with the Police Department.

### ***B.9. Marketing***

***Master Plan Recommendation:*** Increase marketing efforts in the following areas:

- Market all rentable spaces.
- Have all facilities clearly identified as City of Corvallis Parks and Recreation Department facilities.
- Be known and valued for your role as the stewards of the green infrastructure.
- Be known for your contributions to the value of the urban forest and its positive effect on the air and water quality.
- Message that the urban forest contributes positively to the livability of the community.
- Consider branding the Department and your services.
- Consider updating the website to include an interactive park site.
- Consider increasing target marketing efforts.

### ***B.10. Master Plan Update***

***Master Plan Recommendation:*** Typically, master plans are updated every five to six years as demographics and trends shift. Conduct a community-wide survey to identify changing public perception and desires. Consider planning for a future update which allows the Department to analyze how the accomplished projects have impacted the level of service and make any necessary course corrections to meet the newly identified un-met needs of the community. In addition, consider analyzing both the city limit and the Urban Growth Boundary as sub-areas with population density impacts.

### ***B.11. Operations and Maintenance***

***Master Plan Recommendation:*** Ensure that the operational resources and funding needs keep up with the development.

### **B.12. System Development Charges – SDC**

**Master Plan Recommendation:** As swimming pools and special use areas are considered part of the overall parks and recreation system and are impacted by growth, it is recommended that a closer review of this exclusion is needed and consideration of removing the exclusion for broader flexibility in the use of SDCs to fund impacts caused by growth.

**Master Plan Recommendation:** The 2006 SDC Methodology needs another revision to include:

- Consider broadening the City's self-imposed restrictions and applications so that aquatics, community gardens, dog parks and all components of park and recreation services can be included.
- Be sure that SDC are consistent with fair market value.
- Collect commercial SDCs.
- Use the current year's SDC project list to determine SDC eligible projects.

**Master Plan Recommendation:** The following are growth impacts or efforts to increase capacity to accommodate growth are worth considering SDC funding applications as long as the restrictions can be addressed:

- OSU growth implications, new commercial development, high density redevelopment, etc.
- New artificial turf fields or replacement of real turf fields which increase field use capacity.
- Leasing new space for a multi-generational community recreation center would not be eligible; but at least a portion of the new (recommended) facility above the replacement/relocation of the Chintimini Center could be considered if new construction.
- Adding the recommended pool cover (bubble) to increase the pool capacity at Osborn Aquatics Center.
- Lighting outdoor facilities like fields to increase capacity.
- New and added facilities and parkland.

### **B.13. Transportation**

**Master Plan Recommendation:** Encourage efforts to improve transportation from south Corvallis.

### **B.14. Zoning**

**Master Plan Recommendation:** Establish clear definitions and guidelines to create a unique prescriptive zone for all lands considered parks, natural areas, and trails and have them incorporated into the Land Development Code.

## **C. Programmatic Elements**

### **C.1. Arts and Culture**

**Master Plan Recommendation:** Better define the Department's role regarding art and culture to include relationship with the following agencies, because if they didn't exist, the Department could be expected to pick up or support these services:

- Majestic Theater
- Arts Center

### **C.2. Benton County Collaborations**

**Master Plan Recommendation:** Continue your involvement with the Benton County Health and Livability Initiative. Consider adding pre and post participant assessments to demonstrate relevant program impacts.

**Master Plan Recommendation:** Continue your support of the Benton County Health Impact Assessment. This project was conducted by Benton County Health Department to provide recommendations to maximize health benefits and minimize health risks related to speed limit and other health outcomes for all residents along South Third Street/ Highway 99 in south Corvallis. This assessment used public process to determine the access to parks and recreation programming from where the community resides and where facilities and programs are offered.

### **C.3. Outdoor Recreation and Education**

**Master Plan Recommendation:** Increase programming opportunities in outdoor recreation and education.

**Master Plan Recommendation:** Continue to actively contribute to, and abide by the Oregon Statewide Comprehensive Outdoor Recreation Program (SCORP) guidelines.

## **D. Trails Element Capital Improvement Plan and Implementation**

The following Capital Improvements Plan (CIP) lists the trail acquisition, development, and renovation projects considered for the next ten years. Based on survey results and other feedback, Corvallis residents have indicated an interest in trail maintenance and expansion as near-term priorities, and the proposed CIP is reflective of that desire.

Also, recognizing that the expansion of the trail system will require additional rights-of-way, easements, or access agreements, the CIP includes a land acquisition component to ensure that sufficient corridors are secured for the recreational trail network, especially as the greater Corvallis area continues to grow in population. The following CIP provides brief project descriptions and tiered ranking to assist staff in preparing future capital budget requests. Emphasis has been placed on securing regional and connector trail corridor acquisitions to serve the greatest population and fill critical gaps in trail network.

### **D.1. Trail Recommendations**

**Table 30** summarizes the aggregate capital estimates by trail type and by tier ranking from projects listing in the CIP (**Table 31**).

**Table 30: Trails CIP Summary Chart**

Trail Classification	Priority Ranking			Sum by Type
	Tier 1	Tier 2	Tier 3	
Regional	\$ 11,480,900	\$ 13,106,500	\$ 10,791,500	\$ 35,378,900
Connector	\$ 5,000,700	\$ 19,387,500	\$ 25,626,300	\$ 50,014,500
Park Trail	\$ 906,200	\$ 35,000	\$ 235,000	\$ 1,176,200
Sum by Tier	\$ 17,387,800	\$ 32,529,000	\$ 36,652,800	\$ 86,569,600

Table 31: Trails CIP

**Corvallis Recreational Trails Plan**  
 Projected Capital Improvements Plan

Map ID	Trail Name	Class	Tier	Segment From	Segment To	Length (ft)	Surface	Acquisition	Construction	Sum
R4	Riverfront Trail North	Regional	1	Riverfront Trail	Fillmore	1,442	Concrete	\$ 237,300	\$ 564,600	\$ 801,900
R4	Riverfront Trail North	Regional	1	Fillmore	Conser	10,441	Asphalt	\$ 981,500	\$ 2,114,400	\$ 3,095,900
R2	S Corvallis Rail w Trail	Regional	1	Avery Park	Tunison	3,480	Asphalt	\$ 327,200	\$ 939,600	\$ 1,266,800
	Walnut Blvd Pathway Upgrade	Regional	1	BC Fairgrounds	Corvallis-Philomath Trail	7,100	Asphalt	\$ -	\$ 1,150,200	\$ 1,150,200
R1	Willamette Park Trail N	Regional	1	Willamette Park	Pioneer Boat Basin	3,988	Asphalt	\$ 562,400	\$ 1,076,800	\$ 1,639,200
R7	Willamette Park Trail S	Regional	1	Rivergreen	Railroad via Cortiss	8,581	Asphalt	\$ 1,210,000	\$ 2,316,900	\$ 3,526,900
C14	Circle Blvd Extension	Connector	1	Harrison	Campus Way	2,020	Asphalt	\$ -	\$ 409,100	\$ 409,100
C21	Conser Drive	Connector	1	HWY 99	Walnut via Railroad	3,055	Asphalt	\$ -	\$ 618,700	\$ 618,700
C11	Riverfront - HWY 99	Connector	1	Riverfront Trail	Cornell	3,336	Asphalt	\$ 313,600	\$ 675,600	\$ 989,200
C20	Village Green Extension	Connector	1	Village Green	Jackson Frazier NA	3,872	Asphalt	\$ 364,000	\$ 784,100	\$ 1,148,100
C28	Walnut Blvd Extension	Connector	1	Audene	Timberhill Park	7,357	Asphalt	\$ 345,800	\$ 1,489,800	\$ 1,835,600
	Chip Ross NA: West Trailhead	Park Trail	1			NA		\$ 250,000	\$ 175,000	\$ 425,000
	Seavey Meadows Trailhead	Park Trail	1			NA		\$ -	\$ 60,000	\$ 60,000
	Shooting Star - Chip Ross	Park Trail	1	Shooting Star	Chip Ross NA	2,157	Gravel	\$ 202,800	\$ 218,400	\$ 421,200
<b>Subtotal: Tier 1</b>								\$ 4,794,600	\$ 12,593,200	\$ 17,387,800
R9	Crescent Valley East	Regional	2	Crescent Valley	Owens Farm	5,900	Asphalt	\$ 831,900	\$ 1,593,000	\$ 2,424,900
R10	Crescent Valley West	Regional	2	Chip Ross NA	Crescent Valley	7,545	Asphalt	\$ 709,300	\$ 2,037,200	\$ 2,746,500
RB	Herbert Avenue	Regional	2	Willamette Park Trail	Herbert Farm	6,503	Asphalt	\$ 611,300	\$ 1,755,900	\$ 2,367,200
	Riverfront Trail: North Trailhead	Regional	2			NA		\$ -	\$ 200,000	\$ 200,000
R3	S Corvallis Rail w Trail	Regional	2	Tunison	Private Drive	2,600	Asphalt	\$ 244,400	\$ 702,000	\$ 946,400
R3	S Corvallis Rail w Trail	Regional	2	Private Drive	Herbert	7,963	Asphalt	\$ 748,600	\$ 2,150,100	\$ 2,898,700
	Walnut Blvd Pathway Upgrade	Regional	2	MLK Jr Park	BC Fairgrounds	9,400	Asphalt	\$ -	\$ 1,522,800	\$ 1,522,800
C1	Crystal Lake Drive	Connector	2	Willamette Park	Pioneer Boat Basin	2,674	Asphalt	\$ 188,600	\$ 541,500	\$ 730,100
C2	Goodnight Ave - Caldwell	Connector	2	Willamette Park	Railroad	4,770	Asphalt	\$ 448,400	\$ 966,000	\$ 1,414,400
C13	Harrison Avenue	Connector	2	Circle Blvd	Walnut Blvd	2,867	Asphalt	\$ -	\$ 580,600	\$ 580,600
C22	Jackson Frazier - Owens	Connector	2	Jackson Frazier NA	Owens Farm	1,924	Asphalt	\$ 180,900	\$ 389,700	\$ 570,600
	Kiger Island Trailhead	Connector	2			NA		\$ 200,000	\$ 75,000	\$ 275,000
C3	Kiger Island West	Connector	2	Willamette Park Trail	Railroad	3,991	Asphalt	\$ 375,200	\$ 808,200	\$ 1,183,400
C18	Lester Avenue	Connector	2	HWY 99	Chip Ross NA	8,473	Asphalt	\$ 796,500	\$ 1,715,800	\$ 2,512,300
C15	MLK Jr Park - OSU	Connector	2	Royal Oaks	Skyline	1,004	Asphalt	\$ 94,400	\$ 203,400	\$ 297,800
C15	MLK Jr Park - OSU	Connector	2	Oak Creek	OSU Farm	1,920	Asphalt	\$ 180,500	\$ 388,800	\$ 569,300
C15	MLK Jr Park - OSU	Connector	2	Skyline	Oak Creek	6,579	Asphalt	\$ 618,500	\$ 1,332,300	\$ 1,950,800
C12	Spring Creek	Connector	2	53rd Ave	Bald Hill NA	7,379	Boardwalk	\$ 554,600	\$ 6,690,600	\$ 7,245,200
C12	Spring Creek	Connector	2	53rd Ave	Bald Hill NA	7,379	Gravel	\$ 139,200	\$ 149,900	\$ 289,100
C12	Spring Creek	Connector	2	Sunset Park	53rd Ave	1,500	Boardwalk	\$ -	\$ 1,701,000	\$ 1,701,000
C12	Spring Creek	Connector	2	Sunset Park	53rd Ave	670	Gravel	\$ -	\$ 67,900	\$ 67,900
	Marys River NA Trailhead	Park Trail	2			NA		\$ -	\$ 35,000	\$ 35,000
<b>Subtotal: Tier 2</b>								\$ 6,922,300	\$ 25,606,700	\$ 32,529,000

## E. Indoor Assets Capital Improvement Plan

### Corvallis Recreational Trails Plan

#### Projected Capital Improvements Plan

Map ID	Trail Name	Class	Tier	Segment From	Segment To	Length (ft)	Surface	Acquisition	Construction	Sum
R5	Airport Loop Trail	Regional	3	Weltzin	Airport Ave	26,550	Asphalt	\$ 2,495,700	\$ 7,168,500	\$ 9,664,200
R6	HWY 34	Regional	3	Riverfront Trail	Suzanne Wilkins	905	Asphalt	\$ -	\$ 244,400	\$ 244,400
R6	HWY 34	Regional	3	Suzanne Wilkins	HWY 34 Pathway	3,270	Asphalt	\$ -	\$ 882,900	\$ 882,900
C5	Brooklane Drive	Connector	3	53rd Ave	Marys River NA	8,694	Asphalt	\$ 817,300	\$ 1,760,600	\$ 2,577,900
C17	Century Drive North	Connector	3	Walnut Blvd	Lester	6,442	Asphalt	\$ -	\$ 1,304,600	\$ 1,304,600
C24	Frazier Creek	Connector	3	Highland	Lewisburg	8,583	Asphalt	\$ 806,900	\$ 1,738,100	\$ 2,545,000
C27	Granger	Connector	3	HWY 99	Railroad	12,430	Asphalt	\$ 1,168,500	\$ 2,517,100	\$ 3,685,600
C25	Highland	Connector	3	Crescent Valley School	Lewisburg	4,800	Asphalt	\$ 451,200	\$ 972,000	\$ 1,423,200
C4	Kiger Island East	Connector	3	Willamette Park Trail	Kiger Island	8,398	Asphalt	\$ 789,500	\$ 1,700,600	\$ 2,490,100
C26	Lewisburg	Connector	3	Michelle	HWY 99	11,970	Asphalt	\$ 1,125,200	\$ 2,424,000	\$ 3,549,200
C16	Oak Creek	Connector	3	Walnut Blvd	Hope	12,480	Asphalt	\$ -	\$ 2,527,200	\$ 2,527,200
C19	Powerline	Connector	3	Ponderosa	Dimple Hill	6,584	Gravel	\$ 1,237,800	\$ 666,700	\$ 1,904,500
C8	Sunset Park - Brooklane	Connector	3	Sunset Park	Brooklane	3,343	Asphalt	\$ 314,300	\$ 677,000	\$ 991,300
C9	Walnut Blvd Pathway S	Connector	3	Country Club	Nash	2,920	Asphalt	\$ 274,500	\$ 591,300	\$ 865,800
C10	Walnut Blvd Pathway S	Connector	3	Nash	Waltenpaugh	5,942	Asphalt	\$ 558,600	\$ 1,203,300	\$ 1,761,900
	Herbert Farm NA Trailhead	Park Trail	3			NA		\$ -	\$ 60,000	\$ 60,000
	Owens Farm NA Trailhead	Park Trail	3			NA		\$ -	\$ 175,000	\$ 175,000
<b>Subtotal: Tier 3</b>								\$ 10,039,500	\$ 26,613,300	\$ 36,652,800

Walker Macy inventoried ten Corvallis Parks and Recreation facilities to assess the level of service that is being provided by the facilities. Below are the findings and recommendations of each:

### ***E.1. The Arts Center***

This is a beautiful facility which has maintained its historic character. The main entry is not ADA accessible. Overall building condition is good, and may have been restored within the last 10 years. Storage space seems a bit limited. The basement “Clay” room is poorly ventilated and has no natural light. This room is also not ADA accessible.

***Master Plan Recommendations:*** Provide ADA accessibility at front door (the non-profit is currently funding and completing this project). Explore ADA options for basement space. Provide more storage. Provide ventilation to “Clay” room. Provide exterior security lighting at front and back of facility.

### ***E.2. Avery House Nature Center***

Given its setting and access to nature, the Avery House is conducive for supporting a nature center. Deferred maintenance could be remedied while increasing the desirability of the facility. Site accessibility is deficient. There are only three parking stalls, one of which is ADA compliant. The building entry is not welcoming and is cluttered inside and out. Office space appears crowded and untidy. There appears to be too little storage space.

***Master Plan Recommendations:*** Address Interior and exterior upgrades and deferred maintenance. Improve entry experience. Improve access and accessibility to better integrate with site and building. Add storage facilities or remove clutter. Provide additional parking. Develop interior spaces to support nature center programs. Improve Lion Shelter with stove top burners and establish connection to Nature Center. Improve exterior illumination.

### ***E.3. Berg Park Building (Formerly known as Flomacher)***

The Berg Park building is located in Berg Park. In 2013 the building houses one business (Flomacher), two non-profit organizations (Majestic Theatre storage and Corvallis Bicycle Collective operations). The Parks and Recreation Department also uses the building for large storage space.

***Master Plan Recommendations:*** Complete building stabilization and renovation to accommodate maintenance facilities for future sports facility.

### ***E.4. Chintimini Senior Center***

Parking is a major issue that limits participation in scheduled activities. Create an enforceable parking district to serve the needs of building users. Front entry could have more presence and clarity. Facility needs more multi-purpose, fitness, and garden space. Connections to an outdoor space from the south building face would enhance the Center’s rent-ability. Interior of facility is rather dated as well as the furnishings. Remodel plans exist, but bond measure did not pass to fund this remodel. Exterior of facility is well established and appears to be aging well. Storage space seems adequate and is well organized. Computer lab is very small. Kitchen appears to function well.

**Master Plan Recommendations:** The surrounding housing developments have reduced the usefulness of this facility in its current location. This facility should be relocated to a more beneficial location in Corvallis. This facility should be repurposed to parkland space to serve the OSU student and surrounding population, and/or an enterprising venture.

### ***E.5. Corl House***

The Corl House and grounds, located within Woodland Meadow Park are well kept. The building entry and wayfinding are clear and understandable. The building capacity is 25, there are 16 parking stalls. There is a detached garage for storage which appears adequate for the current building use. The building functions as a caretakers house at this time and the barn is not usable; however, this site would make a wonderful wedding and event venue.

**Master Plan Recommendations:** Update furnishings and windows and consider updates to kitchen and restrooms. Provide additional parking and exterior lighting.

Renovate and rehabilitate adjacent barn. Provide concrete slab floor and restroom facilities. Provide structural improvements and new roof.

### ***E.6. Gaylord House***

The Gaylord house is a nationally listed historic home. The house was relocated to Washington Park and does not have electricity or running water. The exterior of the house was painted recently and is in good condition. The roof needs replacement and the interior is in poor condition. If restored the house has the potential to be a local museum, offices for a non-profit, or other enterprise venture.

**Master Plan Recommendations:** Develop a site Master Plan to include replacement of the roof, and completing structural upgrades and interior renovation.

### ***E.7. Majestic Theatre***

There is a desire for a ballroom floor (flat, no angle) to expand certain types of events that can be scheduled. With a flat floor, tiered seating can be brought in as needed. A model is desired that would allow for increased revenue by allowing for 15-25 percent music and 40-55 percent rental for theater and dance productions. Modifications to theater could increase desirability for long term productions being booked. Fire curtain line (on stage) is also a limiting factor for music or theater productions. Changing rooms are inadequate as theater dressing rooms. Lighting and sound equipment is dated. Tech room is underutilized. Hallways throughout theater could be used as gallery space. There is a community desire to rebrand the theatre. Spacious and interesting entry lobby. Office Space is spacious. There appears to be ample space for storage.

**Master Plan Recommendations:** Modify existing facility to accommodate an enterprising venture. Provide kitchen upgrades, repurpose balcony space, and provide structural improvements.

### ***E.8. Mary's River House***

The Mary's River House is located adjacent to the Parks Operations Offices in Avery Park. This house is a residence and is rented out to a city staff person. The house is in good condition and does not have any CIP projects or needs associated with it at this time.

**Master Plan Recommendations:** None at this time.

### **E.9. Osborn Aquatic Center**

The Osborn Aquatic Center is an indoor and outdoor pool facility. The community is interested in augmenting this facility to be similar to the Dixon Recreation Center at OSU. A dedicated workout room is desired. The room behind the balcony space could potentially be renovated for this. Locker rooms would benefit from dedicated swim team space. Filter rooms have diatomaceous earth dust issues and there is an interest in switching to a sand filter system. Office space on the lower floor appears crowded and is too small. Overall storage appears inadequate.

**Master Plan Recommendations:** Repurpose space behind balcony for gym space, provide new pool filtering system, and new AV equipment for multipurpose rooms. Enlarge small pool. Redesign lobby and add a pro shop.

### **E.10. Owens Farm House and Barn**

Owens Farm is a historic property that has an adopted management plan and conceptual design. The original farm house and barn were built in the late 1800s. Both structures are on the Benton county historical register. The Parks and Recreation Department is currently working to have the structures placed on the national historic register, and the barn was just acknowledged by the National Trust for Preservation with an award and small grant. Both structures are deteriorated and need immediate stabilization in the short term and restoration in the long term. There is potential to turn the site in to a museum and working historic farm.

**Master Plan Recommendations:** Restore

### **E.11. Parks and Recreation Administration Office**

Lobby and entryway are inviting and welcoming. Entry includes a kids' play area. Office Space includes nine staff offices, and one front desk office which is spacious. There are copy and supply rooms and restrooms which appear to only be for staff. There are staff locker rooms which are small and not attached to the changing rooms.

**Master Plan Recommendations:** Repurpose locker room space for parks use. Upgrade Audio Visual equipment in conference room. Address deferred maintenance items. Provide shower stalls. Replace flooring.

### **E.12. Pioneer Garage**

In general, this space is underutilized and has opportunity to be a real asset to Pioneer Park. Improvements to, or replacement of the facility could be considered. The space is leased for \$1 per year by the Mary's River Gleaners (Food Co-Op). It is located under a highway overpass but apparently there are minimal security and vandalism issues. It is a relatively clean site; no litter or dumping evident. There appear to be ample opportunities for parking and enhanced outdoor spaces. There is no clear entry off highway. There is a detached garage, dumpster area and portable toilet on the outside of the building.

**Master Plan Recommendations:** Tear down once vacated.

### **E.13. Tunison Community Room**

Building appears to function well.

**Master Plan Recommendations:** Restripe parking lot. Provide additional landscaping around perimeter of building. Replace flooring. Upgrade kitchen for instructional purposes. Provide storage for chairs and tables.

### **E.14. Walnut Community Room**

The Walnut Community Room appears to function as intended.

**Master Plan Recommendations:** Make improvements to kitchen to make it full service. Possibly enclose the kitchen from the rest of the facility. Minor upgrades are recommended for the restrooms. Expand outdoor space.

## **F. Outdoor Assets Capital Improvement Plan**

A number of issues and opportunities were discussed in the conclusion of the inventory and analysis section of this report. Possible actions and suggestions were offered there as a way of stimulating ideas, some of which may not be appropriate or feasible at this time, but which may lead to other ideas now or in the future. Some of the ideas from the analysis, and others emerging from the public input process and staff review are presented here as more specific actions to be recommended as part of this master plan. These recommendations have been incorporated into the Capital Improvement Plan Recommendations Budget (included at the end of this chapter) wherever possible.

Some actions are not ones that the Parks and Recreation Department would directly undertake, but rather would encourage others to adopt them as a way of advancing the goals of the Department.

### **F.1. Master Plan Recommendations**

1. Move forward on all current master plans and complete new ones identified in the CIP Budget for upgrading and redeveloping existing sites to fit current needs. Highest priority should be placed on those that address key issues identified by the inventory and analysis process and public input for this master plan:
  - Improving sites as destinations for walking, and adding walkways within sites that enhance their use for walking.
  - Enhancing opportunities for play by upgrading or adding new play areas.
  - Adding community gardens.
  - Providing new dog off-leash areas where needed.

Particular improvements to be made at several sites include:

#### **Avery Park:**

- Upgrade existing playground (make it a destination playground as described in #2 below).
- Create walking loops within the park to encourage walking and to improve ADA access.
- Install a footbridge to connect Avery and Pioneer Parks.
- Add interpretive signs to reflect the historic aspects of the park.

***Bruce Starker Park:***

- Enhance its overall use and potential revenue generation with improvements include paving the parking area, upgrading the playground, and improving the stage to address wind-tunnel effects.

***Central Park:***

- Maximize the LOS offered by this park, especially as a walking destination for the neighborhood, but also as a destination park and identity feature for the whole community. Incorporate more art, re-purpose the fountain, enhance the site's historical character, and create a destination playground.

***Chepenafa Springs Park:***

- Complete plans for expansion of adjacent seven acres under consideration for making this park larger. Repurpose the existing basketball court for new uses, such as a ground maze, trike-track, or other possibilities.

***Chitimini Park:***

- Implement master plan with updates as needed.

***Cloverland Park:***

- This is a very busy park with popular playground and tennis courts. Add a picnic shelter and upgrade to a destination playground. Move parking to the north side of Garfield Street as part of the healthy streets initiative.

***Herbert Farm and Natural Area:***

- This cultural and historic site needs preservation and refurbishment which is important to the long term sustainability of these assets.
- In addition, this is a funded restoration project that will include Native American and other heritage educational signs.

***Orleans Natural Area:***

- Cultural signage regarding the former City of Orleans is slated for the Orleans Natural Area pending the completion of its master plan.

2. Enhance walkability throughout the city by the following actions:

- Address pedestrian barriers throughout Corvallis to provide greater access to existing parks. This goal should be integrated with the City's Healthy Streets initiative being instituted by the Public Works Department. Examples include, but are not limited to, the NW Harrison corridor, Highways 34 and 99, and 53<sup>rd</sup> Street.
- Incorporate walkability into the master plans and upgrades for all sites. This means providing amenities that appeal to residents in the neighborhood and encourage them to travel there, on foot, such as playgrounds, dog-friendly features, restrooms, and drinking water.

- Make natural areas a walking destination by adding amenities such as kiosks, interpretive signage, seating, drinking water, restrooms (portables ok) at key entry points. Also, create areas for nature play in natural areas to enhance their desirability as a walking destination. (See #3 below).
  - Make use of under-utilized spaces such as 27<sup>th</sup> and Coolidge to create community identity features and casual gathering spaces. Benches, art, shade, community gardens, or perhaps a small tot play area could be located in places like this. If possible, integrate such improvements into the healthy streets initiative.
  - Look for ways to make city street rights-of-way more desirable for walking by adding park-like amenities such as trees, benches, art, etc. (Some cities have started to allow the planting of vegetable gardens in the planter strip between the sidewalk and curb in special cases.) The Parks and Recreation Department may participate directly by installing and maintaining such features in the City's rights-of-way, or by encouraging adjacent landowners and the Public Works Department to implement improvements. Making the walkways leading to parks more attractive for walking will encourage more people to walk to parks and take advantage of their benefits.
  - Encourage other land owners such as churches, non-profits, the university, the County (for example, the fairgrounds) and corporate entities to make their properties desirable as walking destinations, by adding walkways, waysides, art, interpretive signage, wayfinding signage, etc. This could be especially effective in the downtown commercial area, where self-guided walking tours could be mapped out and promoted as healthy activities that may also have economic benefits to the community. The Parks and Recreation Department's role could be to provide information and guidelines that help land owners determine what improvements to make and how to implement them. Some amenities, such as community gardens, may lend themselves to partnerships with landowners in which the Parks and Recreation Department provides assistance in helping a community organization set up a community garden on land owned by someone else. This could include technical assistance and/or providing equipment and operators to move materials such as planting soil, mulch, etc. to the site.
  - Schoolyards could become desirable walking destinations by adding benches, shade, and other amenities that offer a park-like experience. The Department's role could range from technical assistance or acting as a liaison between the school district and community advocates to providing capital assistance and maintenance through detailed joint-use agreements.
3. Improve access to play by these actions:
- Adding new playgrounds to meet projected needs. These can be accomplished by:
    - Enhancing the play experience at existing parks (for example at Lily and Peanut Parks), including the ones mentioned earlier for upgrades.
    - Creating new playgrounds in new parks.
    - Creating Nature Play areas at natural areas.
    - Placing play opportunities along trails and greenways (quantity to be determined) using the Pathways For Play concept: <http://www.pathwaysforplay.org/>

- Adding at least one more play area within Willamette Park (on the western edge to serve the adjacent neighborhood).
- Considering the addition of small play elements in under-utilized pockets and spaces (such as 27<sup>th</sup> and Coolidge).
- Exploring the possibility of adding a playground at the fairgrounds.
- Suggesting the creation of playgrounds somewhere on the university campus (many students today are non-traditional ones with families and they, as well as the broader community, would benefit from this and it could build a bridge between the university and the community).
- Considering opportunities to partner with churches, schools or other organizations, if not to construct permanent playgrounds, then perhaps to use their sites for “pop-up playgrounds”  
[http://kaboom.org/blog/bright\\_ideas\\_pop\\_up\\_playgrounds](http://kaboom.org/blog/bright_ideas_pop_up_playgrounds).
- Enhancing play opportunities and the play experience at existing sites by:
  - ♦ Using existing or new partnerships to upgrade play at school sites in critical parts of the city that currently lack access to play, including Mountain View School, Hoover Elementary, Garfield Elementary, Adams Elementary, and Lincoln Elementary.
  - ♦ Adopting the Learning Landscapes model that enhances schoolyards for both education and neighborhood use. More information can be found at: <http://www.learninglandscapes.org/>
- Consider creating unique “destination playgrounds” in key location distributed throughout the city. Each of these would have its own special appeal, with the intention that people would be drawn from throughout the city to visit all of them at various times. This has multiple benefits, including providing more diverse play activities for children, creating opportunities for people from different parts of the community to interact in beneficial ways and build a sense of community, and creating a sense of identity for the City itself. For example, one of the destination playgrounds could have a nature-play theme, another could reflect the heritage of Corvallis, and one could have a completely different theme.
  - Destination playgrounds should have adequate parking nearby and access to restrooms with plumbing, group picnic shelters (a potential revenue source through rentals for birthday parties, etc.), and other things to do nearby so that the whole family can enjoy an extended visit. Refreshments and other concessions are good amenities to have nearby as well.
  - Potential locations for destination playgrounds include MLK Jr Park, Avery Park, and Willamette Park. North Waterfront Park could also be an ideal location because of its proximity to downtown, as could Central Park. The two new parks recommended for the north and west sides of the city would also be appropriate locations.

4. Address needs for community gardens by implementing the Community Gardens Master Plan. Community gardens can also be encouraged in other ways by providing assistance as mentioned in #2 above. Possible locations include:
  - Each of the two new parks recommended below
  - Under-utilized spaces and pocket parks
  - Fairgrounds
  - University Campus
  - Natural areas if and where appropriate
  
5. Expand access to dog off-leash areas by adding additional ones distributed throughout the city. If properly distributed, these could enhance citywide LOS for walkability, and encourage more people to walk.
  - Locations could include:
    - One in each of the new parks recommended below
    - Fairgrounds
    - University campus (students have dogs, too)
  
  - Consider adding more amenities such as shelters, training features, etc., at all dog off-leash areas. These facilities can be key destinations for social interaction and community-building if people are made comfortable when using them and they can be important motivators for increased activity levels to address public health issues such as obesity.
  
6. Address the low-scoring items from the inventory where appropriate. See **Appendix F** for a detailed listing of these and a discussion of how to address them. Many of these items have been incorporated into specific items in the Capital Improvements Recommendations Budget. *(Note that no systemic maintenance issues were identified that would lead to the abnormal degradation of components or sites. Low-scoring components appear to be primarily a result of aging and normal wear-and-tear.)*
  
7. Consider acquiring land and building **new parks**. At least one of these should be located in the north area west of 99W and north of Lester Avenue. Another should be adjacent to the fairgrounds or in the area east of the fairgrounds, south of NW Harrison, west of campus, and north of HWY 34. *(Note that the fairgrounds are located in an area that is currently lacking in service, so improvements there would help even if a new park in that area is not feasible.)*

Ideally these parks would be in the size range of 60 to 80 acres or greater, but sites as small as 10 to 15 acres could work. Within each of these, provide a playground, dog off-leash area, community gardens, open turf large enough for practice field, picnic facilities, and other basic amenities as needed (courts, etc.) or leave room for expansion to accommodate future needs.
  
8. Create a sports complex in a location to be determined to address the need for sports fields and related facilities.

9. Review the current Parks and Recreation Department's classification system and GIS inventory to make certain that all sites currently have the most appropriate classification. Prepare and/or revise definitions if needed. Some classifications do not seem to have clear definitions or any definitions at all on file, while other definitions seem to apply to only one or two properties. In such cases, definitions might be combined or revised to simplify and clarify the system. *(Note that changing classifications of neighborhood parks or moving parks into the Neighborhood Park classification from other classes will affect the computed Average Neighborhood Park Score, which in turn may change the threshold that was used to analyze walkability in Perspective 2 of the inventory and analysis. This is not a problem, because the analysis was intended to reflect existing conditions. Those conditions remain the same until reclassification of parks actually occurs. However, it means that if the analysis is conducted again after parcels have been reclassified, the results could change somewhat.)*
10. Develop an overlay of sub-areas to be applied to all lands managed by the Department.
- Under this system, an entire parcel or set of contiguous parcels would still fall under a single classification (such as Neighborhood Park or Natural Area). But it might actually contain a range of conditions that can satisfy a broader spectrum of needs. For example, Portland's parks department identifies three main **settings** within parks:
    - Highly protected **Nature** settings, where the focus is on ecosystems and protecting the natural environment.
    - Lightly developed **Nature/People** settings, with many opportunities for satisfying contacts with urban nature.
    - Highly developed **People** settings, where use is intense and natural features are few.
  - Developed parks typically address the third (People) setting. But larger parks like Willamette often also address the second – Nature/People. Natural areas focus primarily on the first item, but may have aspects of all three, particularly if it includes such things as an interpretive center, parking lots, trailheads, etc.
  - In Corvallis, the concept of settings might be particularly useful on lands designated as Natural Areas. Natural areas can mean different things to different people. Consider the creation of sub-areas (settings) within those parcels that are designated as nature areas based on which of the benefits are best suited to that location: 1) conservation of natural resources, 2) preservation of historic or cultural features, which might include agricultural activities, and 3) recreation, which might include alternative recreation activities such as geo-caching, birdwatching, and nature play grounds, as well as educational activities such as nature study and campfire talks.
  - It is possible that all of these sub-areas could be present within a single parcel that is currently designated as a natural area. The designation of sub-areas would allow for the parcel to be managed in ways that properly address the full range of benefits provided by natural areas. The sub-areas would be identified and mapped in the GIS.

- Areas designated for 1) *conservation* would be managed to limit human impact and intrusion with fewer numbers of trails, more restrictions on activities, and an emphasis on management to control invasive species and restore natural ecologies. Areas designated 2) *preservation* would be places where historic uses have altered the natural ecology but the remnants of these uses have intrinsic value as cultural artifacts, reflection of the local heritage, etc. If agriculture is a part of the history of an area with this designation, then a community garden might be appropriately located there. Areas designated 3) *recreation* would be those where recreational or educational activity in a more natural environment than that normally provided in a developed park would be appropriate. Trailheads, nature play areas, and perhaps even picnic shelters would be located in these areas.

11. Develop a set of park design standards to be used when acquiring new lands, making repairs to existing parks and trails, upgrading old ones, and constructing new ones. This could take the form of a manual that covers the land acquisition process (including whether or not to acquire lands proposed for donation, dedication, or purchase), determining the proper classification of lands and what uses are appropriate, and design standards for physical elements such as fields, courts, picnic facilities, irrigation systems, plantings, etc. Some agencies have multiple manuals – one for planning and design standards, one for construction standards, and another for operations and maintenance standards. Corvallis should decide which approach is best for its own situation.

12. Adopt a strategy for land acquisition and the creation of new parks.

- Such a strategy should incorporate the following elements:
  - Use the LOS GRASP® perspectives to determine if the potential acquisition is in an area where there are gaps in service, either in the composite LOS or in the variety of experiences offered.
    - ♦ Look to survey data for unmet needs (especially cross-tabulated data) and determine if the site is appropriate for these uses.
    - ♦ Cross-reference with the capacity chart, site opportunities and constraints, and other information in the analysis section of this report.
    - ♦ Provide a recommended list for that location of potential components for development considerations as well as operating and maintenance impacts.
    - ♦ Determine go/no go for acquisition. If acquired, check back on all of the previous items as planning and development proceeds to make sure that the facility fulfills the intent and purposes for which it was originally acquired.

# G. Opportunity Perspective

## CORVALLIS PARKS AND RECREATION DEPARTMENT

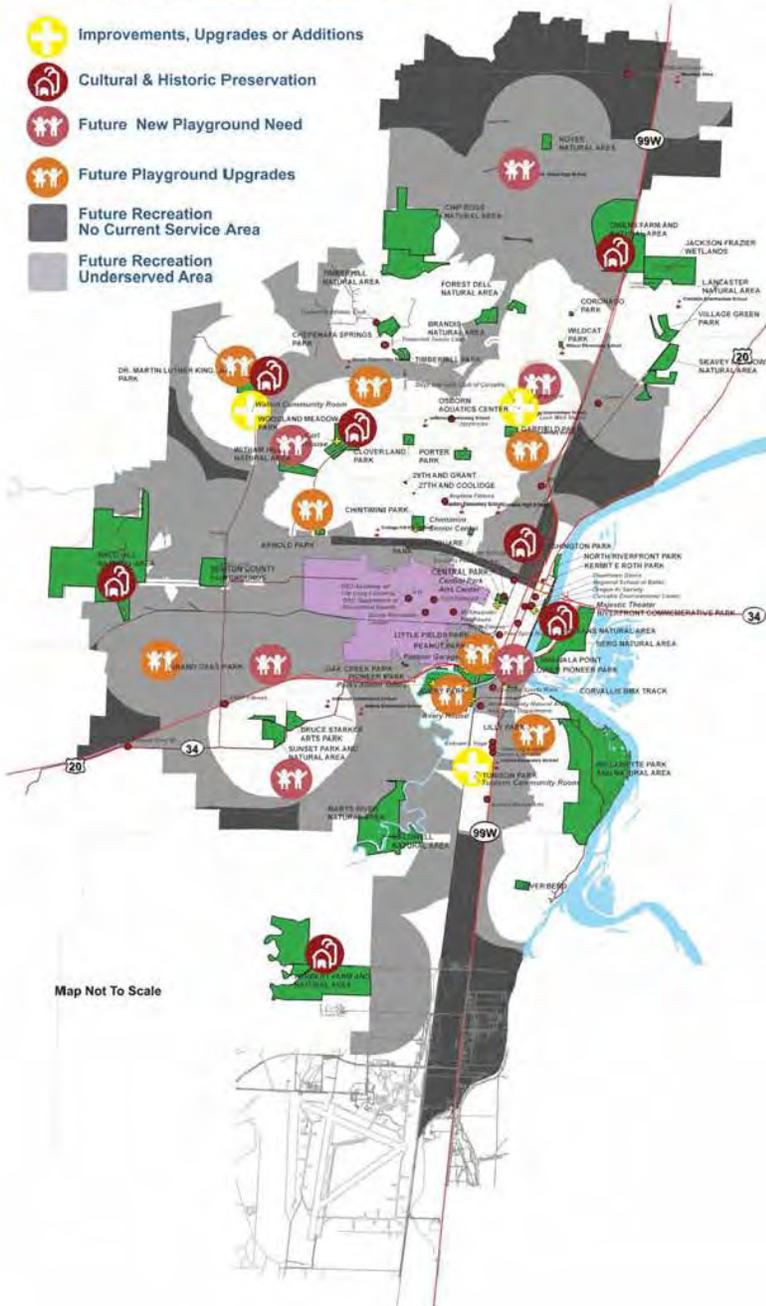
### Opportunity Perspective



Opportunity exists to enhance the Corvallis Parks and Recreation Department based on the following criteria:

- Populated areas with no walkable playground
- Populated areas with low scoring playground amenities
- Areas with no existing service
- Areas with low existing level of service

- Improvements, Upgrades or Additions
- Cultural & Historic Preservation
- Future New Playground Need
- Future Playground Upgrades
- Future Recreation No Current Service Area
- Future Recreation Underserved Area



Map Not To Scale

#### Locations to be Determined



Multi-generational Recreation Center



Sports Complex



Indoor Event Space / Field House



Adventure Park



Public Golf Course



Pathways to Play



Learning Landscapes Beta Site

The previous map displays a number of the opportunities and recommendations outlined in the previous recommendations. The intent is to graphically show approximate locations and distribution across the study area but is not intended to be inclusive of all recommendations, opportunities, or findings analysis. The priority or opportunity for any improvements or changes within the current system, may present itself based on a number of future variables. Variables might include:

- New development
- Opportunistic ventures or partnerships
- Annexation
- Unforeseen conditions
- Changes in demographics in socioeconomic conditions
- Unexpected benefactor
- Financial constraints
- Changing priorities and politics

Many improvements, upgrades, or additions at indoor facilities have been outlined in the document. Currently, the highest priorities appear to be at Osborn Aquatics Center, Tunison Community Room, and Walnut Community Room. These locations are shown with the yellow and white plus symbol.

Corvallis has a large number of cultural and historic sites. Preservation, restoration, and refurbishment of these sites is important to the long term sustainability of these assets. Current priorities include Bald Hill Natural Area, Dr. Martin Luther King Park, Owen's Natural Area Farm House and Barn, Washington Park – Gaylord House, and Corl House and Barn at Woodland Meadow Park. In addition, Herbert Farm and Natural Area is a funded restoration project that will include Native American and other heritage educational signs. Cultural signage regarding the former City of Orleans is slated for the Orleans Natural Area pending the completion of its master plan. These locations are identified with the red barn symbol on the map.

Walkable access to playgrounds was identified as an important component of this master plan. Through in-depth analysis and mapping a number of general locations have been identified as priority areas for playground upgrades or new playgrounds. The orange children symbol represents areas in the City that currently have playgrounds in need of upgrades. The red children symbol represents areas in the City that currently have a population of children without current walkable access to a playground.

Overall walkable level of service analysis identified a number of gaps in service across the study area. Further analysis identified locations either underserved or lacking in service that also currently have residents. Areas currently without any service are shown in a darker gray while areas with limited service in lighter gray. Providing recreation opportunities within a one-half mile proximity to residents is seen as a priority of this plan. It should be noted that future development may ultimately add residents to locations currently without service and thus add additional priority areas.

Finally, a number of potential recreational opportunities were identified as wants and needs of the community. Locations for these opportunities may vary greatly or have not yet been identified by this plan. These conceptual ideas are highlighted on the map callout.

## ***H. Funding the CIP***

Funding required to implement the improvements recommended in this Master Plan exceeds \$140 million. This plan describes Parks and Recreation facility, park, trails and natural area needs in a comprehensive way so staff can develop near term goals based on available funding opportunities. The City's existing Capital Improvement Program is designed to facilitate projects in plans as they transition from planned projects to implemented projects. Through the annual CIP review process, the projects in this Master Plan will be brought forward for community and City Council consideration.

## ***I. Capital Improvement Plan (CIP) Projects Chart***

The following Capital Improvement Plan phases investment projects into three categories:

- Immediate to 1-2 years – critical improvements and revenue enhancements to be accomplished over the short term
- 3-5 years
- 5 years and beyond