

Tualatin Hills Park & Recreation District 2023 Comprehensive Plan



Approved
February 8, 2023

Acknowledgements

Board of Directors

Felicita Monteblanco
President

Barbie Minor
Secretary

Alfredo Moreno
Secretary Pro-Tempore

Heidi Edwards
Director

Tya Ping
Director

General Manager

Doug Menke

Project Sponsors

Aisha Panas, Deputy General Manager/Park Services Director

Project Team

Peter Swinton, Urban Planner II

Jeannine Rustad, JD, Planning Manager (January 2021-January 2022)

Jaspreet Chahal, Community Engagement Specialist (January 2021-February 2022)

McKenzie Miller, Administrative Specialist

Henry Chan, Communications Specialist - Graphic Design

Holly Thompson, Communications Director

Project Mentors

Gery Keck

Julie Rocha

Bruce Barbarasch

Keith Watson

Project Work Groups

Welcoming & Inclusive

Lead: Jaspreet Chahal
Jon Wangen
Lulú Ballesteros
Hanna Doernhofer
Kristin Smith

Environmental Stewardship

Lead: Bruce Barbarasch
Sebastian Ford
Scottie Meinke
Peter Swinton
Crystal Durbecq

Play for Everyone

Lead: McKenzie Miller
Ann Johnson
Liana Harden
Karol Johnston
Jeff Lee

Accessible and Safe

Lead: Jeannine Rustad
Nicole Paulsen
Cameron Hall
Aileen Feeney
Brian Yourstone
Mark Pierce
Chris Gaydos

GRASP Level-of-Service Analysis Team

Carter Marshall, Design Concepts Landscape Architecture
Gery Keck
Jon Campbell
Nicole Paulsen
Tim Bonnin
Mike Cero
Troy Schader
Roger Whitaker
Cameron Hall
Trask Henningsen
James Quach
Christopher Arnold

Program and Service Inventory Team

Julie Rocha
Sabrina Taylor Schmitt
Emily Kent
Ted Dum
Keely Haugen
Jeff Lee
Melissa Marcum
Stefanie Pace
Ann Satterfield
Lori Walker
Stephanie Patapoff

Table of Contents



Executive Summary 1

I. Introduction & Values

I.A What is a Comprehensive Plan? 5

I.B Document Hierarchy 6

I.C THPRD Comprehensive Plan History 12

I.D Methodology: Process for this Comprehensive Plan 16

I.E Mission, Vision and District Equity and Inclusion Statements 17



II. Where We Are: Existing Conditions

II.A THPRD History 21

II.B Recreation & Leisure Trends Analysis 24

II.C Community Profile 28

II.D Level of Service 31

II.E Existing System and Level of Service 36

II.F Needs Assessment 48

II.G Connections and Takeaways 61



III. Where We Want to Be: Goals, Objectives, and Guiding Principles

III.A 2020 Vision Action Plan 63

III.B Vision Goals & the Comprehensive Plan 63

III.C Goals, Objectives, and Guiding Principles 64

Welcoming & Inclusive 65

Play for Everyone 68

Accessible and Safe 71

Environmental Stewardship 74

Diversity, Equity, Inclusion, and Access 77

Technology & Innovation 79

Financial Sustainability 81



IV. How We Get There

IV.A Best Practices 84

Lead with District Values 84

Intentional Community Engagement 85

Balancing Conservation and Recreation 86

Data-driven Planning and Decision-Making 87

Pilot Innovation 87

Magnify Impact through Partnership 88

Align Funding Mechanisms 88

Plan with Maintenance from the Start 89

Ongoing Assessment of Comprehensive Plan Implementation 89

Informing Our Community 90

Collaborative Problem-Solving with Partners 90

IV.B Recommendations 91



EXECUTIVE SUMMARY

THPRD's 2023 Comprehensive Plan (comp plan) translates and implements the vision set by district residents through the 2020 Vision Action Plan (VAP) process. It reflects the voices of thousands of patrons who shared their needs, concerns, and dreams for their future recreation system. Guided by the board of directors, this document will shape the district's plans, priorities, and decisions over the next 20 years to achieve a more equitable, sustainable, and efficient park district for all communities served by THPRD.

The backbone of this plan is the 2020 VAP. Led by the Vision Task Force - a group of community members selected for their diverse identities and life experiences - the VAP engaged over 10,000 community members who offered more than 12,500 ideas that resulted in the four VAP goal areas - Welcoming and Inclusive, Play for Everyone, Accessible and Safe, and Preserving Natural Spaces (renamed Environmental Stewardship in the comp plan). Over the past two years, staff from across THPRD worked with THPRD advisory committees and the board to translate, categorize, and transform the VAP's four goal areas into seven district goals, each with its own objectives and guiding principles, that the district will achieve to make the VAP's vision a reality. These goals are:

Vision Action Plan goals

-  Welcoming and Inclusive
-  Play for Everyone
-  Accessible and Safe
-  Environmental Stewardship

Foundational goals

-  Diversity, Equity, Inclusion, and Access
-  Technology & Innovation
-  Financial Sustainability

The project team then reviewed THPRD functional and financial sustainability plans and developed recommendations to better align the plans, processes, and infrastructure staff use to run the district day-to-day with the seven comp plan goals. With the board's leadership, project team staff refined and finalized 21 recommendations that seek to encourage innovation, maintain efficient service delivery, and implement the VAP's vision of equity and sustainability. The district will pursue implementing the VAP's vision through a series of three-to-five year strategic plans that are based on comp plan recommendations and guided by comp plan goals, objectives, and guiding principles as shown in the following illustration:



Over the next 20 years, THPRD will strive to achieve the following 21 recommendations so that we may continue to provide high-quality park and recreation opportunities that meet the needs of the diverse communities we serve, enhancing healthy and active lifestyles while connecting more people to nature, parks, and programs.

Sincerely,



Doug Menke
General Manager

Vision Action Plan Goals & Recommendations



Welcoming and Inclusive

Recommendations

1. Conduct periodic review of community engagement processes to align policy with evolving methods and industry best practices
2. Update THPRD's website and registration systems to improve patron experience and agency utilization.
3. Continue to place importance on reflecting our community in our staff, volunteers, and programs, with an emphasis on underrepresented communities.



Play for Everyone

Recommendations

4. Ensure the district's selected level of service methodology measures factors relevant to comprehensive plan goals.
5. Assess program service determinants and service assessment processes through an update of the Programs Functional Plan.
6. Use relevant play, nature education, sports, and fitness trends to assess and prioritize developing new programs, classes, and camps.



Accessible and Safe

Recommendations

7. Fund and allocate staff resources to review district functional plans on a periodic basis.
8. Develop a Facilities Functional Plan that incorporates current and future facility needs to align with capital planning processes.
9. Develop a park amenities standards analysis to align physical assets with the capital planning program, accounting for asset condition, geographic distribution, and community recreation preferences.



Environmental Stewardship

Recommendations

10. Revise land management and disposition policies and procedures in alignment with best practices and district values.
11. Update Parks Functional Plan to reflect site development criteria that prioritizes protecting high-functioning natural areas and habitat.
12. Complete Climate Action Plan and implement climate resiliency practices.

Foundational Goals & Recommendations



Diversity, Equity, Inclusion, and Access

Recommendations

13. Using industry best practices, develop a community-led equity decision-making framework and assess all district processes to ensure the resulting outcomes & resource allocation are compatible with THPRD values.
14. Continue investing in training opportunities for all district staff to further DEIA initiatives that improve THPRD's workplace environment and enhance engagement with the community.



Technology & Innovation

Recommendations

15. Establish processes to centralize district asset property data and identify a future asset management solution.
16. Develop infrastructure for data-driven and forward-looking decision making to improve and evolve service delivery, community engagement, customer experience, and asset management to support innovation.



Financial Sustainability

Recommendations

17. Review and align long-term park, trail, facility, and natural resource development funding strategies and grant planning processes.
18. Design budgetary and administrative processes to facilitate development of district strategic plans.
19. Create process to align departmental performance measures with district values and guiding documents.
20. Develop strategies to assess and monitor existing revenue streams as well as identify and develop future revenue streams to fund comprehensive plan goals and actions.
21. Review and update the district's resource allocation model.



I. Introduction & Values

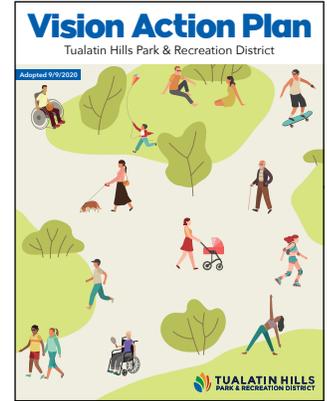
I.A What is a Comprehensive Plan?

A comprehensive plan is a policy document that establishes a framework to guide a public agency's decisions about growth, preservation, and change over a defined period, usually at least twenty years.

This comprehensive plan is the overarching document to guide the district over the next twenty (20) years. Its foundation is the 2020 Vision Action Plan (VAP) and it builds on the four goal areas established in the VAP:

Recognizing the need to address all district operations and build on the VAP goal areas, additional goal areas of Technology and Innovation; Diversity, Equity, Inclusion and Access; and Financial Sustainability were added to this plan.

These goal areas, highlighted below on the left, elevate tasks that may not be as visible to the public but are crucial for the district's successful operations.



2020 Vision Action Plan

Vision Action Plan goals

-  **Welcoming and Inclusive**
-  **Play for Everyone**
-  **Accessible and Safe**
-  **Environmental Stewardship**

Foundational goals

-  **Diversity, Equity, Inclusion, and Access**
-  **Technology & Innovation**
-  **Financial Sustainability**

In addition, this comp plan serves as a system plan, which is required by the Commission on Accreditation of Park & Recreation Agencies (CAPRA) to receive accreditation as an agency. Pursuant to CAPRA Accreditation Standard 2.4, the district is required to have:

.....
“... a comprehensive park and recreation system plan that provides recommendations for provision of facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management.”
.....

CAPRA Accreditation Standard 2.4

The intent of this comp plan is to inform the district’s future priorities, investments, and strategies. It will provide guidance on implementing documents, including:

-  **Strategic Plans** (3 to 5-year prioritized actions, partnerships and investments)
-  **Functional Plans** (staff guides on “how we do what we do”)
-  **Annual district priorities** that will influence investment prioritization, department work plans and budgets
-  **Annual budgets** that will include key performance indicators linked to this document hierarchy

THPRD’s Board of Directors and its management team may use the comp plan to coordinate investments, make decisions about new development, address service levels, accessibility, equity considerations, and various other topics. The priorities, objectives, and guiding principles outlined in this plan will guide the district in implementing and making the future envisioned in the VAP a reality.

I.B Document Hierarchy

The comp plan directly relates to State of Oregon, Washington County, and local government laws, documents, and plans, which together set the course for the growth and development of our communities.



State of Oregon Seal



Washington County logo



Garden messages event where patrons left messages of hope, inspiration, and intention written on rocks

Relation to State and Local Plans

State law requires each city and county to adopt a comp plan consistent with the State of Oregon's Statewide Planning Goals. Oregon's planning laws apply to special districts insofar as these districts provide many of the services needed in urban areas. Established as a special park and recreation district, THPRD is responsible for ensuring consistency with Statewide Planning Goals applicable to the district's mission, as well as helping the City of Beaverton and Washington County satisfy certain planning goals. Therefore, this comp plan seeks to be consistent with the following Statewide Planning Goals and establishes a dedicated context for implementing those goals.

Relevant Statewide Planning Goals:

- **Goal 1** - Citizen Involvement: To develop a citizen involvement program that insures [sic] the opportunity for citizens to be involved in all phases of the planning process.
- **Goal 2** - Land Use Planning: To establish a land use planning process and policy framework as a basis for all decision and actions related to use of land and to assure an adequate factual base for such decisions and actions.
- **Goal 5** - Natural Resources, Scenic and Historic Areas, and Open Spaces: To protect natural resources and conserve scenic and historic areas and open spaces.
- **Goal 8** - Recreational Needs: To satisfy the recreational needs of the citizens of the state and visitors and, where appropriate, to provide for the siting of necessary recreational facilities including destination resorts.
- **Goal 11** - Public Facilities and Services: To plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development.

State planning laws emphasize coordination and alignment between jurisdictions. The district works closely with local and regional governments such as Oregon Metro, Washington County, the City of Beaverton, Clean Water Services, the Tualatin Valley Water District, and Tualatin Valley Fire & Rescue to ensure that recreation needs are met for all those who live and work within THPRD’s district. To that end, THPRD has established an Urban Service Agreement between Metro, Washington County, and the City of Beaverton (Washington County Contract #20-0228) outlining the district’s service area related to the City of Beaverton as the city’s “Municipal Boundary and areas where BEAVERTON [sic] has an interest in planning” (see Figure 1). Within this boundary, the current comp plan informs the implementation of Statewide Planning Goals in the coming 20 years.

At the county level, Comprehensive Framework Plan for the Urban Area Plan Policy 15, Roles and Responsibilities for Serving Growth, specifically 15.q., identifies THPRD:

.....
“as the park and recreation provider to urban unincorporated properties lying between the Hillsboro, Tigard and Portland Urban Service Boundaries, excluding properties outside of THPRD that were added to the Regional Urban Growth Boundary.”
.....

Additionally, Policies 3, 10, 11, 33, and 34 of the county plan define how Washington County and THPRD work together to offer park and recreation services to residents and visitors of unincorporated Washington County within THPRD’s service area. Within this boundary, THPRD’s comp plan sets the district’s long-term parks and recreation services vision.

At the city level, Chapter 5, Section 5.8 of the City of Beaverton’s Comprehensive Plan declares THPRD as:

.....
“...the park and recreation provider for the City.”
.....



Kids hula hooping

THPRD's comp plan relates directly to Goal 5.8.1 of this section as it calls on the city to "cooperate with THPRD in implementation of its 20-Year Comprehensive Master Plan and Trails Master Plan in order to ensure adequate parks and recreation facilities and programs for current and future City residents."

Additionally, as a parter agency, THPRD collaborates with the city to implement its comp plan. The district does this by supporting city comp planning goals within THPRD functional plans, guiding the planning, development, and maintenance of THPRD assets in alignment with applicable city land use, public facilities, transportation, natural & cultural resources, and community health goals as well as to minimize conflicts with city development code.

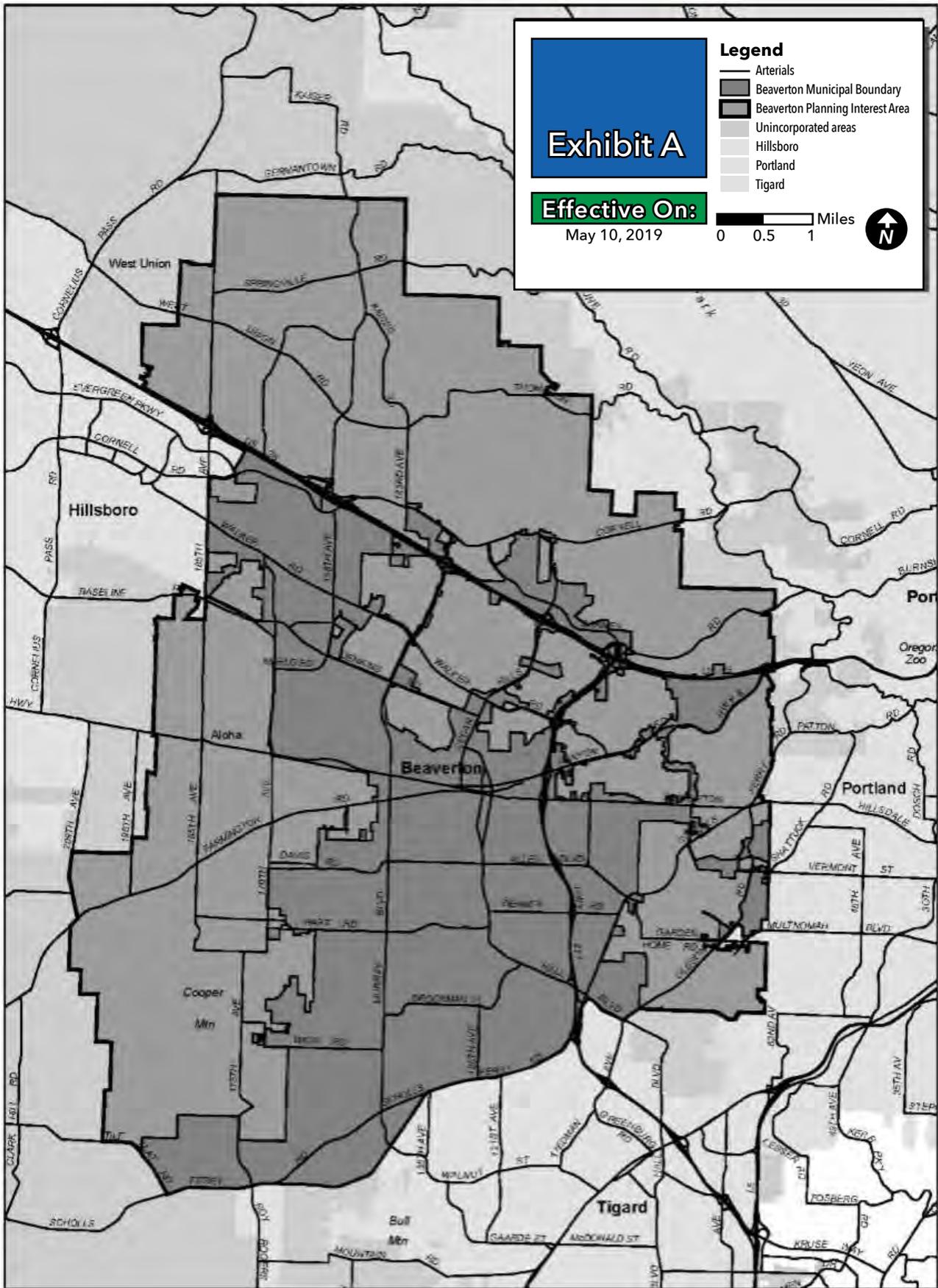


Figure 1: THPRD's service planning area as the City of Beaverton's park provider

Within the district, this comp plan serves as the long-term guide to policy, decision-making, and action. As seen in Figure 2, the comp plan builds on the district’s community-informed foundational vision set by the 2020 Vision Action Plan.

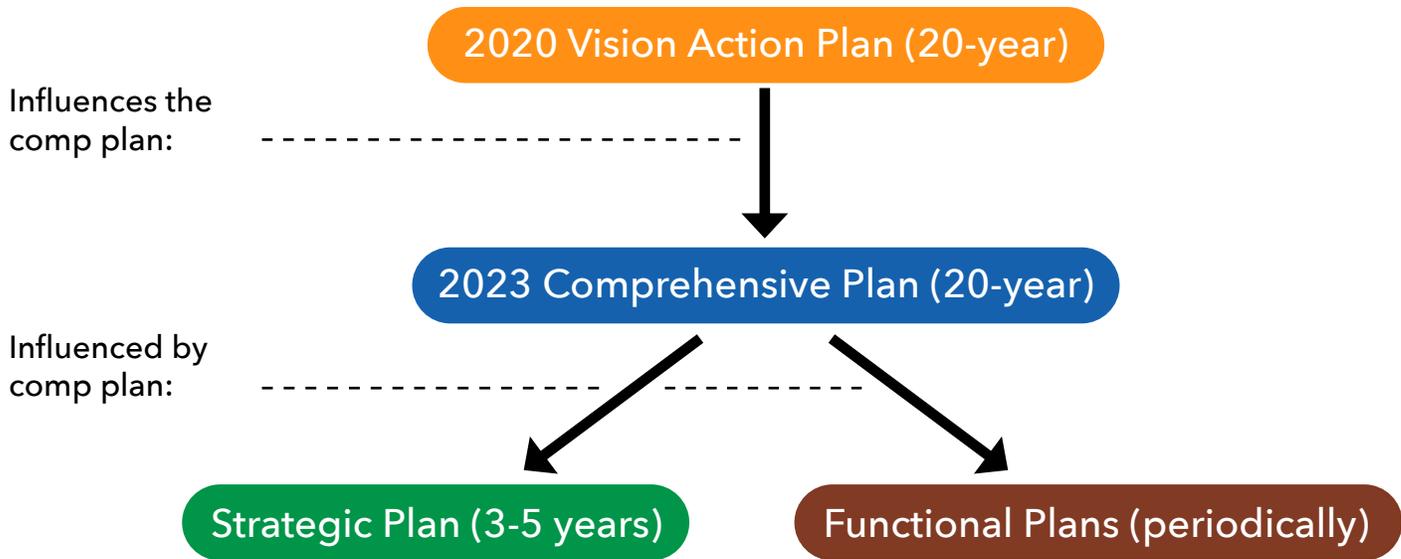


Figure 2: THPRD Internal Document Hierarchy



Nature education walk with families

This comp plan translates the community's vision into priorities and goals and assigns these items to specific district working groups and departments, creating a near-, mid-, and long-term roadmap. This roadmap serves as a guide feeding into near-term plans, objectives, and guiding principles outlining the steps needed to accomplish the comp plan goals. This comp plan helps set the direction for the district's long-term planning documents focusing on closely aligning community and districtwide priorities.



The **strategic plan** will be informed by comp plan recommendations, including VAP action items, and board priorities to focus resources within a 3-5-year period. The strategic plan will outline in more detail specific actions that will be taken to implement the VAP, including how the district will fund and deliver VAP action items. Guiding principles from the comp plan will help inform considerations for implementation of goal areas.



Functional plans serve as staff "how to" guides to the district's approach to providing, creating, and maintaining recreation amenities and services. Currently, the district has five functional plans: Parks, Trails, Natural Resources, Athletic Facilities, and Programs. This comp plan recommends that a sixth functional plan - Facilities - be created to provide an inventory and analysis of existing facilities, as well as determine needs for future facilities. Functional plans include guidelines, process descriptions, standards, prioritization criteria and multi-year implementation and funding strategies.



District values and priorities are incorporated within business plans, annual funding, and near-term grant strategies, which influence the order in which strategic and functional plan goals are achieved.



The **annual budget** will create line items for specific activities to be accomplished in a given fiscal year. **Key performance indicators (KPIs)** should be tied to the strategic plan and relate to the comp plan, which incorporates VAP action items. Finally, the Annual Budget will inform annual **departmental work plans**.

I.C THPRD Comprehensive Plan History

Understanding the district's history and priorities over time helps inform how THPRD addresses changing trends - whether they be demographic changes or changes in recreation trends. The following is a brief outline of our park system comprehensive planning efforts (commonly known as park system master plans), including priorities and accomplishments between planning processes.

THPRD adopted its first 20-Year Comprehensive Master Plan, A Route to the Future, in 1997. At the time, it was anticipated that the district's population would increase from 175,000 (1992) to 250,000 by 2015. It was anticipated that the district's population would also become more diverse. These predictions have proven to be accurate, as shown in the demographic section.

The 1997 comp plan recognized that, with a growing and diverse population base, services would need to be responsive to trends and meet the community's needs. This remains true today. However, unlike the 1997 comp plan, which anticipated review every 5 years or so, this plan is meant to define the vision for the park district over the 20-year planning horizon, with near- and mid-term changes contained in strategic and functional plans.



La Raíz park engagement event

At the time of the 2006 comp plan's completion, the district's population grew by 42.3% to approximately 209,800 people and became more diverse as several long-time multicultural communities experienced rapid growth. A telephone survey done during the 2006 comprehensive plan development found that over 90% of respondents felt the district was doing a good or excellent job.

Milestones achieved between the 1997 and 2006 comp plan included the construction of the Tualatin Hills Nature Center classroom, Tualatin Hills Athletic Center basketball courts, a new recreation complex at the Portland Community College Rock Creek Campus and numerous improvements at the H.M. Terpenning Recreation Complex. Additionally, the district now maintains:

THPRD Today



515
Community
Garden Plots



5
Mobile
Recreation
Vans



162
Natural
Areas



6
Recreation
Centers
(including one
for ages 55+)



6
indoor
2
outdoor
Swim
Centers



117
Parks



104
Baseball/
Softball
Fields
Scheduled/
Maintained*



147
Multi-
purpose
Fields
Scheduled/
Maintained*



2
Nature
Parks



60
Basketball/
Multipurpose
Courts



110
Tennis
Courts



5
Off-leash
areas



38
Pickleball
Courts and
Growing!



15
Community
Murals



3
Skate
Parks

Figure 3: 2023 THPRD fact sheet. *Includes fields owned by Beaverton School District

The following key policy issues were identified in the 2006 comp plan, and alternative solutions provided for each issue:

- Land and facility needs for community recreation facilities
- Level-of-service standards and land needs for neighborhood parks
- Overall park land needs (neighborhood, community and linear parks, as well as natural areas)
- Approach to providing future aquatic centers
- How to develop and manage playing fields
- Potential needs to update system development (SDC) rates and fees

The preferred approach was to:

“take a balanced approach to continuing to provide a wide range of parks, facilities and programs for its diverse population” and to “focus on ensuring that people have easy access to recreational opportunities, creating multi-purpose, multi-generational recreation and aquatic centers, maximizing efficiency and capacity of playing fields, partnering with other agencies to conserve and manage natural areas, addressing programming trends and gaps, and employing cost-effective approaches to manage, operate and finance its facilities.”



Kids playing on a playground

The 2006 comp plan included a strategic plan that outlined key objectives and actions to guide successful implementation of the comp plan.

While titled an “update,” the 2013 comp plan update was a departure from previous plans, adopting a data-driven level of service analysis (GRASP). The 2013 update was intended to be a System-Wide Priorities Analysis - 10-Year Plan for Growth. The plan coincided with work to establish a cost recovery philosophy and determine a service assessment process. Resulting recommendations (and accomplishments) included:

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  Developing a Trails Functional Plan (adopted 2016) |  Addressing Walkable Level of Service (included in the 2015 and 2019 Parks Functional Plans) |
|  Conducting Ongoing Review of GIS Data (underway with Asset Database review) |  Considering Design/Development Criteria (incorporated in Natural Resources, Athletic Facilities, Parks, and Trails functional plans) |
|  General Improvement and Acquisition Recommendations (ongoing) |  Conducting a field Capacity Analysis (included in the 2016 Athletic Facilities Functional Plan) |
|  Completing Inventory and Update Level of Service Analysis (2015 and 2019 and 2022) |  Exploring Opportunities for Enterprise Facilities and Additional Amenities (such as the Adventure Recreation Facility proposal crafted in 2014) |
|  Using Current Baseline GRASP® Analysis to Guide Future Park Development (included in 2015 and 2019 Parks Functional Plans) |  Addressing Low-Scoring/Functioning Components Within the System (ongoing with System Development Charge budget including adding new amenities to low-scoring parks) |

Unlike the previous comp plans, which were intended to be updated every 5-10 years, the 2023 comp plan is intended to be a 20-year plan. Thus, elements of the plan are intentionally evergreen. Changes in trends and values will be reflected in strategic plans, functional plans, board priorities, and annual department work plans and budgets.



Toddler playing with a beach ball

I.D Methodology: Process for this Comprehensive Plan

This comp plan also has a unique developmental approach – rather than a stand-alone project with extensive public engagement, it is shaped by the VAP’s strategic public engagement process that won the Harold M. Haynes Citizen Involvement Award and the International Association of Public Participation - US Chapter’s Project of the Year award.

The VAP is the culminating document of an extensive multicultural public involvement process (conducted between 2018 and 2020) and reflects a wealth of community-driven aspirations and perspectives. In 2018, the district embarked on a community visioning process to better understand the aspirations and priorities of our growing community. Embedded within this recognition was a commitment to identify the needs of people who do not participate in traditional feedback channels. The district embraced this opportunity, committing to intentionally foregrounding historically underrepresented voices as a critical component to align the district’s vision for the future.

In 2020, the THPRD Board of Directors formally adopted the VAP as the long-term guiding vision for the district.

As the first step in developing the objectives and guiding principles for this comp plan, the project team and cross-departmental work groups sorted the VAP actions into near (1-5 years), mid (6-10 years) and long term (10+ years) prioritization time frames. The team also identified existing documents for tracking action progress and assigned responsible departments.

Additionally, the VAP goal areas were cross checked against the 2013 comp plan update to ensure the goals identified in the earlier plan were captured.

The project team then identified objectives and guiding principles essential to ensuring the implementation of the comp plan and realization of the community’s vision. These objectives and guiding principles were vetted with work groups and further refined by the project team as well as review and comment by the project sponsors.

Finally, the project team used the VAP and comp plan goals, objectives, and guiding principles to identify the various studies, evaluation mechanisms, prioritization processes, and decision-making tools that dictate how the district schedules its work and allocates resources. Identified from within the district’s five functional plans and the 2013 Service and Financial Sustainability Plan, these processes and mechanisms form the basis for the comp plan’s recommendations. Plan recommendations will be pursued through district strategic plans that will break down each recommendation into the individual projects and incorporate VAP actions in their fulfillment of the recommendation.

108



The number of actions the VAP contains which directly correspond to thousands of collected community aspirations that are coalesced under the four overarching goal areas.



Mission Statement

The mission of the Tualatin Hills Park & Recreation District is to provide high-quality park and recreation facilities, programs, services, and natural areas that meet the needs of the diverse communities it serves.

.....

Vision Statement

We will enhance healthy and active lifestyles while connecting more people to nature, parks, and programs. We will do this through stewardship of public resources and by providing programs/spaces to fulfill unmet needs.



Equity & Inclusion Statement

In addition to undertaking the drafting of this new comp plan during a pandemic, the development coincided with a nationwide racial re-awakening in wake of the very public killings of Black Americans by police. The district, like many other public agencies, paused to better examine how it has continued to perpetuate systemic racism and what intentional actions are needed to reverse the impact of these practices. In September 2021, the board adopted a new equity and inclusion statement, as follows:

We acknowledge that all U.S. government agencies have roots stemming from systemic racism and oppression, including THPRD.

We seek to hold ourselves accountable for our role in perpetuating these systems and are committed to taking action to create meaningful change.

We aspire to bring people together, to be a welcoming and inclusive park & recreation district, and to live our values of advancing social and racial equity.





II. Where We Are: Existing Conditions

II.A THPRD History

Since Elsie Stuhr's resident-led campaign creating THPRD in 1955, community engagement and leadership has been a value and source of pride for the district. Despite THPRD's enduring commitment to community engagement and leadership, we recognize that past engagement has amplified the voices and priorities of predominately white and well-resourced community members over those of the community as a whole. With that knowledge, we seek to examine our past, acknowledge where we are today, and chart a course for how we will carry our commitment to inclusive engagement and leadership into the future.



Facility ground breaking celebration with THPRD board members and officials



March 21, 1955 County Clerk R.N. Torbet (left) administers the oath of office to Leonard Uppinghouse (center left), Elsie Stuhr (center right), and Joe Pearson (right) members of the Tualatin Hills Park & Recreation District first Board of Directors

Tualatin Hills Park & Recreation District

1955 -



THPRD logo
1955-2013



Patron in painting class

THPRD built tennis courts at all the middle schools in newly formed Beaverton School District. Expanded board of directors to five members. Acquired land from City of Beaverton to eventually build Elsie Stuhr Center.

1960s



Tualatin Hills Nature Center

Voters passed a fourth \$5.5 million bond measure in 1980 purchasing 180-acres of what is now the Tualatin Hills Nature Park and funding construction of the Tualatin Hills Nature Center.

1980s

1950s

Formed in 1955. Created the Tualatin Hills Park Foundation, issued two bond measures in partnership with the Beaverton Union High School District raising \$1 million, built pools at Beaverton and Sunset High School, developed Cedar Hills Park, and established sports, exercise and social programs for area youth and adults.



Elsie Stuhr

1970s

Voters approved a \$400,000 serial levy in 1972 funding an expansion of the Stuhr Center for seniors and in 1974 voters approved a landmark \$10 million bond that built the Howard M. Terpenning (HMT) Recreation Complex.



Howard M. Terpenning Recreation Complex
circa 1978

Recreation District

- 2022



THPRD Rec Mobile

THPRD now managed 239 recreation sites and more than 1800 acres of athletic facilities, parks, and natural areas. Voters passed a sixth bond raising \$100 million in 2008.

2000s



Masked kid playing

During the COVID-19 pandemic, THPRD closed all its indoor facilities early in the pandemic and has been reopening facilities as it is safe and as the district has the financial capacity to do so.

2020s

1990s

Recreation options were diversifying with growth in Spanish-language resources and programs for seniors and those living with developmental and physical disabilities. Opened Conestoga Aquatic & Recreation Center. Built first skate park.



Skateboarder practicing

2010s

THPRD added new recreation spaces such as Mountain View Champions Park. The district received several honors in hosting the Davis Cup international tennis tournament, a safety excellence award, a park design award for its first all-access Mountain View Champions Park, and Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation.



THPRD logo
2013-present



CAPRA
Accredited
Agency Badge

II.B Recreation & Leisure Trends Analysis

THPRD patrons are influenced by local, regional, and national recreation trends that determine the popularity of recreational amenities, programs, and services offered by the district. This section identifies and examines those current trends to help understand how utilization of recreation programs and services is changing. This analysis helps THPRD better plan for allocating resources within the park and recreation system to meet the needs of our users.

National Trends

THPRD reviews a variety of reports each year to analyze national trends through organizations such as the National Recreation and Park Association (NRPA) to better understand how recreation is changing nationally and to compare engagement with district programs. Leading up to the start of the Covid-19 pandemic (pandemic), trend analyses such as the 2021 Physical Activity Council Annual Report showed growth in fitness and outdoor sports and a decline in individual sports. Growth in fitness and outdoor sports can be attributed to growing interest in fitness trends such as barre, spinning, CrossFit, climbing, bouldering, and stand-up paddleboarding.

Urgent pandemic-related community health and safety risks dampened indoor fitness trends as recreation agencies across the country closed their indoor facilities and in-person programs and demand for indoor and in-person services decreased. Despite this shift, people across the country still needed to find ways to recreate.

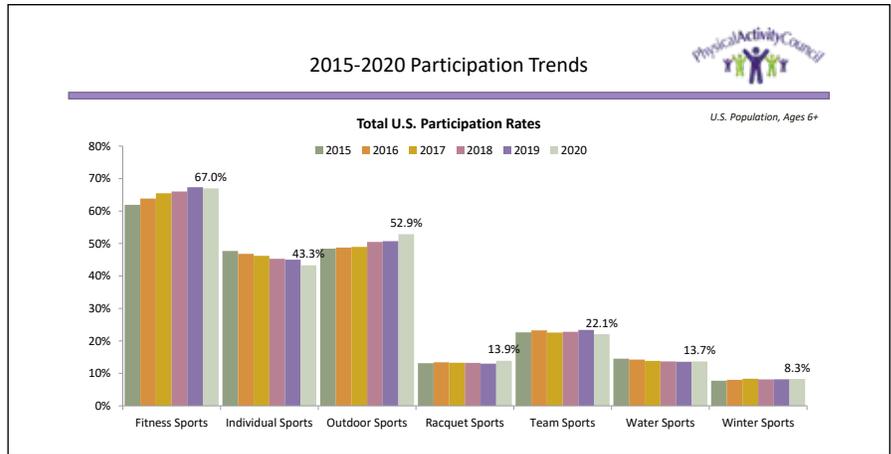


Figure 4: Physical Activity Council 2015-2020 participation rates by sports category

This led to increased value and demand for outdoor parks, trails, open spaces, and natural areas as they offered safe, physically distanced options for exercise, play, and community. According to the 2020 NRPA Engagement with Parks Report, 27% of U.S. residents said they increased their use of parks, trails, and open spaces and three-in-five residents said they visited a park or recreation facility during the first three months of the pandemic.

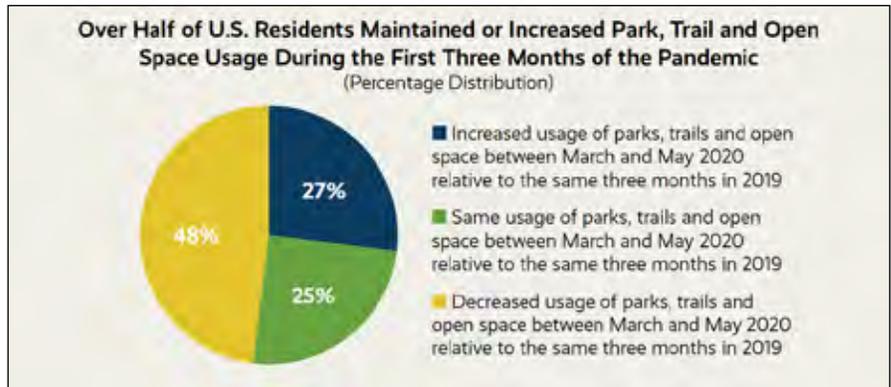


Figure 5: 2020 NRPA Engagement with Parks Report

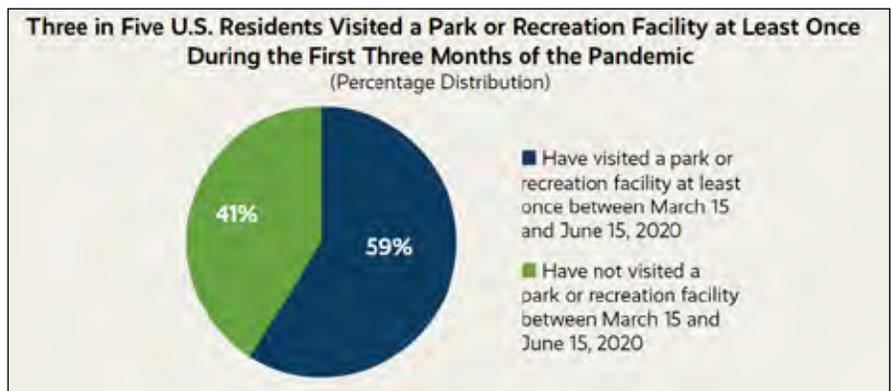


Figure 6: 2020 NRPA Engagement with Parks Report



Zumba fitness class

Users are also interested in parks and open spaces serving multiple functions. In addition to the recreation value of parks, increasing temperatures and volatile weather patterns due to climate change have increased demand in the ecosystem services of parks as places to cool off, support native plants and wildlife, and to mitigate storm and flood waters. These environmental functions have also increased interest in nature education in parks through mechanisms like interpretive signage.

Though park usage increased during the pandemic, so too did interest in virtual recreation and e-sports. According to the NRPA article *Top Trends in Parks and Recreation 2021*, growth in virtual recreation and e-sports is expected to persist. Without access to traditional facilities, recreation seekers have turned to virtual and distanced options that can be done from home or with a kit that can be taken anywhere.

Also, the virtual electronic sport (e-sport) industry is gaining market share and interest from players and spectators alike. With reduced options for in-person youth team sports, e-sports offer new opportunities to serve as an outlet for kids looking for community and entertainment.

The pandemic also increased demand and need for the equity and community health functions park and recreation systems play within the community. Closed in-person facilities served as food distribution sites and venues for public health campaigns such as testing and vaccination sites. Recreation service providers have also stepped-up efforts to serve community members by providing shelter, nutrition, and daycare services within the community and searched for additional ways to serve vulnerable communities that have poorer access to recreation options and spaces. Additionally, rising mental health pressures on residents have increased the incidence of park and recreation agencies partnering with social service providers to provide more holistic wellness options for community members.

Thankfully, due to improved testing, public health management, and access to vaccines, the pandemic has eased in 2022 and a new normal is emerging. Reduced community infection rates, public health adaptation by park and recreation agencies, and resurgent demand for indoor recreation services have made it feasible to return to recreation in-person. According to the NRPA's 2021 Year-End Snapshot report, youth sports leagues and summer camps are beginning to normalize; however, enrollments are still truncated for adult fitness and older adult programs and classes. Additionally, competitive labor markets are making it difficult to staff all facilities, meaning some remain closed.

Local Trends

In addition to analyzing national trends, THPRD assesses NRPA market reports and patron feedback to understand district-specific trends and the patrons living near district facilities. These reports show that over 40% of patrons exercise at home at least two times per week, reinforcing national trends away from adult in-person fitness participation.

These activities being primarily being done outside, in physically distanced settings reinforces data seen in national trends. THPRD has also been seeing rapid growth in demand for pickleball, a fast-growing racquet sport from the Pacific NW, among patrons. Interest in pickleball has led to the sport being considered within new and redesigned park plans as well as THPRD seeking grant funding to construct new facilities to support the sport across the district.

Finally, the VAP helped the district identify what district patrons are interested in seeing from THPRD in the future. The VAP identified community interests in making the district more equitable and representative of the communities it serves, improving play options for people of all backgrounds and abilities, improving the safety and accessibility of THPRD parks, trails, and facilities, and preserving natural spaces for their environmental, ecological, and social benefits.

Top 3 Recreation Activities*



1. Walking



2. Hiking



3. Swimming

*activities patrons have taken part in in the last 12 months according to 2022 NRPA Facility Market Reports

Figure 7: Top 3 Recreation Activities

Local Response

THPRD was not insulated from the pressures of the pandemic and has seen many of the same trends as peer agencies nationally. Recognizing and responding to these trends, THPRD implemented several new initiatives and made operational changes. As many classes were cancelled and indoor facilities shuttered due to the pandemic, THPRD rolled out its Virtual Recreation Center service online. This service provided patrons with fitness, aquatics, nature education, community, sports, and learning opportunities from the comfort and safety of their own home or to enjoy while visiting their neighborhood park.

THPRD has opened four new parks and one redesigned park in the last five years. These parks have increased neighborhood access to recreation in areas of the district that were previously underserved, offering residents new recreation, gathering, natural area access, and respite opportunities close to home. Additionally, THPRD has undertaken several equity initiatives to ensure recreation benefits are representative of and responsive to the community we serve locally. Examples of these initiatives are THPRD's Rec and Nature mobiles that bring recreation and nature education programming to areas and communities within the district that have less access to recreation spaces and natural areas, the district's park naming system collaborates with community members to name parks in ways that honor and respect the diverse communities

we serve, and the adoption of THPRD's new Equity and Inclusion statement.

Also, to mitigate the public health risk from the pandemic, THPRD has made various health and safety modifications to its facilities, programs, and operations to keep our community safe. One example of this is physical distancing, masking, and contact practices implemented at THPRD summer camps in 2020 and 2021 that allowed THPRD to offer camps that summer and advanced air filtration systems installed within facilities to reduce the risk of spreading disease through HVAC ducting systems. As the pandemic has eased, THPRD has reopened many facilities; however, the district has struggled to open a select few facilities due to labor shortages leading to staffing issues.

Trend Assessment and Connection to Goals

As dictated by THPRD's Programs Functional Plan, staff periodically reassess recreation and leisure trends when developing new programs or when updating the Programs Functional Plan. By assessing recreation and leisure trends as programs are developed to achieve functional and strategic plan goals, THPRD can fulfill its mission and vision:



Kid exploring natural area

.....
"to provide high-quality park and recreation facilities, programs, services, and natural areas that meet the needs of the diverse communities it serves."
.....

II.C Community Profile

THPRD uses demographic data collected by the US Census Bureau to better understand who the district serves. Demographic data is an invaluable tool for understanding who lives in the district today, how those communities have changed over time, and how THPRD is able to plan for future patrons as communities grow and change. In 2020, the COVID-19 pandemic affected the Census Bureau’s ability to accurately collect population data for the decennial census as mandated by Article I, Section 2 of the US Constitution. As of this plan’s adoption, the Census continues to refine its 2020 decennial Census data to ensure US populations are represented as accurately as possible. Due to this refinement process, THPRD used a combination of 2019 and 2020 data to develop the community profile below, but was not able to include future population projections as a part of this plan.

Though future population projections were not able to be included in this plan, THPRD functional plans account for population growth when making management and development decision for parks, trails, natural areas, facilities, and programs. Demographic analyses are a key component in how and where the district decides to buy land, develop, and improve THPRD assets. For example, the Park Development Prioritization Matrix – the process described within the 2019 Parks Functional Plan to show how the district will use resources to develop new or improve existing parks – dictates that demographic equity, as well as existing and future

population data must be appreciated among other factors when deciding how to prioritize district funds to best serve patrons. As the district updates its functional plans, THPRD staff will work to use demographic data to ensure district resources and decisions are made equitably to improve service in underserved areas and in consultation with historically underrepresented communities.

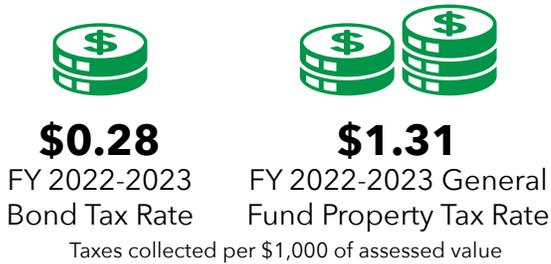


Patrons at Parivar Park's grand opening

Table 1: THPRD at a glance

Category	2020 Statistic
Planning Area Population	271,018
Median Age	38.2
Median Household Income	\$86,196
Planning Area - Square Miles	53.98
In-District Area - Square Miles	46.87
Acres of Parks & Open Space (Owned & Managed)	2,532
Operating Budget FY 2022-2023	\$65,593,923
Capital Budget FY 2022-2023	\$18,083,461
Number of Households	108,209

2022 DISTRICT TAX RATES

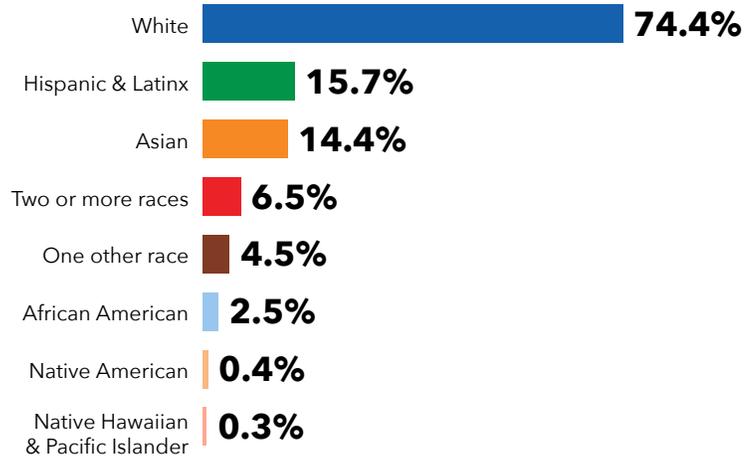


THPRD POPULATION

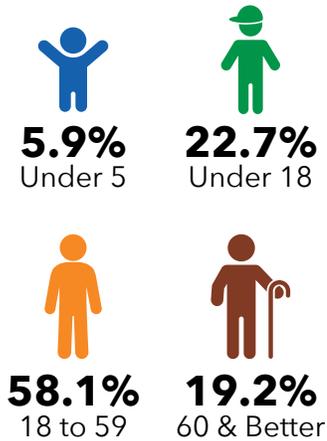
271,018



RACE & ETHNICITY



AGE



SEX



MEDIAN AGE

38.2

LANGUAGE Median % of population who speak



URBAN SERVICE PROVIDERS



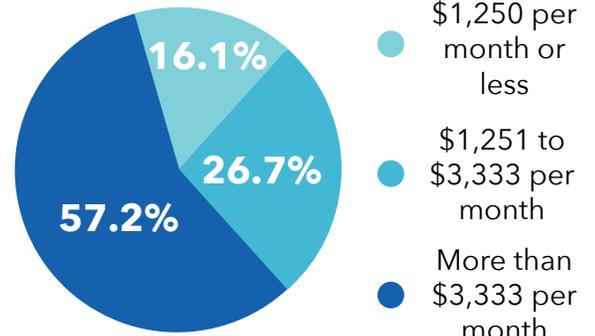
Figure 8: Urban Service Providers

TOP FIVE LARGEST INDUSTRIES BY EMPLOYMENT IN THPRD

	# of jobs
 Health Care and Social Assistance	16,709
 Manufacturing	15,787
 Retail Trade	11,868
 Educational Services	11,270
 Accommodation and Food Services	10,491

EARNINGS

Percentage of jobs paying



AVERAGE HOUSEHOLD INCOME: THPRD VS. REGION



EMPLOYMENT INFLOW/ OUTFLOW ANALYSIS

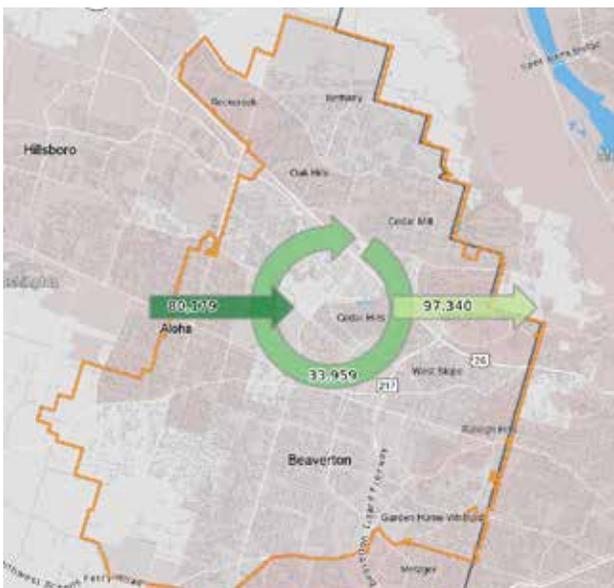
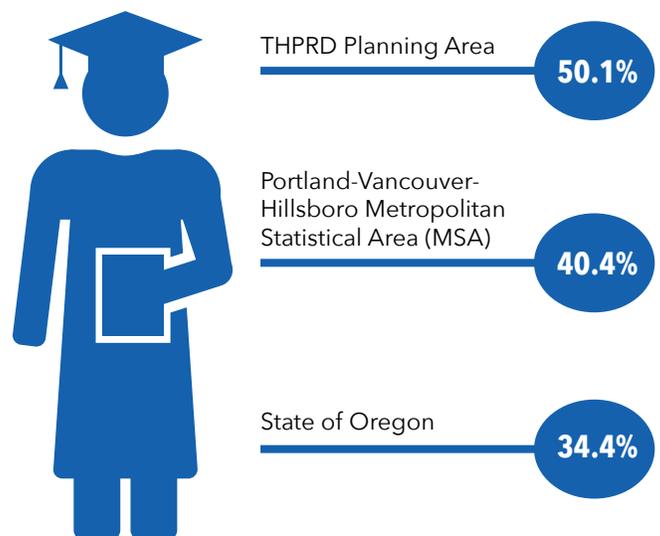


Figure 9: Community Profile - THPRD Employment, Income, and Education Statistics

PERCENT POPULATION 25-YEARS & ABOVE WITH A BACHELOR'S DEGREE: THPRD VS. REGION



II.D Level of Service

With THPRD Board of Directors' endorsement, the district's 1997 comp plan directed THPRD to use data to determine the district-wide Level of Service (LOS), i.e. how broadly and effectively the district serves patrons. The 2006 comp plan used capacity standards to determine LOS, comparing acres of land by park type to population to understand progress of comp plan goals like acquiring enough land to provide 0.9-1.0 acres of neighborhood park space per 1,000 community members. To address community members' ability to access district properties, the 2006 comp plan established service areas for parks, trails, natural areas. To ensure walking access to neighborhood parks, the district established a half-mile service area for local access. The 2006 comp plan split the district into four quadrants (Northeast, Northwest, Southeast, and Southwest), to improve local access. The 2006 plan studied the number of acres within and outside of that half-mile

neighborhood park service area, and established the objective to plan for all community members to be within a half-mile of a neighborhood park.

By the 2013 comp plan update, the parks and recreation industry had realized that the capacity standards alone do not work for most communities because they create challenges when trying to evaluate special assets, such as open space, sensitive lands, trails and indoor amenities, as well as historic and cultural assets. Thus, the 2013 comp plan update shifted from capacity-based goals to a data-driven LOS-based goals with the introduction of the GRASP model. Since then, the district has incorporated the data-driven LOS determinations into its various functional plans using the GRASP model.

Old measures



1 acre per 1,000 people

New measures



Quantity + Quality + Accessibility = THPRD Parks

Figure 10: Old vs New measures

What is GRASP?

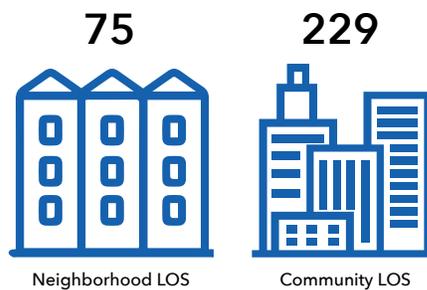
GRASP is a data-driven method for determining LOS using park components, amenities such as playgrounds, ball fields, and walking trails. Using a Composite-Values Methodology (CVM), GRASP enables THPRD to standardize park- and community-specific information across parks. This allows THPRD to benchmark parks against one another, creating a quality standard to use when improving existing or developing new parks. With an emphasis on improving equity, walkability, and public health – this standard helps the district in ensuring all patrons have access to high-quality amenities that promote well-being near where they live and work.

To determine LOS, an inventory of park components is compiled by park site. Components inventoried at each site are then assigned a score based on their quantity- the number present within the park, and quality- the average condition of those components. Components score higher if they are more numerous and well-maintained. Park-level score is determined by adding component scores and multiplying by a park-level modifier - based on the design and functionality of the park and quality of components - and a proximity modifier - based on park accessibility to the population within the park's service territory at the neighborhood- and community-scale. Finally, all neighborhood and community GRASP scores are averaged to determine the district's average neighborhood and community LOS.

Neighborhood-scale LOS differs from community-scale based on the park's service area. For neighborhood LOS, the park's service territory is one-mile with scores doubling for areas within a half-mile. THPRD

defines a half-mile as a walkable access, as it is the distance the average person can walk or roll in 15-minutes. For community LOS service area is three miles as community parks are intended to be accessible within a 10-minute drive from patrons' homes. Based on the park component-based LOS calculation done at the neighborhood- and community-level, THPRD's current LOS standard as of the 2022 GRASP update is:

THPRD LOS Standard



Paired with neighborhood and community LOS is walkable access to parks. THPRD is committed to improving walkable and equitable access to parks to promote active and healthy lifestyles for all those living and working in the district. Though a half-mile is considered walkable, the district recognizes highways and major streets, lack of sidewalks, and geographic features such as rivers can affect walkable access to parks. To account for this, THPRD identified pedestrian barriers and divided the district into over 80 Pedestrian Zones (Ped Zones) within which patrons can more easily walk to parks. THPRD then combined this walkability analysis with the neighborhood and LOS analysis to identify areas below the district's average LOS or that have no service.

Walk and Drive Thresholds



1/2 mile
15 min walk or roll



3 miles
10 min drive

GRASP formula



Figure 11: GRASP formula

Since the introduction of the GRASP neighborhood and community LOS analysis, THPRD has raised the district’s average LOS. The original 2013 GRASP study that established the neighborhood LOS baseline of 74.7. As of the 2015 Parks Functional Plan, the district improved neighborhood LOS to 82.2 by improving and/or replacing amenities at several parks. In 2018, another GRASP inventory, completed to inform the 2019 Parks Functional Plan, showed the neighborhood LOS score had risen to 86.0. This increase was due to acquisition, development, and redevelopment of high-quality parks that increased the overall LOS average. As of the 2022 GRASP update, neighborhood LOS now stands at 86.3.

With respect to walkability and LOS, 70% of district patrons live within a 15-minute walk or roll of a neighborhood park that meets or exceeds THPRD standards and 94% of district patrons have at least some access to neighborhood parks and recreation amenities.

The following maps show how neighborhood LOS has changed between 2013 and 2019. These maps will lead into the results of our 2022 GRASP update showcasing our existing LOS across the district.



Patrons touring a park

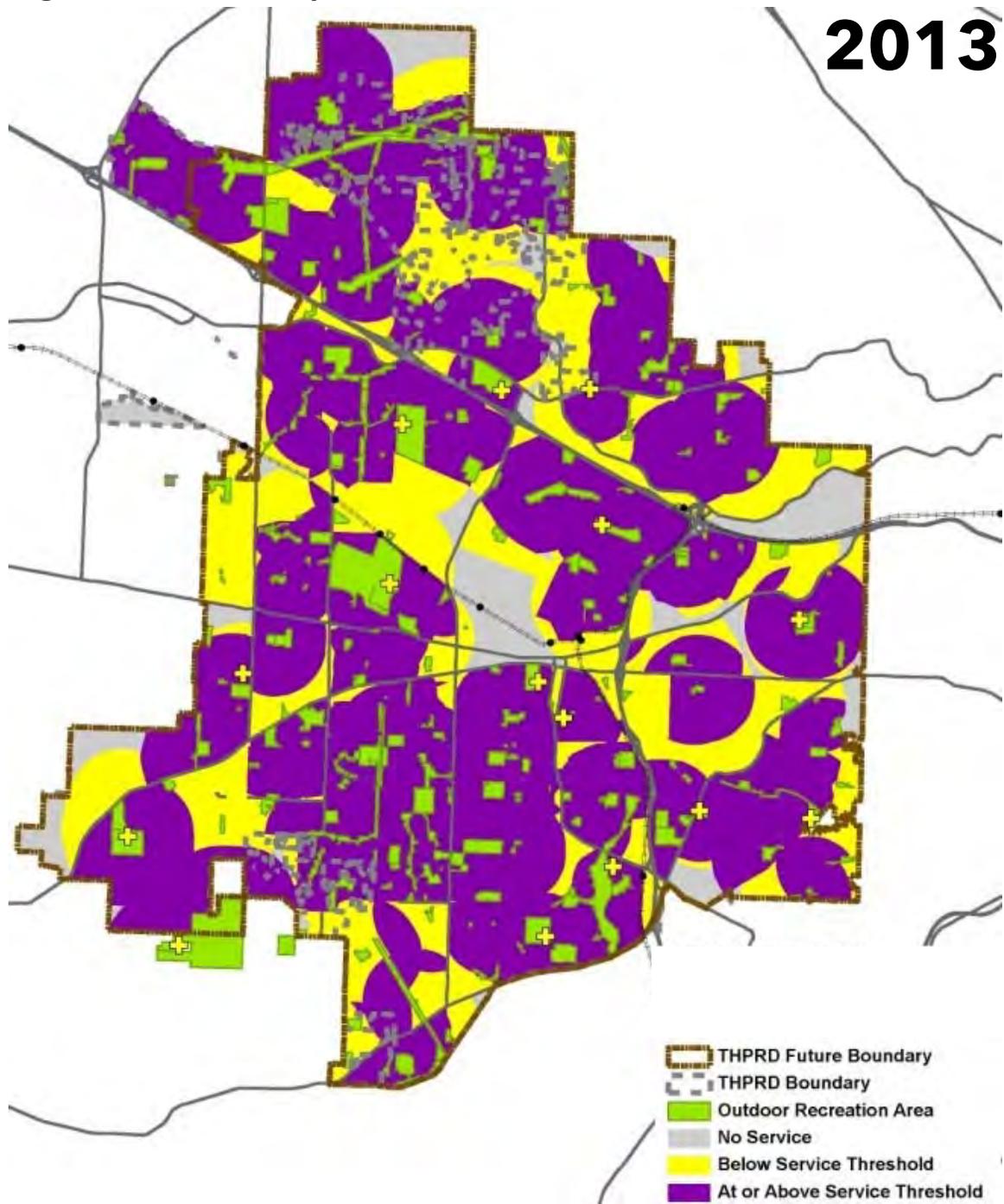


Figure 12: 2013 Comp Plan Update neighborhood GRASP analysis. Historical map provided for reference purposes; this map does not reflect the district's current service area

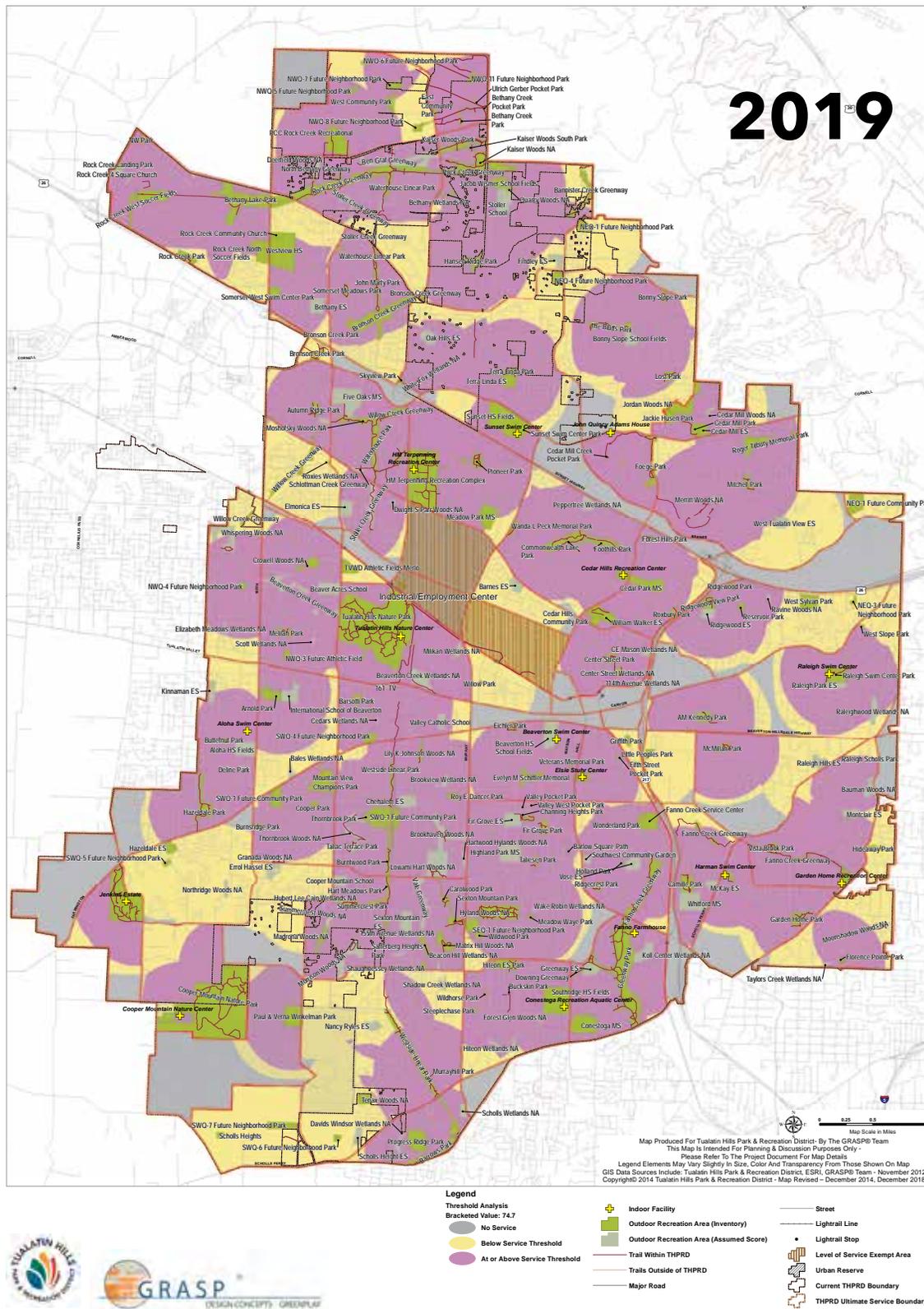


Figure 13: 2019 Parks Functional Plan neighborhood GRASP analysis. Historical map provided for reference purposes; this map does not reflect the district's current service area

II.E Existing System and Level of Service

The following maps show the results of the 2022 GRASP LOS update for neighborhood and community recreation sites and amenities. Each show current 2022 conditions of the park system to help THPRD understand how well its doing to serve patrons as of the date this plan is adopted.

Tualatin Hills Park & Recreation District
Map A: 2022 System Map



Figure 14: 2022 THPRD System Map

Tualatin Hills Park & Recreation District Map B: 2022 Trail System Map

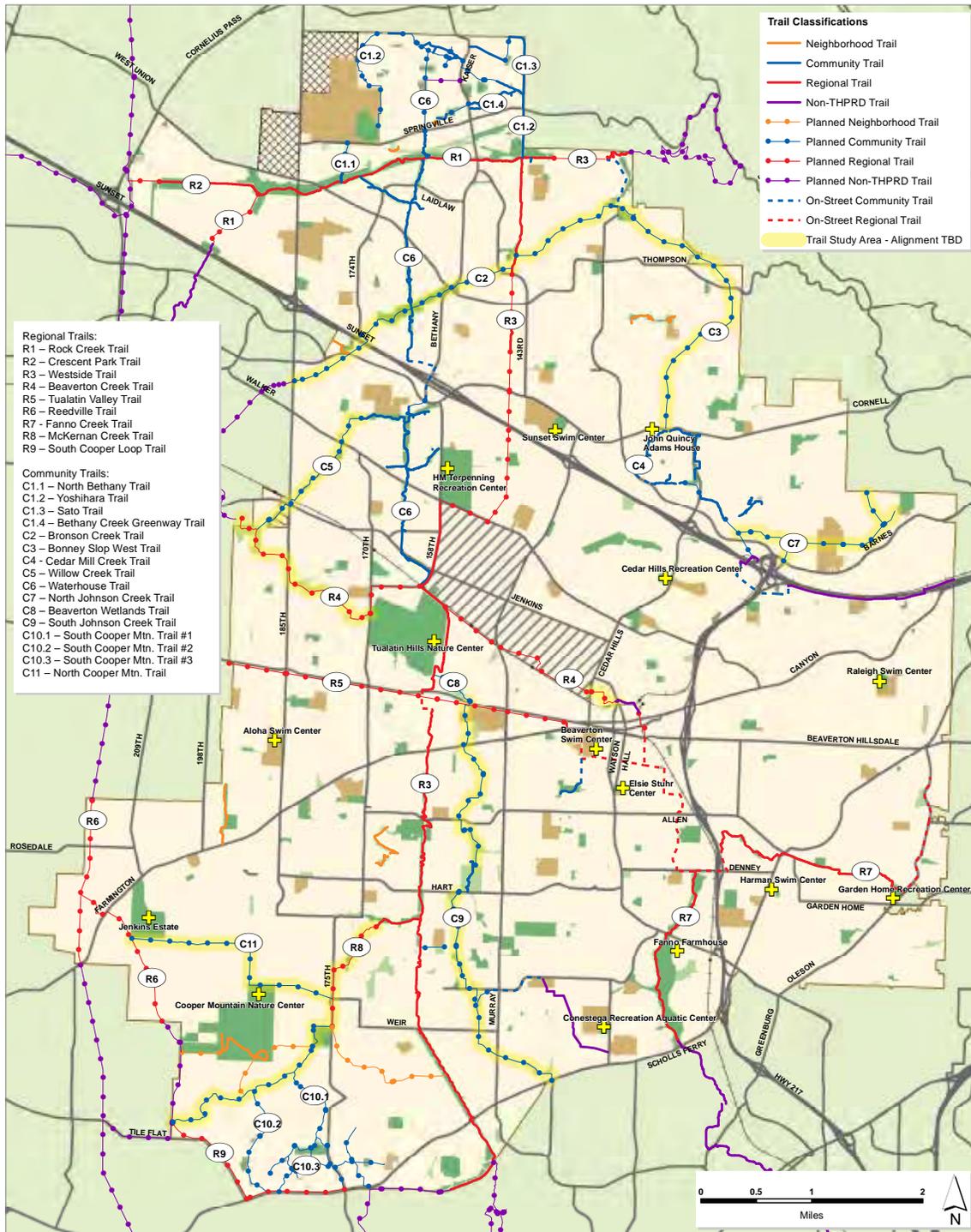
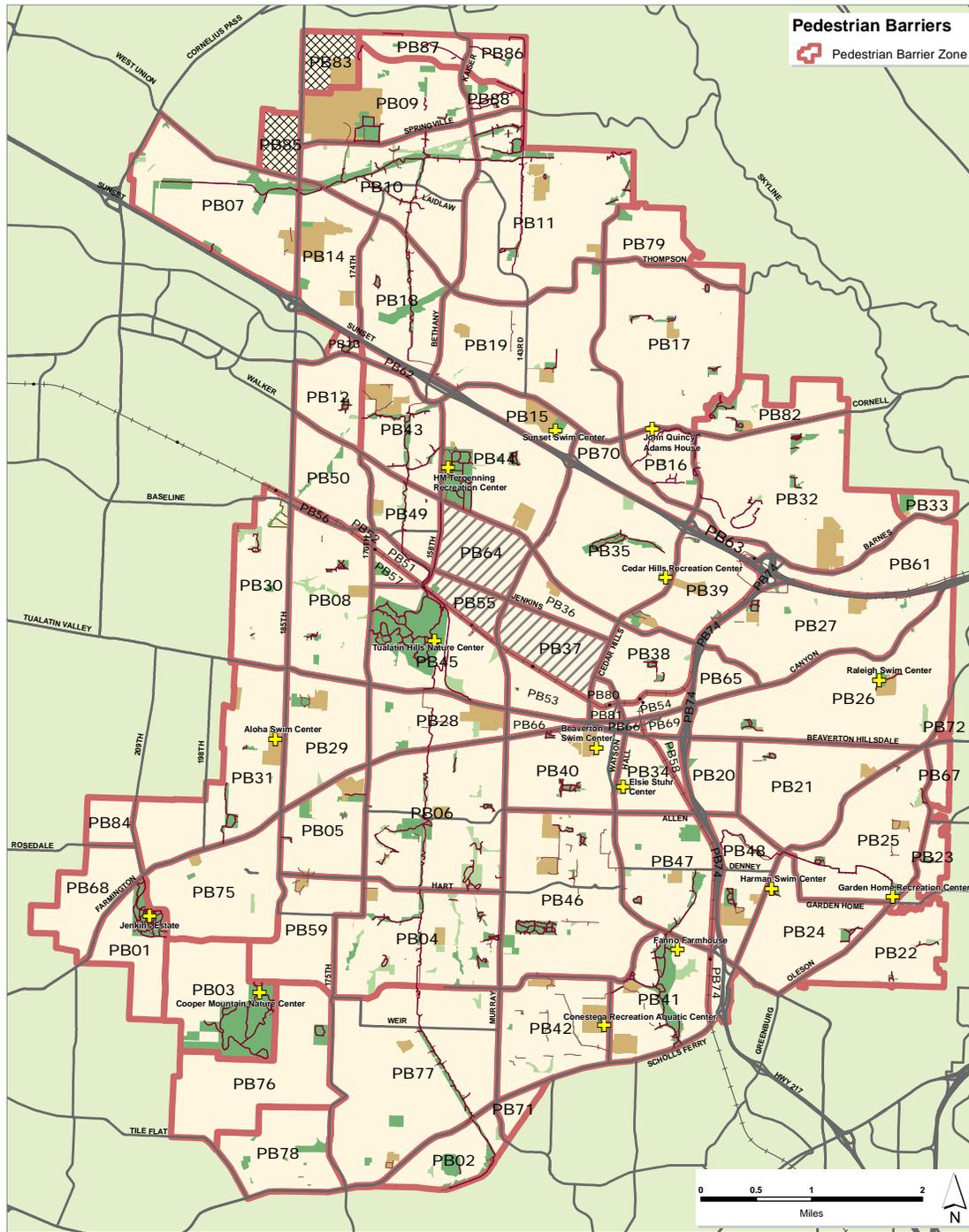


Figure 15: 2022 THPRD Trails System Map

Tualatin Hills Park & Recreation District Map C: 2022 Pedestrian Barriers



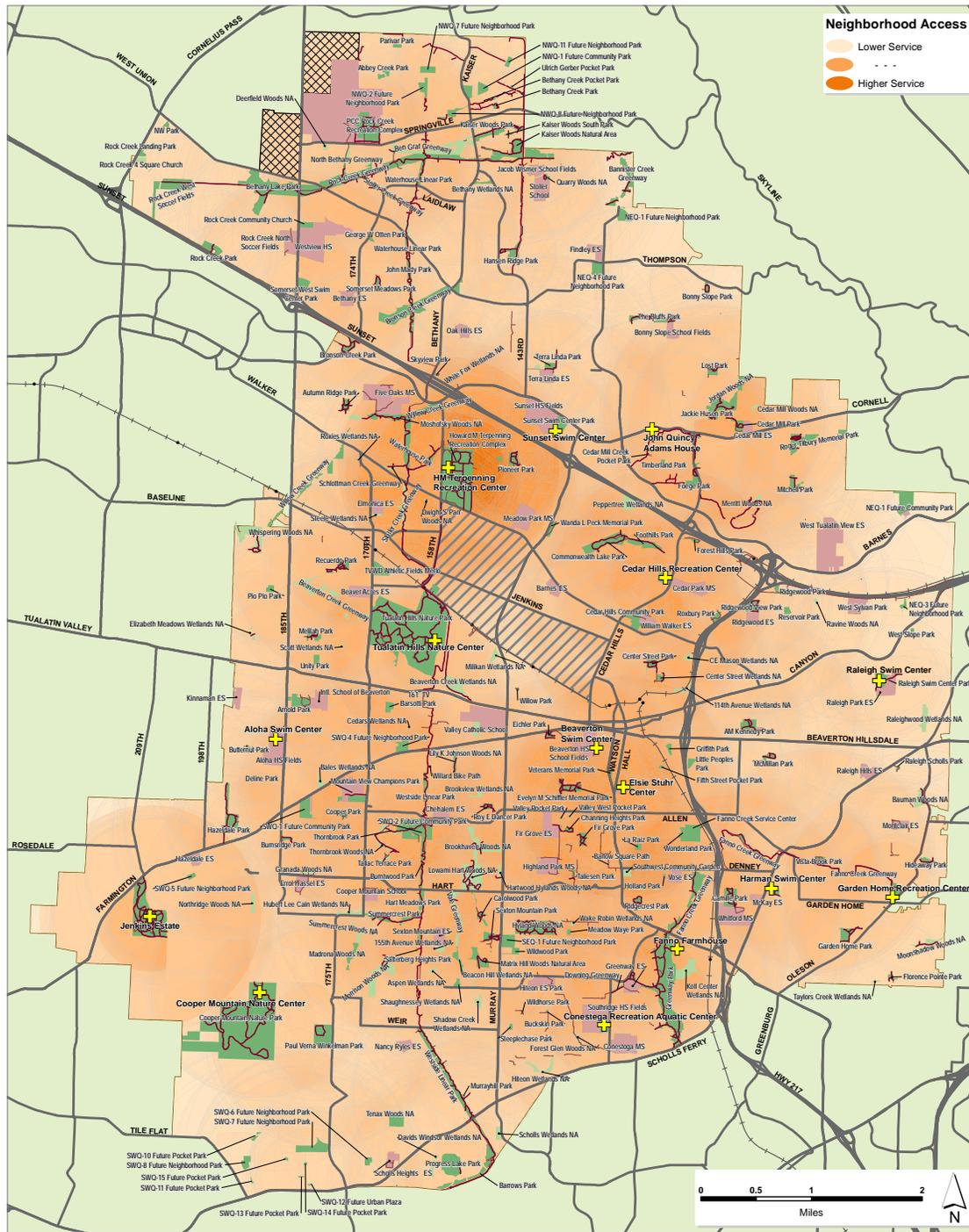
Legend

- Indoor Facility
- Outdoor Recreation Area (Inventory)
- Outdoor Recreation Area (Assumed Score)
- School Partnership
- Trail Within THPRD
- Non-THPRD Trails / On-Street Connections
- Major Road
- Lightrail
- Level of Service Exempt
- Urban Reserve
- THPRD Boundary
- Study Area



Figure 16: 2022 Pedestrian Barriers Map

Tualatin Hills Park & Recreation District Map D: 2022 Neighborhood Access to All Recreation



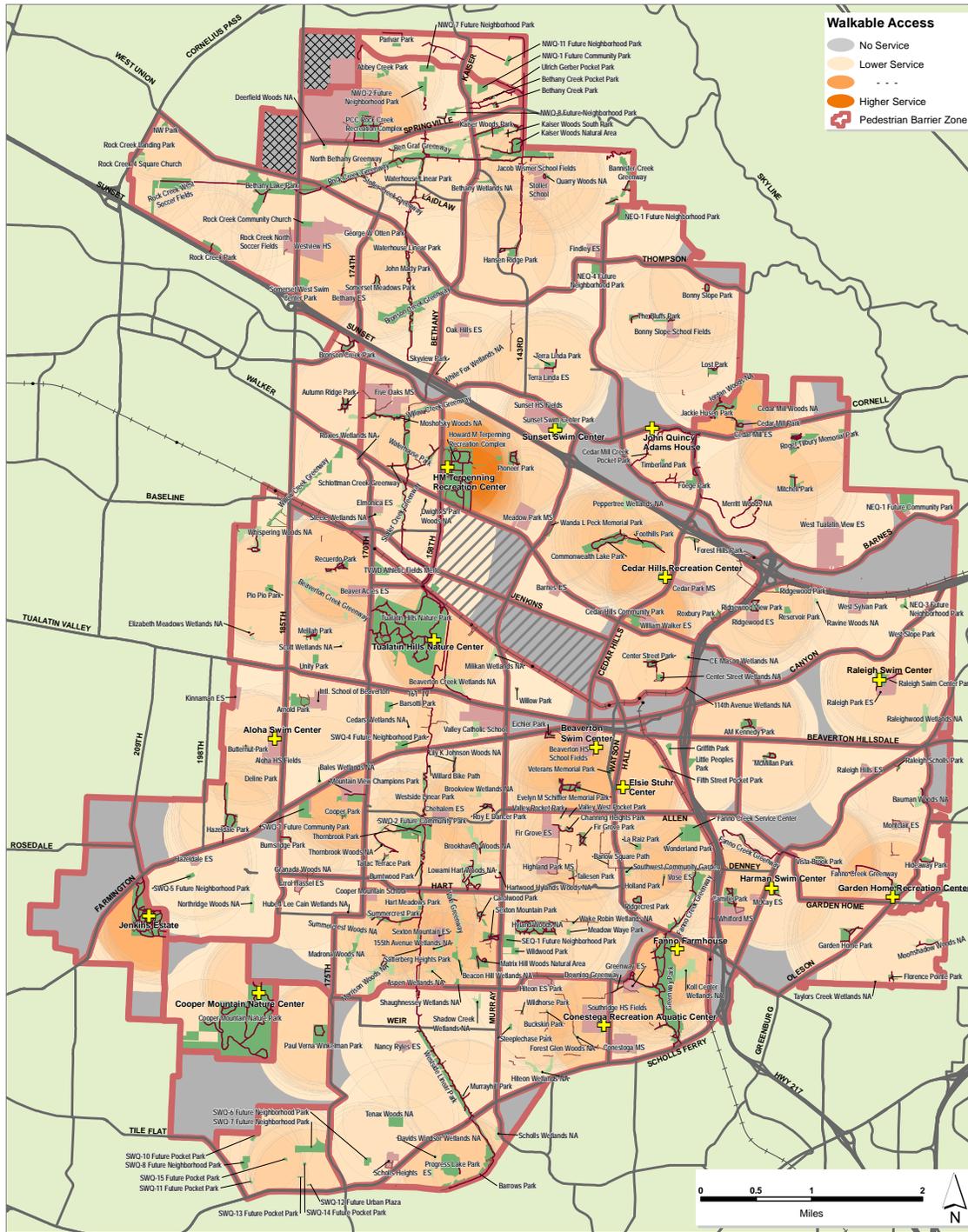
Legend

- Indoor Facility
- Trail Within THPRD
- Level of Service Exempt
- Outdoor Recreation Area (Inventory)
- Non-THPRD Trails / On-Street Connections
- Urban Reserve
- Outdoor Recreation Area (Assumed Score)
- Major Road
- THPRD Boundary
- School Partnership
- Lightrail
- Study Area



Figure 17: 2022 Neighborhood Access to All Recreation Map

Tualatin Hills Park & Recreation District Map E: 2022 Walkable Access to All Recreation



Legend

- Indoor Facility
- Outdoor Recreation Area (Inventory)
- Outdoor Recreation Area (Assumed Score)
- School Partnership
- Trail Within THPRD
- Non-THPRD Trails / On-Street Connections
- Major Road
- Lightrail
- Level of Service Exempt
- Urban Reserve
- THPRD Boundary
- Study Area

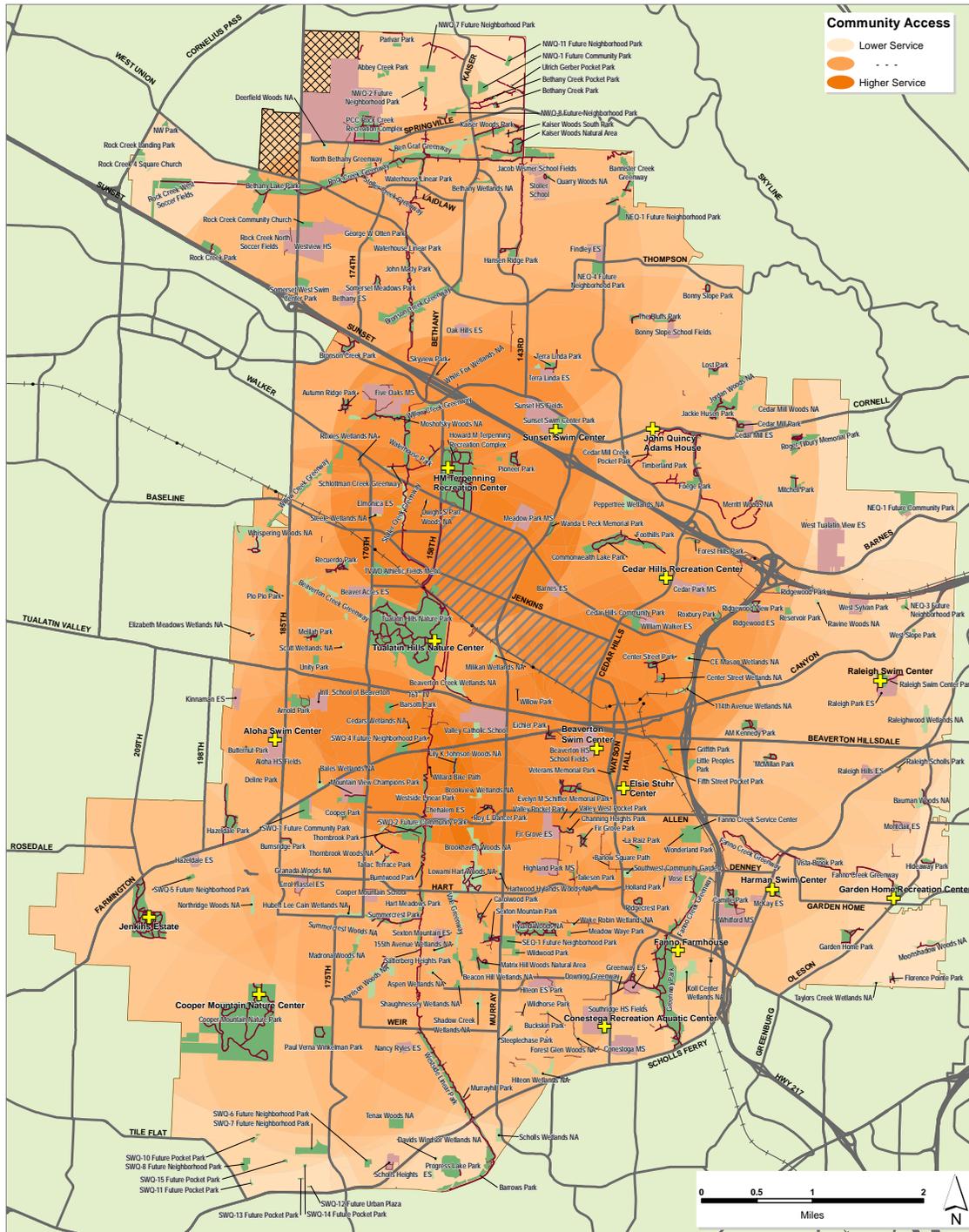


Map Prepared For: Tualatin Hills Park & Recreation District by The GRASP Team
 Map Date: November 2022
 Project Name: 2022 Walkable Access to All Recreation
 Legend Symbols: Green square with cross symbol for Indoor Facility; Green square for Outdoor Recreation Area (Inventory); Light green square for Outdoor Recreation Area (Assumed Score); Pink square for School Partnership; Red line for Trail Within THPRD; Grey line for Non-THPRD Trails / On-Street Connections; Black line for Major Road; Dashed line for Lightrail; White square with black border for Level of Service Exempt; Black square with white border for Urban Reserve; Red square with white border for THPRD Boundary; Yellow square with black border for Study Area.
 Copyright 2022 Tualatin Hills Park & Recreation District. All Rights Reserved.

Figure 18: 2022 Walkable Access to All Recreation Map

Tualatin Hills Park & Recreation District Map F : 2022 Community Access to All Recreation

F



Legend

- Indoor Facility
- Outdoor Recreation Area (Inventory)
- Outdoor Recreation Area (Assumed Score)
- School Partnership
- Trail Within THPRD
- Non-THPRD Trails / On-Street Connections
- Major Road
- Lightrail
- Level of Service Exempt
- Urban Reserve
- THPRD Boundary
- Study Area



Figure 19: 2022 Community Access to All Recreation Map

VII. Community Inventory

Program & Service Inventory

To better understand what programs, classes, events, activities, services, volunteer opportunities, etc. (programs) available to THPRD patrons, the district conducts a periodic program and service inventory. This inventory is updated as a part of each THPRD comp plan and as needed within Programs Functional Plan updates. Like GRASP Level-of-Service updates, the program inventory is used to understand what programming is available to patrons and identify opportunities to better serve district communities.

Core Programs & Services

Grouping programs into Core Program Areas helps THPRD better understand how we serve our patrons today and achieve the district’s mission to provide high-quality recreation programming. Core program areas were defined by staff as the area that best described the program’s function within THPRD. The following core program areas provide a well-rounded and diverse array of programs that serve the community at present.

Table 2: 2022 Program & Service Inventory

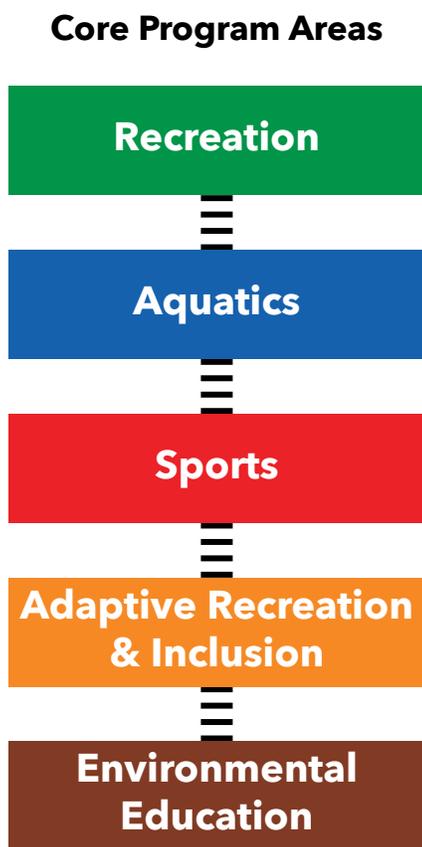


Figure 20: 2022 Core Program Areas

Recreation Programs	Similar Program Offered Externally
9-Month Preschool	X
9-Month Preschool - Bilingual Spanish	X
Afterschool Volunteer Programs	X
Art - Adult & Child	X
Art Classes	X
Arts & Crafts	X
Babysitting 101/Home Alone	X
Boxing Club	
Camp - Half-Day	X
Camps - Full-Day	X
Camps - Specialty	X
Complimentary Seminars	
Congregate Meals	X
Cooking	X
Cooking - Family	X
Cross Country - Middle School	
Crow City Derby	
Dance	X
Dance - Adult & Child	X
Dance - Recital	X
Drop-in Childcare	X
Drop-in Fitness	X
Drop-in Indoor Playground	X

Continued on next page

Table 2: 2022 Program & Service Inventory

Recreation Programs	Similar Program Offered Externally	Recreation Programs	Similar Program Offered Externally
Drop-in Open Gym	X	Navigate Your Fitness Room	X
Drop-in Weight/Cardio	X	One-Day Events - Corporate Teams	X
Drop-in: Alzheimer's Support Group		One-Day Volunteer Events - Communications	X
Drop-in: BINGO		One-Day Volunteer Events - Maintenance	X
Drop-in: Book Club		One-Day Volunteer Events - Nature & Trails	X
Drop-in: Bridge		Personal Training	X
Drop-in: Bunko		Playschool	X
Drop-in: Diabetes Support Group		Preschools - Licensed	X
Drop-in: Hand and Foot		Private Lessons - Guitar	X
Drop-in: In Stitches (Knitting/Crochet, Needle work)		Rentals - Facility	X
Drop-in: Mah Jong - Drop In		Safety Town	X
Drop-in: Movie		Science	X
Drop-in: Multiple Sclerosis Support Group		Showers	
Drop-in: Pinochle - Drop In		Special Event - Community	X
Drop-in: SHIBA monthly open house		Special Event - Cultural	X
Drop-in: Texas Hold'Em - Drop In		Special Event - Fitness	X
Enrichment - 55 and Better	X	Sports	X
Experiences		Sports - Adult & Child	X
First Aid/CPR/AED Classes	X	Spring Break Camp	X
Fitness Functional - Chair Fitness	X	STEM Classes	X
Fitness MELT	X	Stewardship Leader Program	X
Guitar	X	THRIVE Afterschool Program	X
Gymnastics	X	THRIVE No School Day	X
Gymnastics - Adult & Child	X	Track & Field - Middle School	
Home Alone	X	Tumbling	X
Home Delivered Meals	X	Volunteer Instructor Assistant Program	
Karate	X	Volunteer Programs - Preschool	X
Kids Night Out	X	Washington County Library	X
Martial Arts - Naya	X	Weight Room Orientation	X
Mobile Fitness		Weight Training - Middle School	X
Mobile Recreation		Willamette Coin Club	
Movement	X	Winter Break Camp	X
Music	X		

Continued on next page

Table 2: 2022 Program & Service Inventory

Aquatics Programs	Similar Program Offered Externally	Sports Programs	Similar Program Offered Externally
Baby/Toddler & Me		Basketball Coach Program	X
Barracudas Masters Club		Basketball League	X
Camp Fun, Sun, & Waves		City League	X
Camp Swim		Comp Soccer - Youth	X
Diving		Cornhole League	
Diving Club		Cricket	
Homeschool Lessons		Cross Country Coach Program	X
Independent Exercise/Water Walking	X	Drop-in Table Tennis	X
Jump In: Water Safety 101		Drop-in Volleyball	X
Junior Lifeguard		Drop-in Walking Track	X
Junior Lifeguard Volunteer Program	X	Group Lessons	X
Lap Swim	X	Kickball League	
Level 1-2 - Spanish-Speaking Swim		Lacrosse	
Level 1-3 - Preschool	X	Oregon Elite Tennis	
Level 1-4 - School Age	X	Pickleball - Reservations	X
Level 5-7 - School Age	X	Pickleball Lessons	X
Lifeguard Training	X	Pickleball Tournaments	
Open Swim	X	Portland State Tennis	
Private Lessons - Aquatics	X	Private Lessons - Tennis	X
Rentals - Public		Rec Baseball	X
Rentals - Special Events		Rec Football	X
Senior Swim		Rec Soccer	
Splash 'n Fun Camp		Rec Softball	
Splash Swim Team	X	Rentals - Courts	X
Swim Club	X	Rentals - Fields	X
Swimming - BSD		Softball League	
Swimming Skills	X	Special Events - Inclusion	
Synchronized Swimming Club		Sports & Fitness	X
Water Fitness	X	Tennis - Tournaments - HS	
Water Polo - BSD		Tennis - Reservation	
Water Polo Club		Tennis League - THPRD	
Water Safety Instructor Training	X	Track & Field Coach Program	X
You & Your Preschooler		USTA League	X
		USTA Rec Tennis	

Continued on next page

Table 2: 2022 Program & Service Inventory

Sports Programs	Similar Program Offered Externally	Environmental Education Programs	Similar Program Offered Externally
USTA Tournaments		9-Month Preschool - Nature Preschool	X
USTA/THPRD Tournament		Birthday Program - Nature	X
Volleyball Coach Program	X	Black & Green Fellowship/BBPU	
Volleyball League		Camps - Nature	X
		Community Science Program	X
		Group Nature Program	X
		Letterboxing	
		Mobile Nature Program	
		Nature Center Exhibits	X
		Nature Kits	
		Nature Studies	X
		Nature Studies - Family	X
		Nature Walks - Spanish	
		NEWT Chicas/Adelante Mujeres	
		NEWT Internship	X
		Park Steward Program	X
		School Nature Field Trips	X
		Scouts in Nature	X
		Service Learning Program	
		Special Event - Nature	
Inclusion Programs	Similar Program Offered Externally		
Camp Rivendale			
Friday Adaptive Sportz Center			
Inclusion Services	X		
Monday Therapeutic Rec			
Social Services	X		
Support Groups			
Therapeutic Recreation			
Volunteer Program			
Thursday Night Allstars (B-Ball)			
Wheelchair Basketball			
Multiple Core Program Areas	Similar Program Offered Externally		
Adaptive Aquatics			
Administrative Assistant	X		
Volunteer Programs			
Adoption Program	X		
Advisory Committees	X		
Audit Committee	X		
Budget Committee	X		
Diversify Internship Program			
Drop-in Badminton	X		
Drop-in Basketball	X		
Drop-in Pickleball	X		
Eagle Scout/GSA Award Program	X		
Friends Groups	X		
RISE Youth Leadership Program			
Special Event - Recreation/ Aquatics	X		
Volunteer Internship Program			
Volunteer Photographer Program	X		

Age Groups Served by THPRD Programs

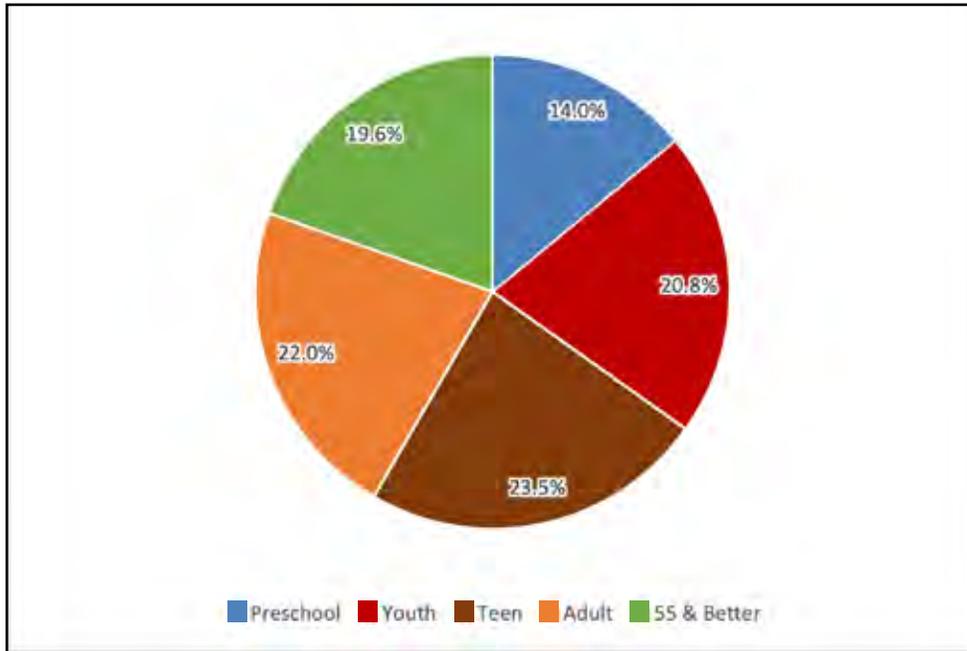


Figure 21: Percentage breakdown of age groups served by THPRD programming. 9.5% of above programs are offered in specialized/adaptive formats for patrons living with disabilities.

Leadership Models Supported by THPRD Programs

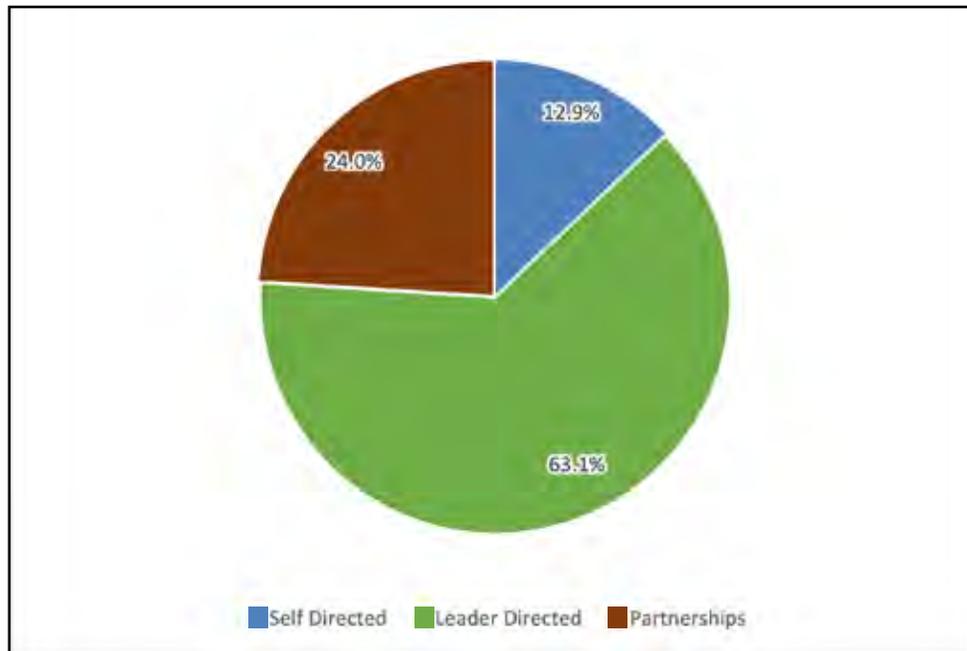


Figure 22: Percentage breakdown of the leadership models supported by THPRD programming.

Outcomes Supported by THPRD Programs



Figure 23: Percentage breakdown of learning outcomes targeted by THPRD programming.

Most Common Formats or Settings for THPRD Programs

1. Class	5. Camp	9. Support Services
2. Drop-in	6. Professional Services	10. Preschool
3. Leagues	7. Private/Semi-private lesson	11. Afterschool
4. Events	8. Therapeutic Rec	12. Trips
		13. Social Services

Figure 24: Ranking of THPRD programs by the most common program formats and settings.

Proportion of THPRD Programs by Service Assessment Category

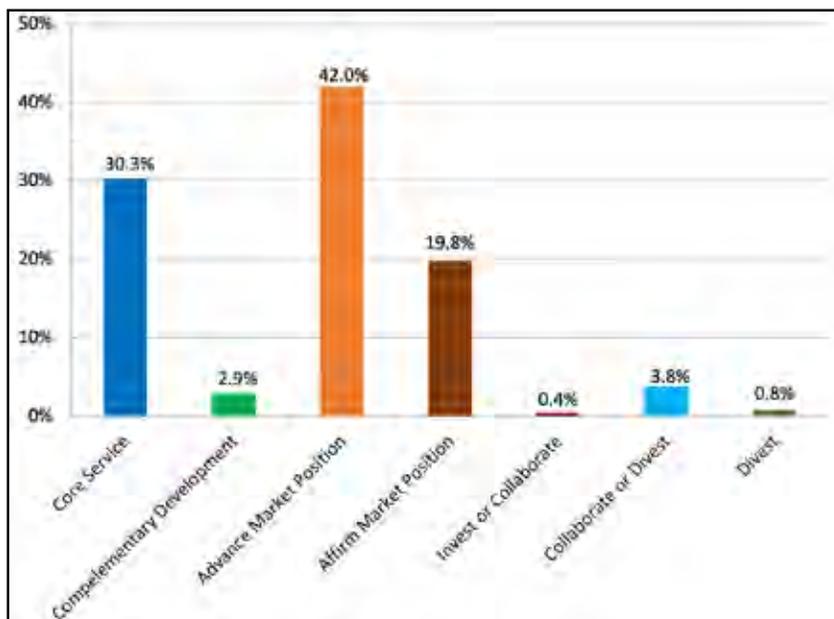


Figure 25: Breakdown of THPRD programs within each service assessment category.

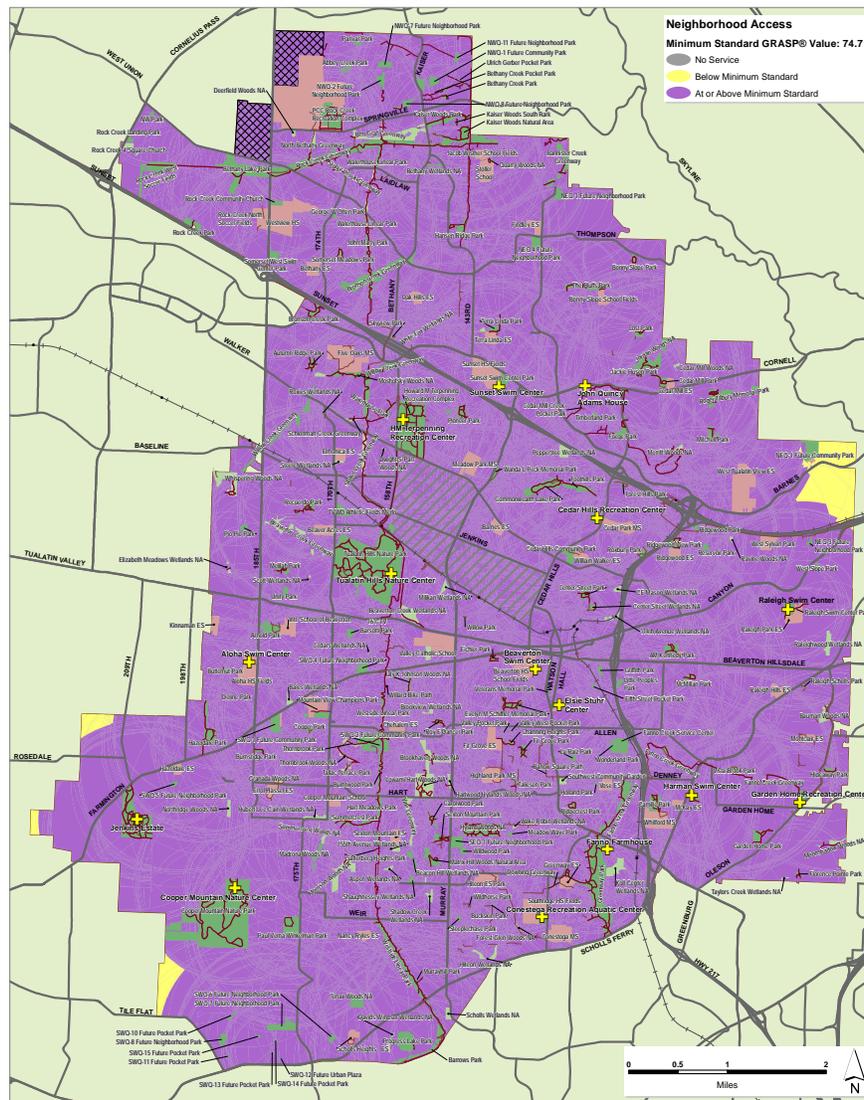
II.F Needs Assessment

Though most of the district meets or exceeds THPRD’s LOS standards, it is important to identify where gaps in district service exist. The following maps show gaps in THPRD’s neighborhood- and community-level recreation system. Areas falling below the district’s LOS threshold are considered priority areas for improvement and THPRD uses information on LOS gaps when making decisions about whether to acquire new land for parks, develop new parks or facilities, and/or when prioritizing improvements to existing parks. Through this process, the district is committed to providing equitable access to neighborhood and community parks and recreation amenities for all district residents.

LOS Gaps

I. Gaps in Walkable Access to All Recreation

Tualatin Hills Park & Recreation District
Map G: 2022 Gaps in Neighborhood Access to All Recreation



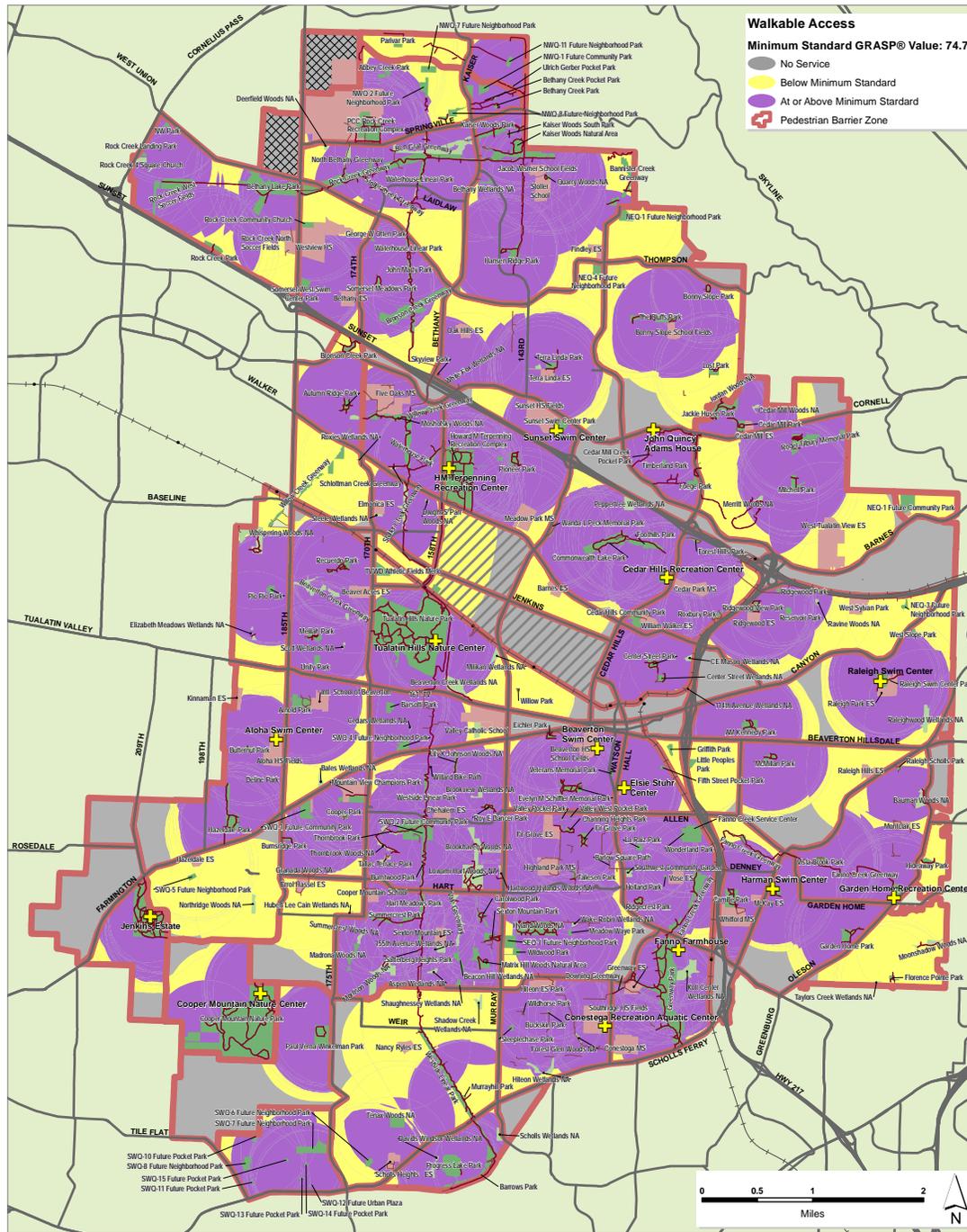
Legend

- Indoor Facility
- Trail Within THPRD
- Outdoor Recreation Area (Inventory)
- Non-THPRD Trails / On-Street Connections
- Outdoor Recreation Area (Assumed Score)
- Major Road
- Level of Service Exempt
- Urban Reserve
- THPRD Boundary

Figure 26: 2022 Gaps in Neighborhood Access to All Recreation Map

LOS Gaps

Tualatin Hills Park & Recreation District Map H: 2022 Gaps In Walkable Access to All Recreation



Legend

- Indoor Facility
- Outdoor Recreation Area (Inventory)
- Outdoor Recreation Area (Assumed Score)
- School Partnership
- Trail Within THPRD
- Non-THPRD Trails / On-Street Connections
- Major Road
- Lightrail
- Level of Service Exempt
- Urban Reserve
- THPRD Boundary
- Study Area



Map Produced For Tualatin Hills Park & Recreation District By The GRASP Team
The GRASP Team Includes: Tualatin Hills Park & Recreation District
Tualatin Hills Park & Recreation District, Tualatin Hills Park & Recreation District, Tualatin Hills Park & Recreation District
© 2022 Tualatin Hills Park & Recreation District. All Rights Reserved. Tualatin Hills Park & Recreation District, Tualatin Hills Park & Recreation District
Map Date: November 2022

Figure 27: 2022 Gaps in Walkable Access to All Recreation Map

Tualatin Hills Park & Recreation District Map I2: 2022 Gaps in Community Access to Two Recreation Sites

12

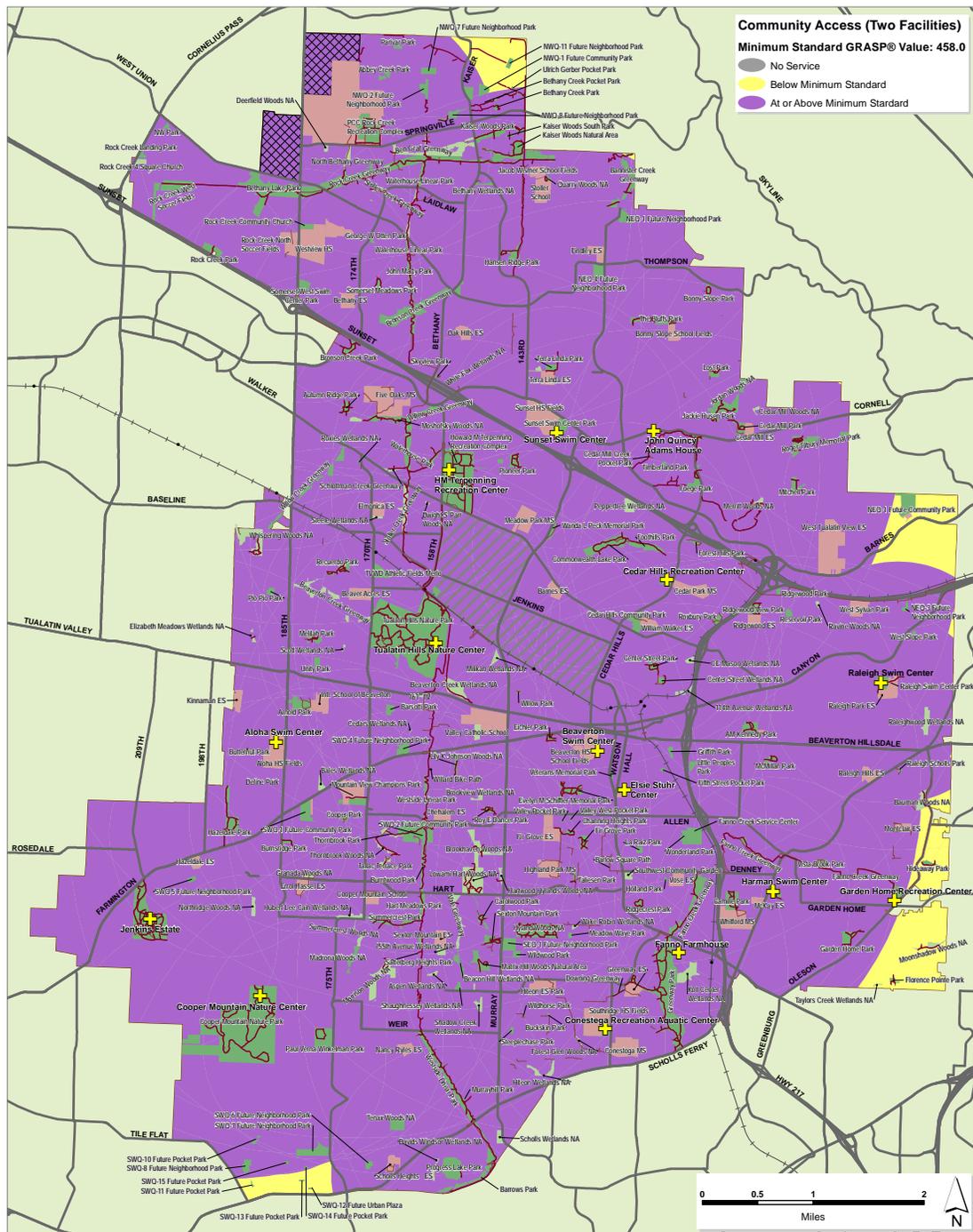


Figure 29: 2022 Gaps in Community Access to Two Recreation Sites Map

Tualatin Hills Park & Recreation District Map I3: 2022 Gaps in Community Access to Three Recreation Sites

13

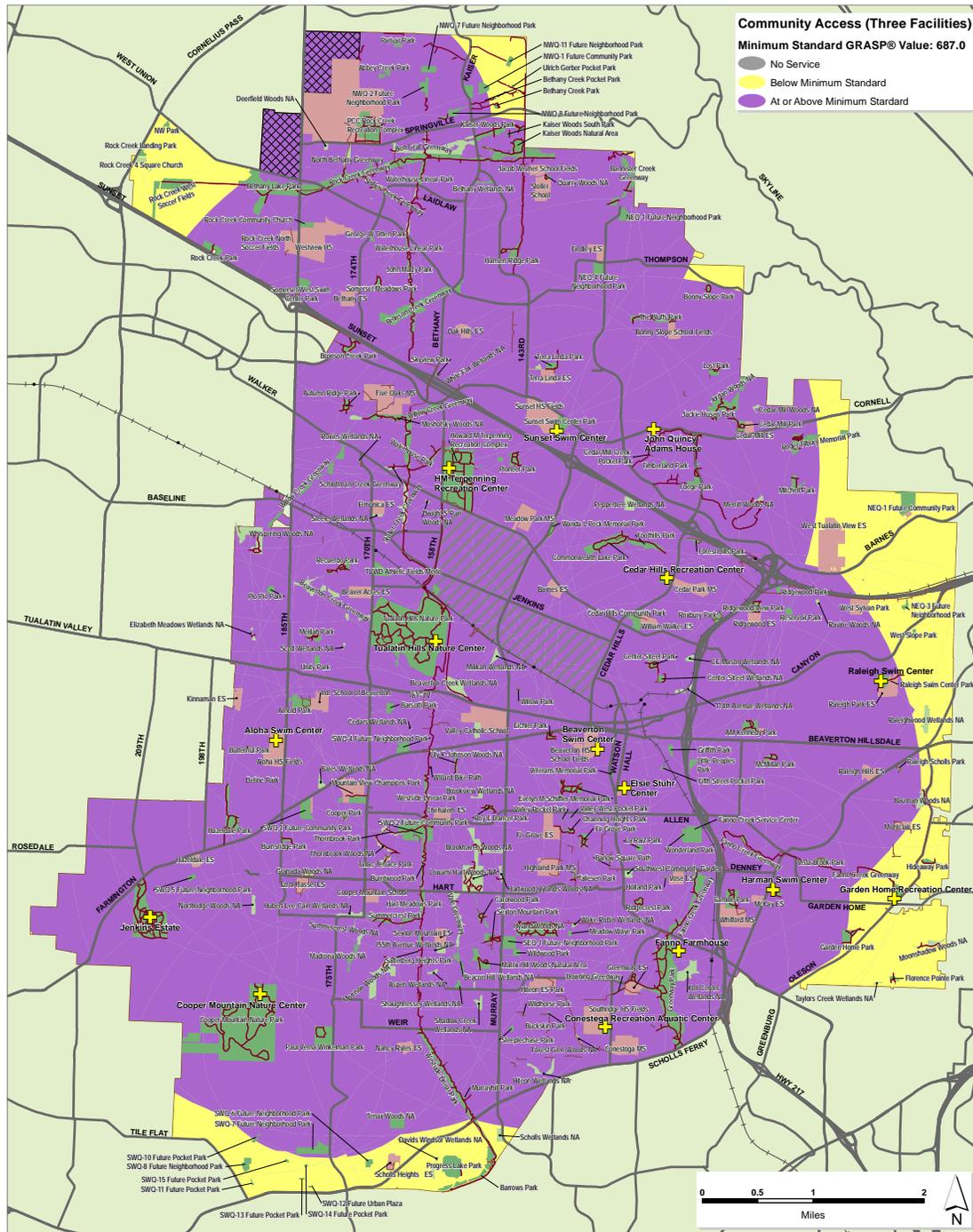


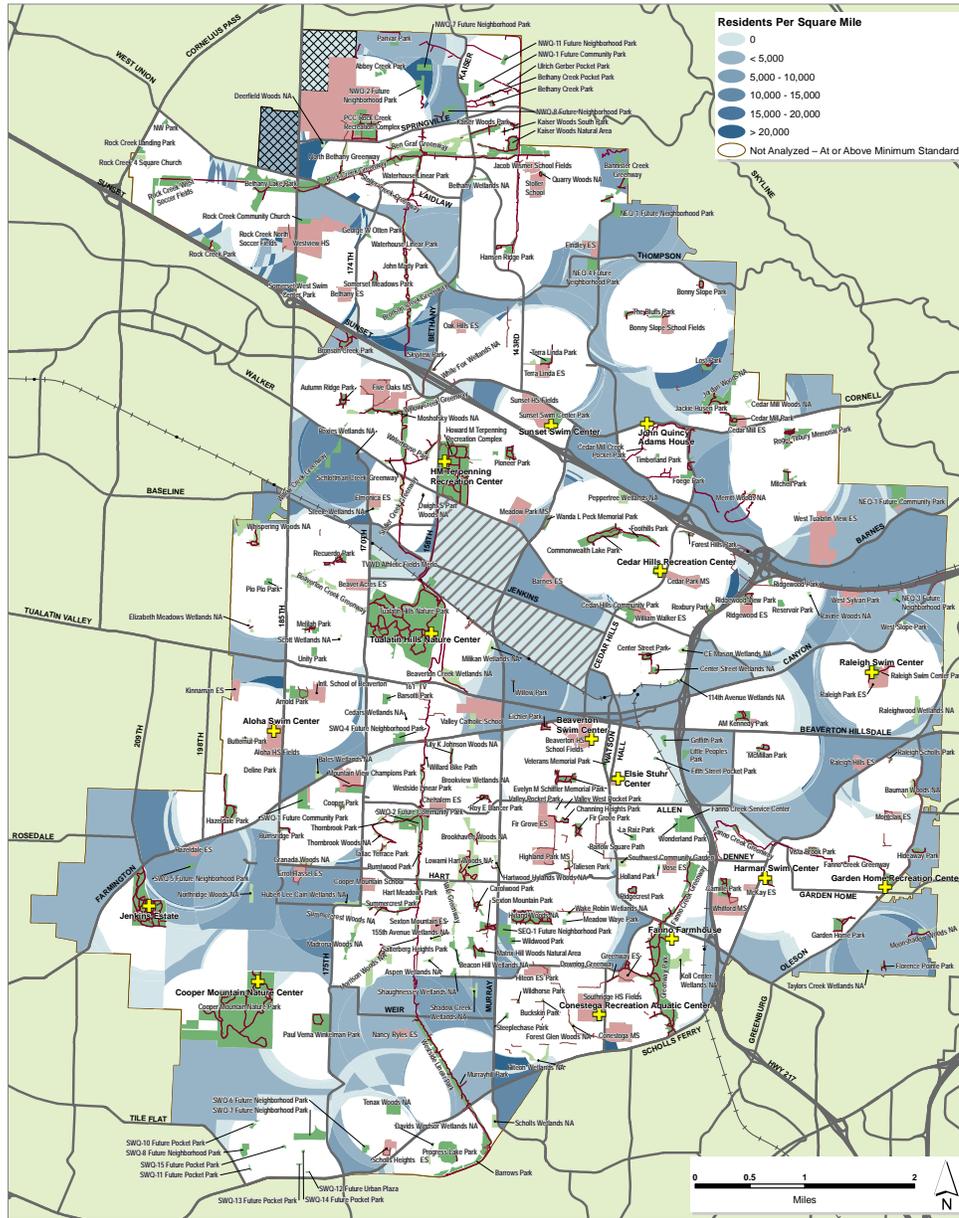
Figure 30: 2022 Gaps in Community Access to Three Recreation Sites Map

Underserved Areas

Areas below THPRD’s target level of service area dispersed across the district and contain communities with different backgrounds. To better THPRD’s underserved areas, the district analyzed areas below THPRD’s target neighborhood LOS through several lenses correlated with social vulnerability. With greater insight into the district’s underserved areas, THPRD staff are better able to make decisions related to parks and recreation infrastructure that are aligned with THPRD’s values and comp plan goals.

Tualatin Hills Park & Recreation District

Map J1: Understanding Priority Underserved Areas: Population Density

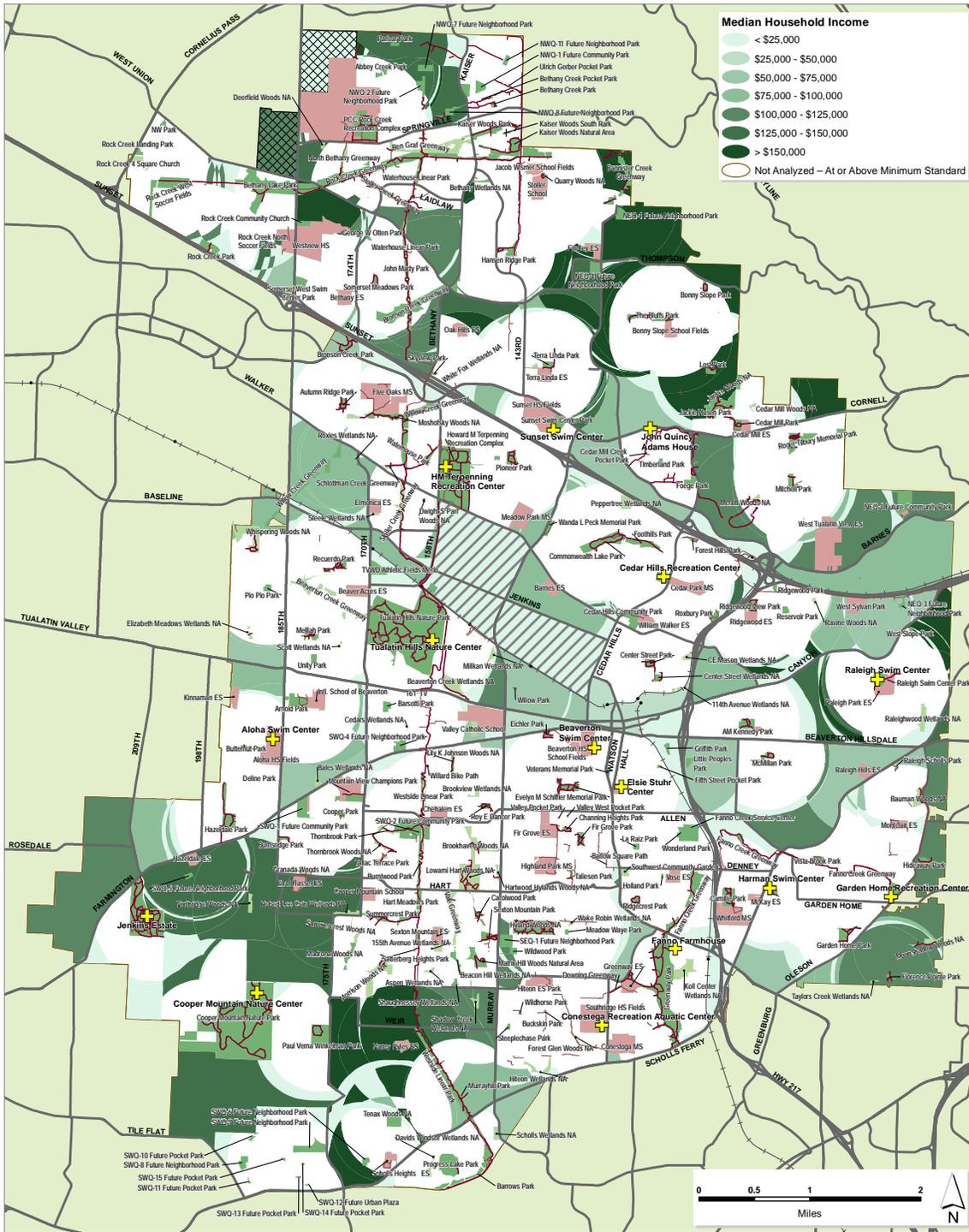


Legend

- Indoor Facility
- Trail Within THPRD
- Level of Service Exempt
- Outdoor Recreation Area (Inventory)
- Non-THPRD Trails / On-Street Connections
- Urban Reserve
- Outdoor Recreation Area (Assumed Score)
- Major Road
- THPRD Boundary
- School Partnership
- Lightrail
- Study Area

Figure 31: Understanding Priority Underserved Areas: Population Density Map

Tualatin Hills Park & Recreation District Map J2: Understanding Priority Underserved Areas: Median Income



Legend

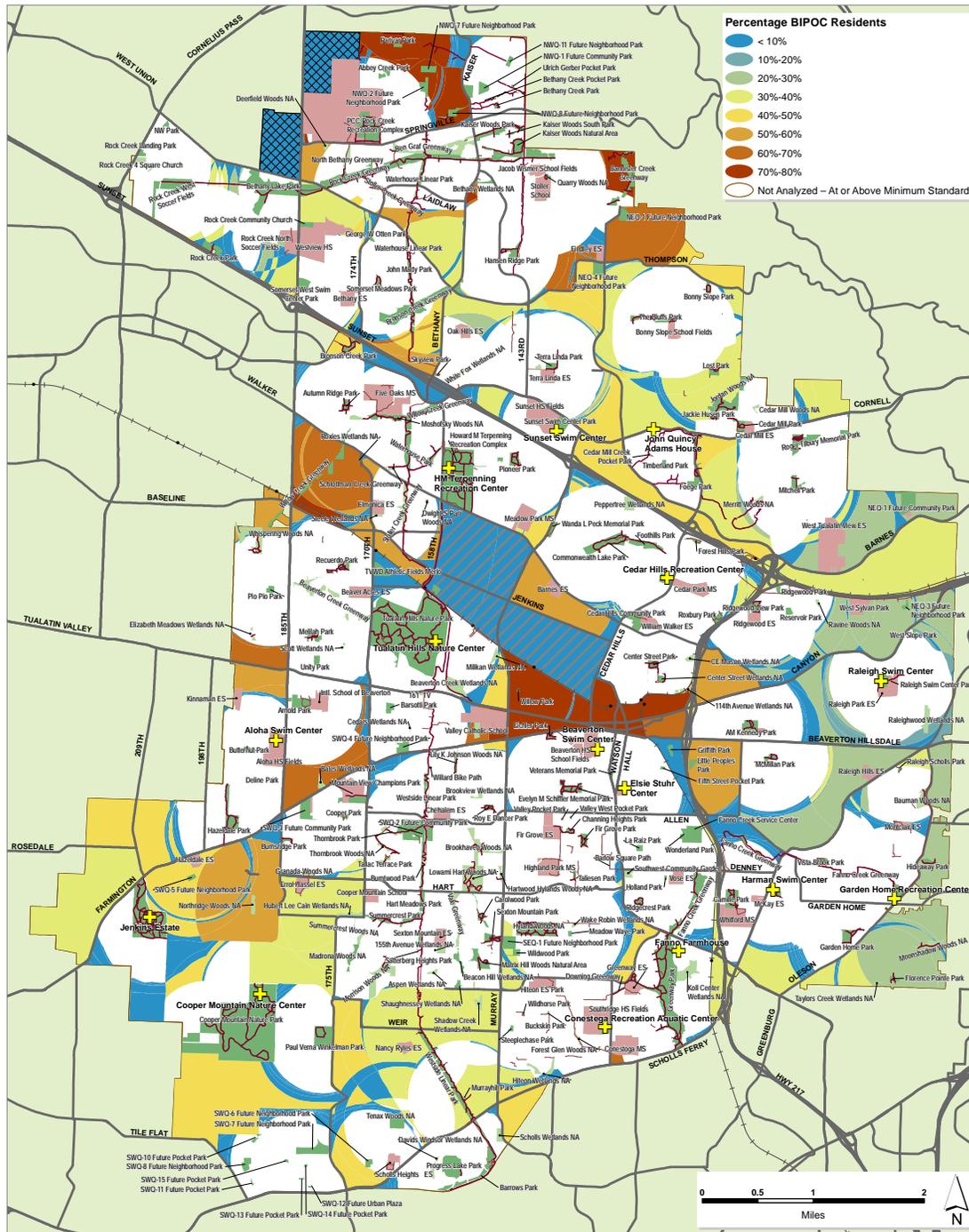
Indoor Facility	Trail Within THPRD	Level of Service Exempt
Outdoor Recreation Area (Inventory)	Non-THPRD Trails / On-Street Connections	Urban Reserve
Outdoor Recreation Area (Assumed Score)	Major Road	THPRD Boundary
School Partnership	Lightrail	Study Area



Figure 32: Understanding Priority Underserved Areas: Median Income Map

Tualatin Hills Park & Recreation District
Map J3: Understanding Priority Underserved Areas: Race & Ethnicity

J3



Legend

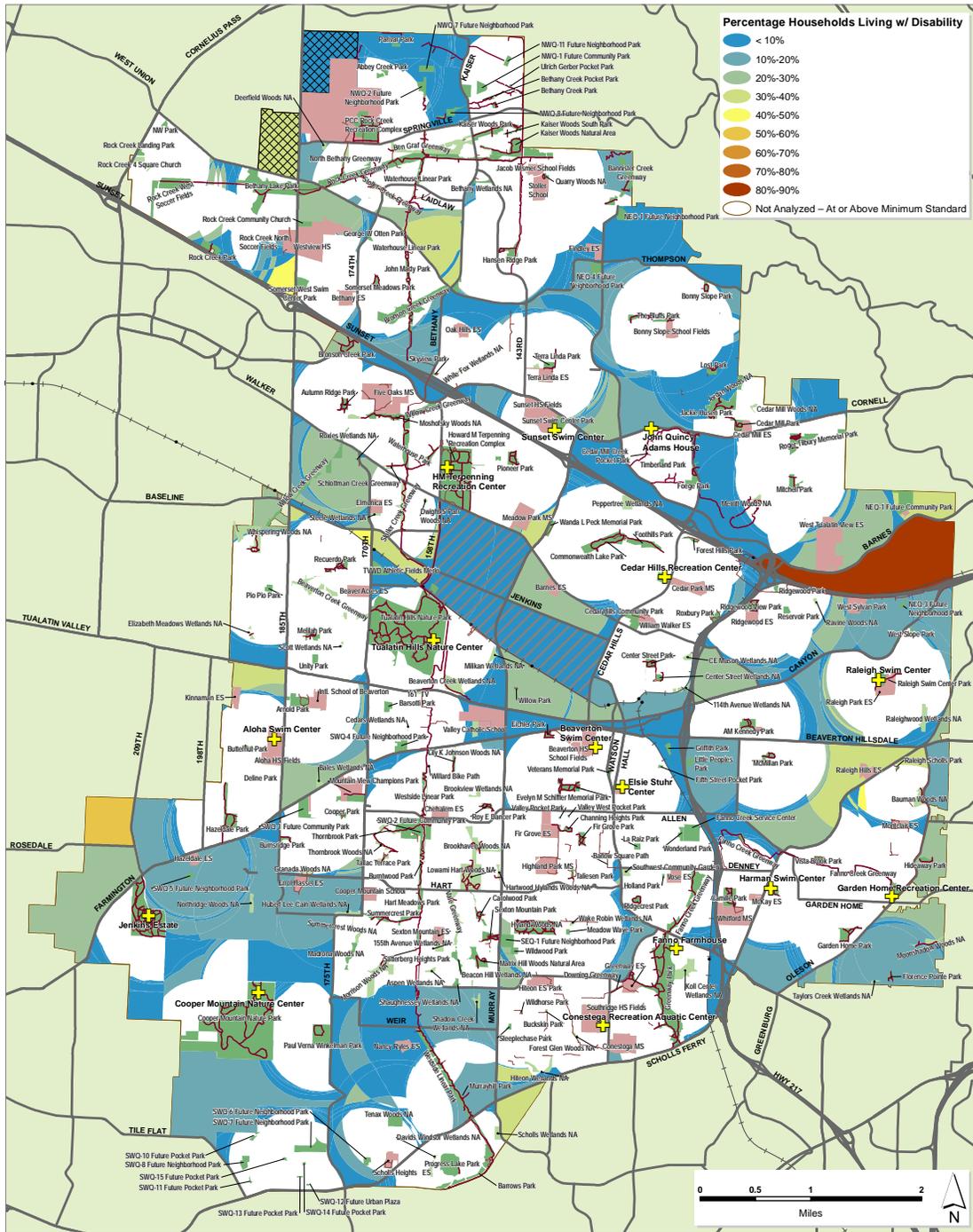
-  Indoor Facility
-  Outdoor Recreation Area (Inventory)
-  Outdoor Recreation Area (Assumed Score)
-  School Partnership
-  Trail Within THPRD
-  Non-THPRD Trails / On-Street Connections
-  Major Road
-  Lightrail
-  Level of Service Exempt
-  Urban Reserve
-  THPRD Boundary
-  Study Area



Map Prepared by Tualatin Hills Park & Recreation District by the GRASP Team
 Date: 7/2023. The District and GRASP are not responsible for any errors or omissions.
 This map is intended for informational purposes only. It is not intended to be used for legal or financial purposes.
 © 2023 Tualatin Hills Park & Recreation District. All rights reserved. No part of this map may be reproduced without written permission from the District.
 Date: 7/2023. Prepared by the GRASP Team.

Figure 33: Understanding Priority Underserved Areas: Race & Ethnicity Map

Tualatin Hills Park & Recreation District
 Map J5: Understanding Priority Underserved Areas: Ability Status



Legend

- Indoor Facility
- Outdoor Recreation Area (Inventory)
- Outdoor Recreation Area (Assumed Score)
- School Partnership
- Trail Within THPRD
- Non-THPRD Trails / On-Street Connections
- Major Road
- Lightrail
- Level of Service Exempt
- Urban Reserve
- THPRD Boundary
- Study Area



Figure 35: Understanding Priority Underserved Areas: Ability Status Map

Tualatin Hills Park & Recreation District
Map J6: Understanding Priority Underserved Areas: GRASP Value

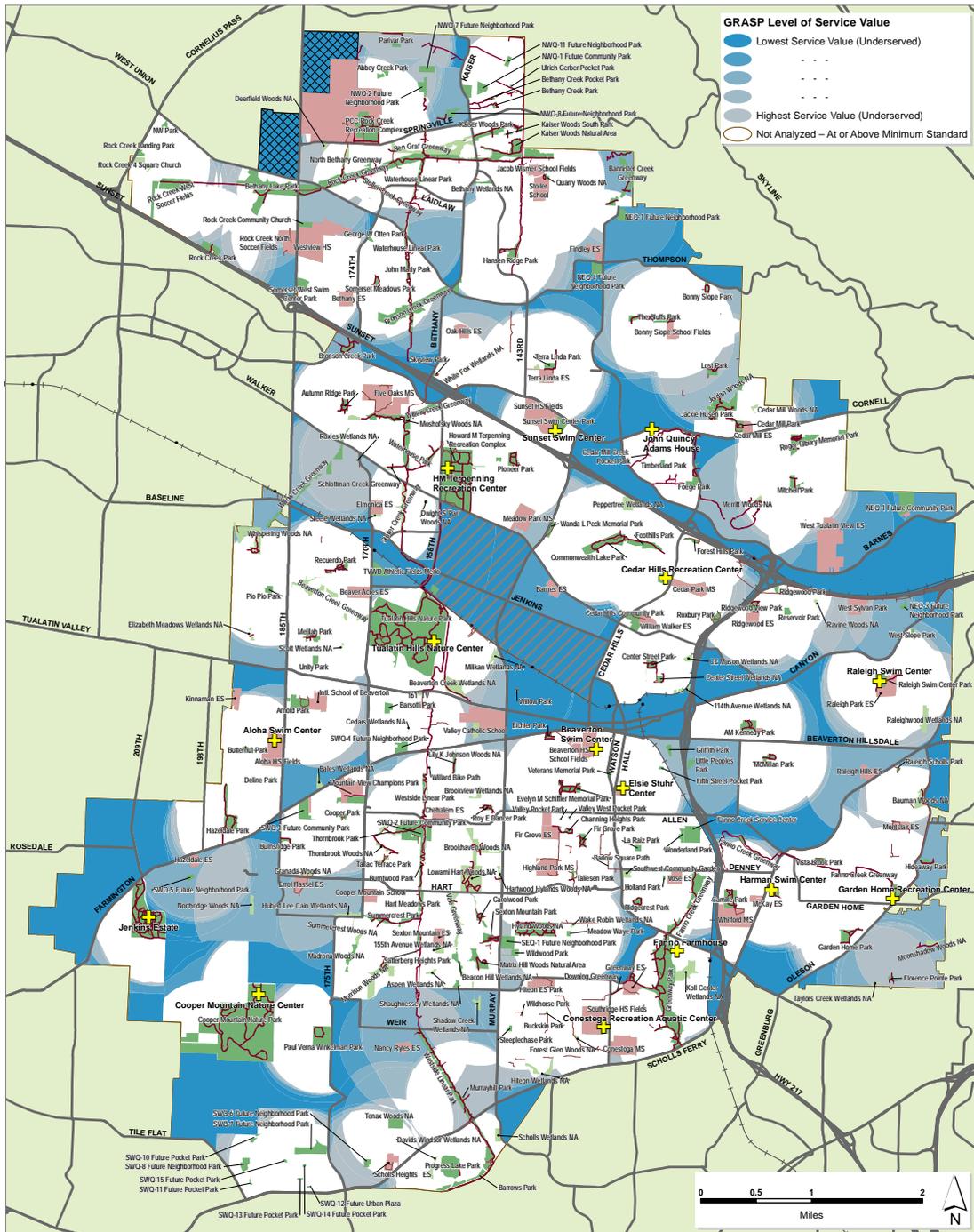


Figure 36: Understanding Priority Underserved Areas: GRASP Value Map

Program Opportunity Analysis

THPRD's program and service inventory revealed that THPRD is serving its patrons well. Given the large number of programs, the even distribution of groups served and outcomes targeted by THPRD programs is encouraging. Additionally, through the inventory's service assessment, the district shows its programs are well positioned to compete effectively with external services available to patrons. Despite these positive signals, improvement opportunities do exist.

Comprising the second most common program service assessment category (30.3%) selected by staff, core services are one such improvement opportunity. Core services are defined as essential community programs that would not be financially viable without THPRD support. To ensure these programs can remain in THPRD's portfolio long term, THPRD should assess what external grant and other funding mechanisms are available to supplement funding for these programs. In addition to service assessment results, additional improvement opportunities come to light when the inventory is compared to what THPRD learned through the VAP. By comparing the program and service inventory to VAP goal areas and actions, staff have identified opportunities that may help align THPRD programming with the VAP's vision. To discuss those opportunities, the following analysis is organized by VAP goal area and theme:

• Welcoming and Inclusive

- ◆ Host events and activities that bring people together:
 - Events rank as the fourth most common program format. Though THPRD does provide a variety of events, opportunities exist for THPRD to offer more culturally-specific classes, events, and activities in line with VAP feedback. Additionally, to address community access to transportation, opportunities exist for THPRD to offer more mobile recreation and nature programming to bring exercise, play, learning, and fun opportunities to patrons across the district.

- Easier ways to rent THPRD spaces was highlighted within the VAP and though THPRD offers rentals within its suite of programs, improvements to THPRD's website and registration systems represent an opportunity to create easier ways to rent THPRD spaces. Rental spaces and/or the registration system was also mentioned in VAP feedback under the Play for Everyone and Accessible and Safe goal areas.
- ◆ Ensure that parks and facilities are welcoming:
 - THPRD programs serve a wide range of age groups and work is ongoing to make THPRD programs more inclusive to diverse racial, ethnic, and gender identities; however, specialized and adaptive programming remains the least well-served group (9.5%) when compared to other age groups, presenting an opportunity for THPRD programs staff.
- ◆ Build partnerships and community relations:
 - Partnerships account for 24% of program leadership models, compared to 63.1% that are leader-directed. Developing programs in partnership with community members and organizations is currently a gap area that would contribute toward a variety of actions identified by community members.
- ◆ Promote THPRD to a diverse audience:
 - Inventory results show that 58.3% of THPRD programs are directed toward patrons under 18 and 19.6% of programs are targeted at patrons who are 55 and better. THPRD is working hard to serve these communities; however, programs serving those in need of specialized or adaptive options represent an opportunity to expand those communities THPRD currently engages.
- ◆ Increase staff capacity and satisfaction:
 - THPRD offers a variety of volunteer opportunities; however, paid internship opportunities are more limited. To respond to community interest in internships, THPRD may want to explore how to expand existing or develop new internship opportunities including those grants and other funding opportunities available to support these programs.

- **Play for Everyone**

- ◆ Encourage exercise:
 - Not accounting for program hours, self-directed activities are the least supported program leadership model by number at 12.9% of programs. THPRD may want to assess additional opportunities to support patrons who wish to engage with THPRD programs independently, without an instructor. Similarly, under the Preserving Natural Spaces goal, community members indicated interest in more self-guided ways to explore nature.
- ◆ Offer a mix of playground designs and amenities:
 - Existing drop-in activities are primarily focused toward physical wellness and exercise. While these activities do offer opportunities to build community connections, THPRD should explore offering more activities, like its drop-in support groups and game opportunities that prioritize socialization in community building. Additionally, expanded recreation & drop-in sport options was referenced under the Play for Everyone's Encourage active sports theme.
- ◆ Encourage water recreation and play:
 - Aquatics represents 16.2% of THPRD's available programs; however, many aquatics programs are offered for more hours per year than programs in other core areas. To encourage more swim classes, water play, and aquatic recreation, THPRD should consider ways to expand the number of aquatics programs offered.
- ◆ Provide classes and activities for all ages, interests, and abilities in a variety of topics:
 - At 15.8%, education is the least supported outcome by THPRD programs. THPRD should consider ways to expand its science, life skills, & learning-based classes to address this gap.

- **Accessible and Safe**

- ◆ Expand financial aid program:
 - To ensure THPRD's diverse community has access to THPRD programs, THPRD should consider ways to expand its financial aid program



Patrons playing basketball in their wheelchairs

II.G Connections and Takeaways

GRASP and LOS informs several THPRD functional plans including the 2019 Parks Functional Plan's Park Development Prioritization Criteria Matrix and Land Acquisition Site Suitability Flow-Chart, which can be found in appendix 3. These assessment and prioritization processes are used to prioritize park land acquisition in areas of the district that are currently underserved and park development in areas below the district-wide neighborhood LOS threshold. Additionally, the 2016 Trails Functional Plan uses GRASP in its Trailshed Analysis assessing the walkable access to trails in section three and the 2016 Athletic Facilities Functional Plan utilizes Inventory Atlas data to assess facility distribution within the district and the amenities present at each site. For GRASP scores on individual

park properties, please see the 2022 Inventory Atlas in appendix 4.

Before continuing to section III, it should be noted that goals 1-4 of section III are primarily informed by community feedback from the VAP and, as such, do not as directly address some of the internal groundwork needed to pursue the VAP's vision. Section II's analyses clearly identify areas of focus for the district and it will be important for the district to regularly update its land management policies and data infrastructure to be able to take advantage of land acquisition and disposition opportunities as they arise and measure the impact of those decisions on district LOS. Additionally, these improvements will help the district continue to act in accordance with the VAP vision and help patrons navigate and access THPRD parks, trails, facilities, natural areas, and programs.



Patrons and THPRD staff at an event



III. Where We Want to Be: Goals, Objectives, and Guiding Principles

III.A 2020 Vision Action Plan

THPRD's comp plan is informed by the vision described in the VAP. Co-produced with the community, the VAP is the result of an immersive, community-driven engagement effort that focused on intentionally connecting with and centering voices of historically marginalized and underrepresented communities. The Visioning Task Force - composed of 13 community volunteers representing diverse life experiences, ages, ethnicities, cultural identities, genders, and more - connected with nearly 10,500 people and collected more than 12,500 ideas at community events, targeted multilingual focus groups with immigrant and refugee community members, online open houses, neighborhood meetings, and more. The resulting vision reflects the desires of our multicultural population and is the foundation from which the following goals were developed.

III.B Vision Goals & the Comprehensive Plan

The VAP articulated four goal areas: Welcoming and Inclusive, Play for Everyone, Accessible and Safe, and Preserving Natural Spaces; and 108 actions to accomplish those goal areas. Building on the VAP's foundation, this comp plan broadens the focus of VAP goal areas to acknowledge critical issues such as climate change, leading the Preserving Natural Spaces goal to be renamed Environmental Stewardship. Also, the comp plan seeks to identify additional work the district will need to pursue to accomplish the VAP's goals and prioritize that work for THPRD as an agency. Additionally, this plan recommends actions and policies that are designed to help THPRD achieve the VAP's goals while improving the overall function of the agency. The comp plan ensures that THPRD continues to efficiently, effectively, and prudently serve district patrons and remain a trusted partner for the communities those patrons represent.

Vision Action Plan Engagement Numbers:



Nearly
10,500
people reached



More than
12,500
ideas collected



117
engagement
opportunities

III.C Goals, Objectives, and Guiding Principles

The following section outlines the district’s seven overarching goals which will guide the agency’s work for the next twenty years. Each goal includes objectives that serve to outline the course of action for the district to achieve its corresponding work. Guiding principles underneath each objective serve as considerations in realizing the related objectives and the overall goal.

Goals 1-4

The first four overarching goals are directly informed by the VAP. The comp plan process led to including objectives and corresponding guiding principles.

Goals 5-7

The next three goals are intended to capture the “behind the scenes” work the district undertakes to ensure continued, equitable delivery of park and recreation services. Goals 5-7 include information and common threads that emerged from within the VAP goals, objectives, and guiding principles. The information in goals 5-7 is cross-cutting and essential across all the work we do.

Action Item Prioritization Table

The implementation actions within each goal area are prioritized over near- (1-5 years), mid- (6-10 years), and long-term (10+ years). Goals 1-4 include the actions identified in the VAP; implementation actions for goals 5-7 were developed through the comp plan process and likewise prioritized.

Vision Action Plan



**Welcoming
and Inclusive**



**Play for
Everyone**



**Accessible
and Safe**



**Environmental
Stewardship**

Foundational Goals



**Technology &
Innovation**



**Diversity,
Equity,
Inclusion,
and Access**



**Financial
Sustainability**



Welcoming & Inclusive

Vision Goal:

Combines a range of ideas centered on building community, expanding the role of THPRD in people's lives, minimizing or eliminating barriers to participation in THPRD's services, expanding staff capacity, and building partnerships and community relations.

Objective 1:

Build community in spaces and ways that are welcoming, inclusive, and belong to everyone

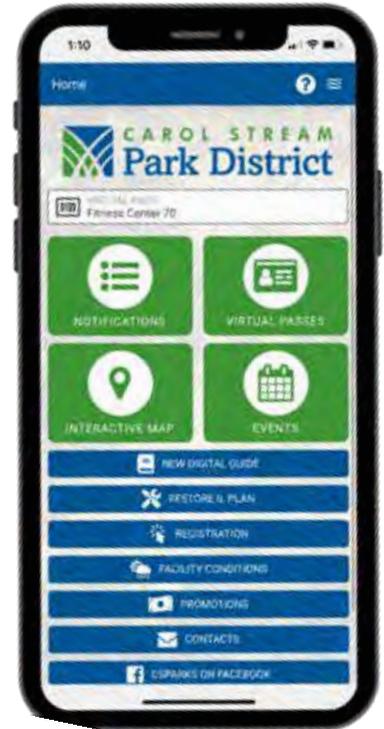
Guiding Principles:

- Ensure everyone feels welcome, safe, and included in all THPRD spaces, events, and activities.
- Make spaces to gather and foster a sense of belonging and social cohesion.
- Create opportunities for multicultural sharing, education, understanding, and celebration.
- Expand programs and services in targeted ways that increase participation of under served groups.
- Plan events through an equity lens and prioritize co-creation with culturally specific groups, organizations, and partners.

Objective 2: Expand THPRD's role in people's lives

Guiding Principles:

- Develop tailored and targeted approaches for public engagement practices to involve and prioritize those directly impacted by decisions.
- Empower and support communities, partners, and local organizations to access, care for, and use district spaces.
- Actively engage with communities to ensure THPRD spaces, services, and programs meet evolving needs.
- Use technology to increase access, boost participation, and serve community needs.
- Be transparent and accountable in decision-making to build trust and help people understand THPRD.



.....
Example app from the Carol Stream Park District. VAP action item #23 indicated that patrons were interested in an app to help them better navigate THPRD services and facilities.
.....

Objective 3: Strengthen partnerships and community relations

Guiding Principles:

- Work with partners to cultivate better connections and increase awareness of district resources.
- Make it easier for culturally specific organizations, community groups, and partners to collaborate with the district and use district facilities.
- Build and support community leadership to help increase capacity for participating in and serving on district volunteer bodies.
- Be creative in imagining district's role in regional issues such as social and environmental justice and climate change.

Objective 4: Tailor Engagement and Communication Efforts to Targeted Populations

Guiding Principles:

- Communicate in different media, multiple languages, and diverse locations to help the community understand opportunities to access parks and nature.
- Implement technology and tools that provide information in multiple languages and are accessible to all people.
- Establish universal goals with tailored, culturally responsive, and inclusive communication strategies.
- Create culturally specific communications or public involvement plan to promote and increase participation with targeted demographics.



Patrons at a park event



Table 3: Welcoming and Inclusive Action Item Prioritization

VAP Action Plan #	Near-term	Mid-term	Long-term
1.	Culturally-specific & LGBTQIA inclusive events		
2.	Accessible & diverse events for all ages		
3.	More community markets and bazaars		
4.		Central gathering space for large events	
5.	Help with transportation to events from underserved areas		
6.	Easier ways to rent THPRD spaces		
7.	Expand locally-sourced food options at events		
8.	More food at events & activities		
9.	Easy & accessible grilling in parks		
10.	Sell alcohol at selected events		
11.	Staff & volunteers who reflect the community		
12.	Spaces that reflect shared cultural values		
13.	Welcoming & inclusive spaces for people of all races, gender identity, ability & sexual orientations		
14.		Facilities in underserved & growing areas	
15.		Clear benefits to opt-in to THPRD's in-district services	
16.	Expand community workshops & sessions		
17.	Partner with community groups & service providers		
18.	Low-cost resources for nonprofits		
19.	Welcoming and culturally responsive staff		
20.	More training and resources for staff & volunteers		
21.	Career development opportunities through THPRD		
22.	More volunteer and internship opportunities		
23.		Mobile app to navigate THPRD services & facilities	
24.	Marketing & information in additional languages		
25.	Direct engagement with youth & seniors		
26.	Intentional engagement with diverse community groups		
27.	Community involved & collaborative decision-making		
28.	Easy ways to understand THPRD's budget		



Play for Everyone

Vision Goal:

Reflects all the ways people (and their pets) want to play, move and interact with THPRD, including participation in classes, activities, exercise, and sports; play in creative parks and playgrounds with imaginative new features throughout the year.

Objective 1: Encourage community wellness and health in creative and diverse ways

Guiding Principles:

- Invest in all-weather play resources and outdoor exercise equipment.
- Promote community social, emotional, and physical health and well-being through varied ways in THPRD spaces, programs, and activities.
- Provide increased access to free or reduced-priced programming, including fitness offerings in parks.

Objective 2: Be responsive to evolving community needs and emerging trends

Guiding Principles:

- Regularly engage the community to determine needs.
- Commit to developing programs and classes to serve evolving community needs.
- Research and implement emergent recreational trends and opportunities.
- Design programs and activities that celebrate diversity through a culturally specific lens.



Kids practicing soccer

Objective 3: Create accessible multiuse spaces and inclusive play options

Guiding Principles:

- Create partnerships with and encourage use of district spaces by community groups.
- Build parks and amenities that are multigenerational, inclusive, and accessible for people experiencing disabilities.
- Ensure equitable access to fields and facilities.
- Create seating near play areas and along trails.
- Increase the number of shade and rain covers near and over play areas.



Example of all-weather play areas

Objective 4: Continuously improve parks, facilities, and programs

Guiding Principles:

- Create processes to regularly evaluate, measure, and improve services.
- Strive for a districtwide balanced and equitable distribution of recreational opportunities.
- Ensure equitable location of parks and facilities throughout the district, focusing on historically underserved areas.
- Increase access to water play, especially to underserved communities.



Toddler playing at a park concert



Table 4: Play for Everyone Action Item Prioritization

VAP Action Plan #	Near-term	Mid-term	Long-term
29	Flexible family-friendly classes & activities		
30	Childcare during classes		
31	Classes and activities for all ages, abilities & interests		
32	Diverse options for summer & after school camps		
33	Culturally-specific classes & activities		
34	Classes available in different languages		
35	New activities & classes based on current trends		
36	Art, music, & dance classes		
37	Science, life-skills & learning based classes		
38	More pet & animal events		
39	Fenced, off-leash areas for dogs		
40	Space for community groups		
41	Accessible play areas for people with disabilities		
42	Outdoor exercise equipment		
43	Extend gym hours		
44	Soccer areas in neighborhood parks		
45	Organized drop-in games in parks		
46	Expanded recreation & drop-in sport options		
47	Flexible sports areas for emerging sports		
48			Dedicated mountain biking track
49	Sports equipment libraries		
50	Play equipment for all sizes & heights		
51		More swim classes & times	
52		More water play & recreation	
53		More splash pads	
54	Creative & themed playgrounds & features		
55	Nature play options in parks		
56	Drop-in activities that build community connections		
57		Multi-generational parks with features for everyone	
58	More all-weather play opportunities		



Accessible and Safe

Vision Goal:

Represents themes related to the overall maintenance of facilities and equipment and the ability of all THPRD residents to access their THPRD amenities safely. It also includes recommendations for ways to make facilities and programming more enjoyable and financially accessible for everyone.

Objective 1: Keep parks and facilities well maintained, safe, and welcoming

Guiding Principles:

- Adequately fund maintenance of parks and amenities.
- Coordinate capital planning and facility development with forecasted needs for maintenance and operational funding and replacement.
- Provide waste management solutions that keep pace with best practices.
- Use partnerships to reduce unauthorized camping within, and illegal dumping, vandalism, and graffiti-related damage to district properties.
- Expand opportunities for safety by fostering good neighborhood relations and encouraging community volunteerism to build a sense of pride, and ownership in parks, trails, and open spaces.
- Include more seating and shade and increase well-lit areas in parks.
- Use best practices, such as Crime Prevention Through Environmental Design (CPTED), when designing new or updating existing parks and open spaces to create more welcoming places.
- Use art and murals to create welcoming spaces and discourage vandalism.



Example of talking wall mural installation



Example of ADA parking and sidewalks at the HMT Complex



Example of CPTED landscaping

Objective 2: Ensure parks, trails, and facilities are easy to find and accessible

Guiding Principles:

- Partner to provide wayfinding signage using regionally accepted standards.
- Build new amenities to the highest possible accessibility standard to increase access and inclusion for users of all abilities.
- Provide seating, including companion seating, in parks and along trails.
- Develop ADA bathroom facilities that balance the user needs and maintenance impacts.
- Ensure off-leash dog areas are equitably dispersed throughout district.
- Implement Safe Routes to Parks and partner with Safe Routes to Schools programs.

.....
Current best practice is Universal Design, which is "the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design." When Universal Design is not achievable, accessible design is the next best practice - otherwise known as compliance with the Americans with Disabilities Act (ADA).
.....

Objective 3: Create a more connected trails system

Guiding Principles:

- Prioritize trail development on missing links within existing networks and coordinate with regional active transportation planning efforts.
- Ensure trails are planned as part of the transportation system and explore features for safer travel, such as lighting regional trails during commuting hours.
- Champion developing trails as a mode of active transportation.

.....
"Partner with city, county and developers to acquire land and build trails."
.....

Objective 4: Increase access to parks and amenities within walking distance of homes

Guiding Principles:

- Acquire land for parks in underserved areas.
- Target acquisition of land and development of new parks in underserved areas.
- Seek partnerships and funding opportunities for acquisition and development in historically underrepresented and underserved neighborhoods.
- Determine level of service based on a data-driven analysis.

.....
"Update the System Development Charge (SDC) project list and methodology no less than every 5 years."
.....

Table 5: Accessible and Safe Action Item Prioritization

VAP Action Plan #	Near-term	Mid-term	Long-term
59	Clean & update parks, paths, play equipment & facilities		
60		Remodel & update pools as needed	
61	Security features in parks & facilities		
62	Increase safety services presence		
63	Involve community for safer & well-maintained parks		
64	Kid-friendly materials & surfaces in playgrounds		
65	Play areas with clear lines of sight		
66	More permanent & portable restrooms		
67	More wheelchair accessible restrooms		
68	Accessible & gender-neutral changing spaces & showers		
69	Update spaces to meet accessibility needs		
70	Shade & cover in parks & play areas		
71	Accessible benches in parks & trails		
72	More trash cans, recycling & compost options		
73	Better lit spaces, including parks, trails, facilities & fields		
74		More user-friendly online registration system	
75	Expand financial assistance program		
76		Additional sales & discounts	
77	Easier access to parks, facilities & parking areas		
78	Improve signage to help people find facilities & trails		
79	Accessible & visible signage in different languages		
80	Connect to regional trail systems		
81	Parks, trails & facilities connected to transit lines		
82	Connect trails to places where people live & work		
83	Waste bags near dog areas		
84	Enforcement of rules on leashed dogs & waste cleanup		
N/A	Identify and remove pedestrian barriers		
N/A	Maintain and improve existing park LOS		
N/A	Explore alignment of functional plan accessibility standards with universal design principles		



Environmental Stewardship

Vision Goal:

Includes community ideas that envision opportunities for people to be in and enjoy nature. It is also representative of comments on trails - for recreation, travel, interaction with animals, and regional connection - preserving our shared natural spaces and educational opportunities in nature.

Objective 1: Preserve and protect natural areas and wildlife corridors

Guiding Principles:

- Acquire and conserve natural areas and wildlife corridors.
- Improve ecological function and biodiversity.
- Partner with other agencies and organizations in the preservation and conservation of natural areas.
- Preserve and enhance natural features and sensitive natural resources when developing parks, trails, and facilities.



Example of low-impact landscaping and improved storm water management at the redesigned Somerset West Park

Objective 2: Avoid conflicts and minimize impacts in natural areas

Guiding Principles:

- Address competing objectives between people, natural areas, and wildlife through planning, site design, public information, and education.
- Design trails and parks to limit ecological impacts and adapt to our changing climate.
- Partner with the other agencies, nonprofits and community partners to plan trails and parks to avoid or minimize effects to natural areas.
- Manage natural areas to prioritize native plants and animals.



Example of a trail within a natural area

Objective 3: Be a leader in climate change response by prioritizing sustainability & resiliency in design, operations, and maintenance

Guiding Principles:

- Create and implement a sustainability and climate resiliency program. Regularly report and evaluate progress on program implementation.
- Reduce net energy and water use in buildings.
- Reduce outdoor water use.
- Use native or low-impact landscaping practices.
- Develop partnerships, education material, signage, and programming to encourage appreciation of low-impact landscaping.
- Incorporate sustainability practices in maintenance.
- Continue to use and refine best management practices to increase soil and plant health while reducing the use of water, fertilizers, and herbicides.
- Reduce the effect of heat islands by maintaining or increasing tree canopies and landscaping in parks and natural areas.

Objective 4: Diversify ways and reduce inequities for community members to connect to nature

Guiding Principles:

- Increase access to educational opportunities to connect to nature.
- Reduce inequities in access to nature, nature education, and nature programming.
- Use interpretive features to increase understanding of nature and ecological functions.
- Partner to provide additional educational opportunities.
- Create a variety of experiences for people to directly engage in nature including volunteer programs, internships, classes, and programs.
- Offer community engagement opportunities in parks and natural areas.



Example of universal access best practices for nature play at Anna & Abby's Yard in Forest Grove



Table 6: Environmental Stewardship Action Item Prioritization

VAP Action Plan #	Near-term	Mid-term	Long-term
85	Preserve & expand wildlife habitat & trees		
86	More opportunities to see & experience wildlife		
87	Be a leader in responding to climate change		
88	Reduce THPRD's carbon footprint		
89	Preserve green spaces		
90	Remove invasive weeds		
91	Limit pesticide use in parks & landscaping		
92		More gardens for enjoyment (like botanical or sensory gardens)	
93	Expand access to community gardening		
94		Accessible places to rest, relax & enjoy nature	
95	Places for quiet & solitude in nature		
96	Maintain existing trails		
97		Easier ways for everyone to discover THPRD's trails	
98	Provide trails for different activities, abilities & uses		
99		Equitable Access to natural areas	
100		Expanded access to Nature Centers & Nature Mobiles	
101		Designate "off path" natural play areas	
102		Ways to access creeks & ponds	
103	More nature & outdoor programming for all ages & abilities		
104	Guided & self-guided activities to explore nature		
105		Multilingual signs about plants & nature	
106	More nature educational programming		
107		Integrate indigenous cultural practices in landscaping	
108	Acquire more parkland		



Diversity, Equity, Inclusion, and Access

Goal Description:

Diversity, Equity, Inclusion, and Access (DEIA) is integral to all district efforts. As a district value, it supports ongoing action and accountability for THPRD's role in perpetuating systemic racism as part of government structures. As a districtwide commitment, it vows to dismantle oppressive systems through intentional practices, create environments that accept and expect diverse experiences, and design ways that embed this value in every aspect of our work.

Objective 1: Foster an inclusive environment at all levels and in all functions of the district

Guiding Principles:

- Implement a user-friendly registration system.
- Plan and create welcoming, inclusive, and universally accessible opportunities, programs and play spaces that address barriers to participation.
- Engage historically under-represented communities in planning and designing inclusive parks, amenities, and facilities.



2022 staff appreciation event

Objective 2: Integrate equity into decision-making

Guiding Principles:

- Prioritize equity in acquiring and creating access to natural areas and in acquiring and developing parks.
- Invest in historically underserved communities to reduce health disparities and increase access to open space, natural areas, and recreation activities.
- Align contracting policies to support district's equity goals and values.
- Focus engagement efforts and decision making for new parks on underserved communities.
- Use demographic analysis and forecasts to determine who a park or amenity will likely serve and target engagement to those populations.

Objective 3: Create a welcoming and inclusive work environment

- Adopt hiring practices to end disparities in recruitment, retention, and workforce development and to diversify the workforce at all levels of the organization.
- Implement inclusive hiring practices to hire and retain workforce and volunteers reflective of the community.
- Expand culturally responsive and inclusive support for staff.
- Embrace emerging trends to ensure employment offerings keep pace with the employment market, contemporary office culture, and benefit all employees.
- Activate a diverse volunteer base that expands staff capacity and fosters interest in parks and recreation careers.
- Create and maintain a supportive culture for all employees through staff engagement in policy and process decisions and through strong labor relations.



Table 7: Diversity, Equity, Inclusion, and Access Action Item Prioritization

Near-term	Mid-term	Long-term
Increase access to translated materials		
Increase partnership opportunities		
Increase diversity of staff		
	Acquire land in historically underserved areas	
Develop an equity decision-making framework and assess all district processes to ensure the resulting outcomes & resource allocation are compatible with THPRD values		
Continue and improve use of demographic and relevant community equity data in planning		
Incorporate DEIA principles into service assessment processes		
Prioritize equity in functional plan development criteria and processes		



Technology & Innovation

Goal Description:

The district values and encourages innovation to constantly improve the delivery of services, maintenance and business processes. We will embrace technology that streamlines processes and enables us to better engage with the community. We will strive to be a leader in parks and recreation.

Objective 1: Encourage and embrace change that makes the district more efficient, inclusive, safe, and environmentally friendly

Guiding Principles:

- Use pilot programs to test new and environmentally conscious technology.
- Explore and invest in technology, tools, and equipment to keep properties, users and staff safe.
- Use pilot projects and private/public partnerships to activate spaces and increase lighting and security measures.
- Invest in technology and tools that support different ways of engaging with THPRD spaces.
- Use technology to track and manage district assets.



Example of solar lighting in a park

Objective 2: Test and adopt innovative ways to serve our community

Guiding Principles:

- Use technology to remove barriers to participation in district services and programming.
- Implement practices that provide information in multiple languages and are accessible to all people.
- Encourage and develop opportunities for cross-departmental collaboration.
- Develop pilot programs to test innovative ideas and new programming.
- Explore and invest in tools that support a variety of user experiences.
- Use data to inform discussions and decision making and incorporate benchmarks and best practices into implementation actions.



Table 8: Technology & Innovation Action Item Prioritization

Near-term	Mid-term	Long-term
Develop annual program coordinator round table to share industry trends		
Create screening process for pilot programs		
Implement new registration system		
	Identify and implement asset management tool	
	Develop story maps for parks and trails	
	Develop user app for wayfinding	
Improve and maintain georeferenced property and amenity data		
Continue and improve collection of quantitative and qualitative performance measures and use trends		
Continue measuring district-wide LOS		
Continue assessing recreation and leisure trends		
Continue collecting property, facility, and programs inventory data		
	Assess efficacy of LOS evaluation methodology	

Financial Sustainability

Goal Description:

Financial sustainability ensures the ability to continually offer programs and maintain facilities to the highest standard.

Objective 1: Diversify revenue resources

Guiding Principles:

- Leverage funding and partnerships to provide the types of amenities, programs, and services desired by the community.
- Continually update grant strategy to identify and match projects and programs with revenue resources.
- Coordinate efforts and capital campaigns with the Tualatin Hills Park Foundation to leverage private donations.



Snow cone vendor



Kids sliding on a bouncy castle at a park event

Objective 2: Financial Stewardship

Guiding Principles:

- Reduce overhead through process automation.
- Consider and provide for long-term maintenance costs in all capital improvement projects.
- Review and implement necessary changes to District Capital Reserve Replacement fund and associated policy.
- Regularly update the system development charge (SDCs) methodology, 20-year capital project list, associated SDC fee schedules, and administrative procedures to ensure SDCs are keeping pace with growth.



Kid climbing at the Party in the Park event

Objective 3: Resource Allocation

Guiding Principles:

- Recoup costs on exclusive use activities.
- Ensure that outside use of district facilities or land results in making the district whole or better.
- Focus district investments on district-owned properties to ensure site control and continuity of programming and service delivery.
- Regularly review and update resource allocation models.

Objective 4: Planning for the Future

Guiding Principles:

- Assess emerging trends and technology using cost benefit analysis.
- Consider how short and long term financial plans align to achieve district goals.
- Regularly update district strategic plans to reflect district values and priorities.
- Align departmental performance measures with district values and guiding documents.

Table 9: Financial Sustainability Action Item Prioritization

Near-term	Mid-term	Long-term
Update departmental Key Performance Indicators (KPIs)		
Assess resource allocation methodology to ensure alignment with district goals		
Update the district’s public sector service assessment		
Implement district-wide asset management solution		
Ensure partner and affiliate facility and field assignme priorities are consistent with existing agreements and cost recovery pyramid		
	Align programs with resource allocation model	
Update the district’s Long Term Financial Plan		
Assess development code feasibility of implementing comprehensive plan goals and actions with partner jurisdictions		
Continue using cost effectiveness in athletic facilities management		



Planned Parenthood

TUALATIN HILLS
PARK & RECREATION DISTRICT

WATER
DRINKING
Water

Rec More
HERE
TODAY
→
TUALATIN HILLS
PARK & RECREATION DISTRICT

TUALATIN HILLS
PARK & RECREATION DISTRICT

IV. How We Get There

Comp plan sections I-III outlined who we are, where we are, and where we want to go as a district. Section IV will focus on how to make those plans a reality in two ways. First, this section details those best practices that shall guide the district as it pursues the goals, objectives, guiding principles, and implementation actions outlined in Section III. Second, this section makes recommendations that will help operationalize and make further progress toward comp plan goals.

IV.A Best Practices

Lead with District Values

THPRD's Mission, Vision, and Equity & Inclusion statements shall form the basis for future district planning and action. Prioritizing park and recreation service provision, furthering healthy and active lifestyles, and creating an atmosphere that celebrates inclusion, diversity, and access is central to THPRD's mission and should be prioritized within district work. Additionally, environmental stewardship should continue to be incorporated into future district planning and action as sustainability, climate resiliency, and environmental conservation align with district values and commitment to equity, particularly racial equity, and the community's vision.



Dancers performing a cultural dance routine

Intentional Community Engagement

The district will work to intentionally engage with community members in district planning and development of properties and programs. Engagement should seek to partner with community members and organizations where they are, within their communities and in their native languages, through partnerships and a diversity of engagement opportunities. Intentional engagement requires actively seeking out community

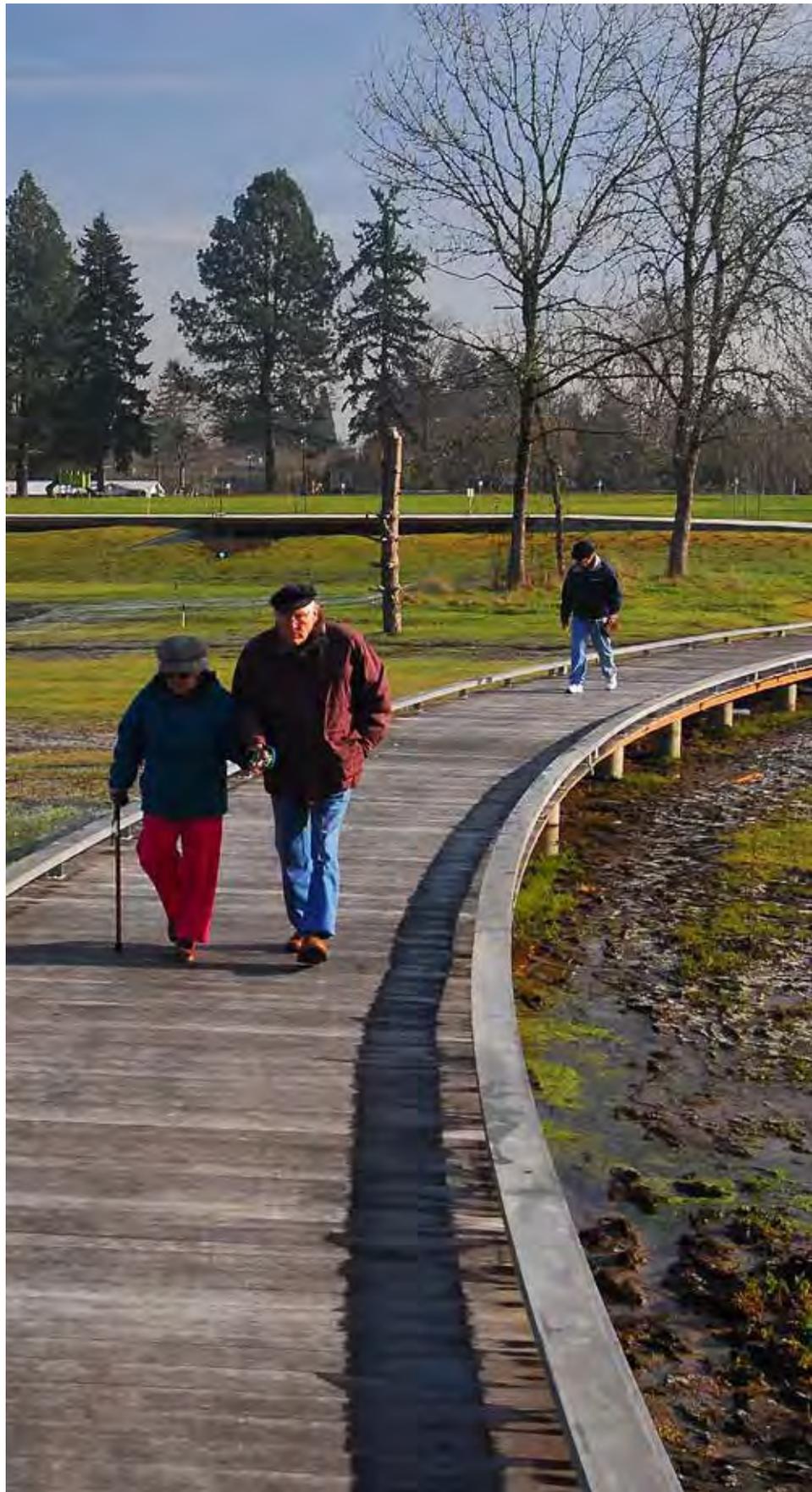
members historically left out of planning processes and those community members most impacted by district plans, programs, and development actions. Finally, THPRD should strive to compensate community members for participating in district meetings and events to respect the value of participants time and the importance to district projects of their feedback to district projects.



Patrons providing feedback on a proposed park design concept

Balancing Conservation and Recreation

When planning and developing/redeveloping property, THPRD will work to balance community desire for innovative recreation opportunities with environmental conservation to protect native plants, wildlife, and water resources while also providing cleaner air and cooling shade. Staff will work with community members, consultants, and internal design teams to ensure that new parks offer a mix of amenities that meet district level-of-service standards while setting aside land that is essential to the ecological health of the site, such as wildlife migration corridors and sensitive water resources. Through this practice, the district will seek to develop sites that promote active and healthy lifestyles, environmental health, and climate resilience.



Walkers strolling on a boardwalk

Magnify Impact through Partnership

THPRD shall partner with jurisdictions and community organizations to build and deepen mutually beneficial relationships that magnify the impact of district resources or expand THPRD's capacity to serve its patrons, maximize cost effectiveness, and reduce physical and economic barriers to recreation spaces. THPRD should seek to build sustained collaborative partnerships that align with the available capacity of each party and enable access to valuable resources, services, and communities.

City and County Park Provider

As the park provider for the City of Beaverton and portions of unincorporated Washington County, THPRD shall continue partnering with the city and county on parks and recreation planning and community development in alignment with the 2020 Urban Services Agreement.

Align Funding Mechanisms

District staff will consider existing and future funding sources when developing long-range, operations, capital, and program plans. Funding considerations should include project eligibility and anticipated fund allocation by funding source resulting in a hierarchy of potential funding options. In situations where existing funds are inadequate to support a proposed project or when a proposed project is ineligible for existing funds, THPRD will identify and plan to close funding gaps using grants or other future funding measures that require advanced planning or project positioning.



Masked dancers performing cultural dance



Patrons talking with THPRD event staff



Patrons swinging on a playground

Plan with Maintenance from the Start

District Maintenance Operations staff will be consulted when generating plans; assessing land acquisition policies, procedures, and priorities; creating and reviewing development plans; and developing programs, services, and pilot initiatives. At a minimum, maintenance planning should account for maintenance roles and responsibilities, maintenance prioritization methods, district capacity to implement maintenance plans, and the availability and source of funding to maintain a plan, program, or asset throughout its life cycle.

Ongoing Assessment of Comprehensive Plan Implementation

Annually, THPRD shall report progress made toward implementing comp plan goals, objectives, guiding principles, actions, and recommendations to THPRD's Board of Directors, including future work that is budgeted to begin within the coming year. Additionally, through strategic plans, every five years THPRD shall complete a financial analysis of the resources available for implementing the comp plan and any funding gaps that the district is working to close.



THPRD staff touring Somerset West Park

Informing Our Community

The district will proactively communicate timely information about district operations, projects, events, and services with patrons and partners. District communications will follow THPRD's Language Access policy to ensure critical information is made available to the broadest cross section of community members. THPRD will engage with earned media to showcase the impact of our work on our community and with partners.

Collaborative Problem-Solving with Partners

If conflicts arise between THPRD and partners, THPRD shall work with partners to seek a mutually agreeable solution that is cost effective and aligns with the district values and comp plan goals, objectives, guiding principles, and actions. In situations where comp plan goals and actions result in park development standards that conflict with City of Beaverton or Washington County development code, resulting in an inefficient use of district resources; THPRD will work with jurisdictional partners to identify a solution that allows THPRD to implement the community's future vision for park and recreation provision.



THPRD event staff leading patrons in a game

IV.B Recommendations

The following recommendations form a necessary guide for the responsible implementation of the community’s vision and the comp plan goals. Grouped by comp plan goal, these recommendations do not take the place of the actions detailed in the comp plan; rather, they aid in accomplishing those actions by aligning district plans, procedures, and assessments with plan goals, objectives, and guiding principles.

The below table pairs each recommendation with the anticipated working group or department responsible for leading the effort as well as those partnering departments who will support this work. For brevity, working group and department names have been shortened using the following abbreviations.

Table 10: Working Group or Department Abbreviations

Working Group or Department	Abbreviation
Agency-wide Effort	All
Communications	Comms
District Senior Management	Mgmt
Design & Development	D&D
Finance Services	FS
Human Resources	HR
Information Services	IS
Maintenance Operations	MO
Nature & Trails	N&T
Planning	Plan
Recreation	Rec
Risk & Contracts	R&C
Safety Services	Safe
Support Services	SS

A companion strategic plan will take into account district values and current priorities to develop an initial 3-to-5 year implementation plan. The recommendations provided below will be analyzed and determined as near- (1-5 years), mid- (6-10 years), and long-term (10+ years) activities. Ongoing, near-, and mid-term activities will be assessed for inclusion in the strategic plan to ensure the groundwork for mid-term recommendations is addressed and so priority mid-term projects can be accomplished as staff capacity and funding allows.

Finally, funding has been omitted at this time as future district strategic plans will align the following recommendations with the resources necessary to pursue them.



Patrons playing Pickleball

Table 11: Recommendations

Welcoming & Inclusive

#	Recommendation	Associated Objective	Responsibility	Timing
1.	Conduct periodic review of community engagement processes to align policy with evolving district methods and industry best practices.	2, 4	Lead: Comms Partner: D&D, Plan	Mid-term
2.	Update THPRD’s website and registration systems to improve patron experience and agency utilization.	2, 4	Lead: IS Partner: FS, Rec	Near-term
3.	Continue to place importance on reflecting our community in our staff, volunteers, and programs, with an emphasis on underrepresented communities.	1, 3	Lead: Comms Partner: D&D, MO, N&T, Rec	Ongoing

Play for Everyone

#	Recommendation	Associated Objective	Responsibility	Timing
4.	Ensure the district’s selected level of service methodology measures factors relevant to comprehensive plan goals.	4	Lead: Plan Partner: D&D, Mgmt, MO	Long-term
5.	Assess program service determinants and service assessment processes through an update of the Programs Functional Plan.	2	Lead: Rec Partner: FS	Near-term
6.	Use relevant play, nature education, sports, and fitness trends to assess and prioritize developing new programs, classes, and camps.	2	Lead: Rec, Comms	Ongoing

Accessible and Safe

#	Recommendation	Associated Objective	Responsibility	Timing
7.	Fund and allocate staff resources to review district functional plans on a periodic basis.	1	Lead: Mgmt Partner: D&D, FS, MO, N&T, Plan, Rec	Mid-term
8.	Develop a Facilities Functional Plan that incorporates current and future facility needs to align with capital planning processes.	1	Lead: Plan Partner: D&D, FS, MO, Rec	Near-term
9.	Develop a park amenities standards analysis to align physical assets with the capital planning program, accounting for asset condition, geographic distribution, and community recreation preferences.	1, 3	Lead: D&D Partner: MO, N&T, Plan, Rec	Near-term

Environmental Stewardship

#	Recommendation	Associated Objective	Responsibility	Timing
10.	Revise land management and disposition policies and procedures in alignment with best practices and district values.	1, 4	Lead: Plan Partner: Mgmt	Mid-term
11.	Update Parks Functional Plan to reflect site development criteria that prioritizes protecting high-functioning natural areas and habitat.	2	Lead: Plan Partner: D&D, MO, N&T	Mid-term
12.	Complete the Climate Action Plan and implement climate resiliency practices.	3	Lead: N&T Partner: D&D, FS, MO, Plan, Rec, Safe, SS	Near-term

Diversity, Equity, Inclusion, and Access

#	Recommendation	Associated Objective	Responsibility	Timing
13.	Using industry best practices, develop a community-led equity decision-making framework and assess all district processes to ensure the resulting outcomes & resource allocation are compatible with THPRD values.	1	Lead: Mgmt Partner: All	Near-term
14.	Continue investing in training opportunities for all district staff to further DEIA initiatives that improve THPRD’s workplace environment and enhance engagement with the community.	3	Lead: Mgmt, HR Partner: All	Ongoing

Technology & Innovation

#	Recommendation	Associated Objective	Responsibility	Timing
15.	Establish processes to centralize district asset property data and identify a future asset management solution.	1	Lead: N&T Partner: IS, Mgmt, MO, Plan, R&C, Safe	Long-term
16.	Develop infrastructure for data-driven and forward-looking decision making to improve and evolve service delivery, community engagement, customer experience, and asset management to support innovation.	1, 2	Lead: IS Partner: Comms, D&D, FS, Mgmt, N&T, Plan, Rec	Mid-term

Financial Sustainability

#	Recommendation	Associated Objective	Responsibility	Timing
17.	Review and align long-term park, trail, facility, and natural resource development funding strategies and grant planning processes.	1	Lead: Plan Partner: D&D, Mgmt, MO, N&T	Mid-term
18.	Design budgetary and administrative processes to facilitate development of district strategic plans.	4	Lead: Mgmt Partner: FS, Plan	Mid-term
19.	Create process to align departmental performance measures with district values and guiding documents.	4	Lead: Mgmt Partner: FS, Plan	Mid-term
20.	Develop strategies to assess and monitor existing revenue streams as well as identify and develop future revenue streams to fund comprehensive plan goals and actions.	1	Lead: Mgmt Partner: D&D, FS, MO, N&T, Plan, Rec	Near-term
21.	Review and update the district’s resource allocation model.	2	Lead: FS Partner: All	Near-term

This page intentionally blank

