

Target 2014



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Goals and Strategies for the Oregon Parks and Recreation Department





MISSION

The mission of the Oregon Parks and Recreation Department is to provide and protect outstanding natural, scenic, cultural, historic and recreation sites for the enjoyment and education of present and future generations. The Department is guided by the Oregon Parks and Recreation Commission, which is composed of seven citizens appointed by the Governor. The Commission oversees the direction of the Department, which is represented in Target 2014, adopted in 2000. Target 2014 reflects the 15-year funding commitment approved by Oregonians when Measure 66 passed in 1998, and outlines our vision for how that financial commitment will be used to benefit Oregon and Oregonians.

The Department has invested nearly \$111 million since 1999 to improve and expand parks, acquire new space for recreation, preserve Oregon's heritage, and provide grants to help other governments in Oregon do the same. The goals and activities found here represent our evolving vision to use our funding to continue meeting the needs of diverse Oregonians. Themes run through each of our goals: a commitment to preserve and protect Oregon's natural and cultural treasures, provide unforgettable recreational experiences and use partnerships to leverage the investment Oregonians have made with us.

Target 2014



NATURAL AND CULTURAL RESOURCES

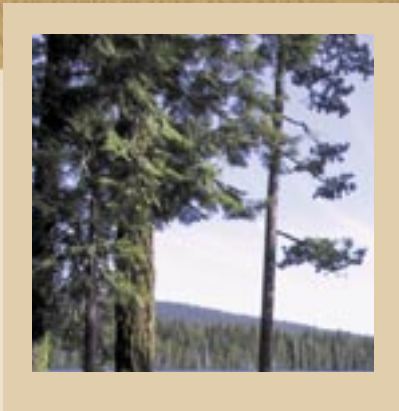
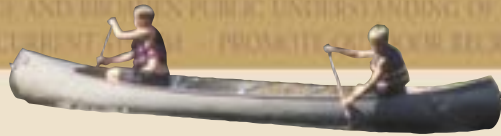
The Oregon state park system is a rich mosaic of Oregon's natural resources, scenic landscapes and history. In 1998, voters sent a clear message of support for the enhancement of that mosaic through the development, conservation and expansion of Oregon's park system for future generations.

GOAL 1: Acquire properties that build upon the diversity and strength of our current system.

STRATEGIES:

- Identify and acquire the best of the best of Oregon's significant natural and scenic landscapes and cultural sites for the enjoyment and education of present and future generations.
- Actively pursue alternatives to protect Oregon's land and water when ownership of the property by the Oregon Parks and Recreation Department is inappropriate or not possible.
- Identify and appropriately develop sufficient open spaces to support the recreation needs of all Oregonians.
- Develop recreation options that meet the needs of communities through a granting program to local governments.

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OUTDOOR RECREATION

The Oregon Parks and Recreation Department is the principal advocate, leader and source of expertise and support for outdoor recreation.

GOAL 2: Promote outdoor recreation in Oregon.

STRATEGIES:

- Gather input from Oregonians to develop and maintain a comprehensive outdoor recreation plan for Oregon and use the plan to guide property acquisition and development.
- Mentor other recreation providers to ensure equitable implementation of the outdoor recreation plan across the state.
- Offer outdoor recreation experiences that foster life-long appreciation for Oregon's natural and scenic landscapes.
- Promote new outdoor activities that support healthy lifestyles and environments.
- Offer expertise on managing recreational trails, parks, open spaces and ocean shores to other agencies and organizations.
- Lead the Oregon Outdoor Recreation Council to promote Oregon's outdoor recreation needs.
- Fund programs to help other public recreation providers meet the outdoor recreation needs of all Oregonians.

SUSTAINABLE USE AND MANAGEMENT

The Commission and the Department hold a public trust to protect Oregon's park system, including the Willamette River Greenway, State Scenic Waterways and ocean shores. The Department practices sustainable natural resource management that balances the needs of today's outdoor enthusiasts with the need to assure future generations enjoy similar benefits.

GOAL 3: Advance the principles of conservation and sustainability in land management, development and business practices.

STRATEGIES:

- Manage state parks to ensure overall health and beauty of the ecosystem and the protection and recovery of rare, sensitive, threatened and endangered species.
- Maintain and enhance park watersheds and ecosystems through collaboration with other agencies, nonprofit organizations and park neighbors.
- Systematically increase sustainable measures in all aspects of the Department including new development, park maintenance, resource management projects and internal operations.



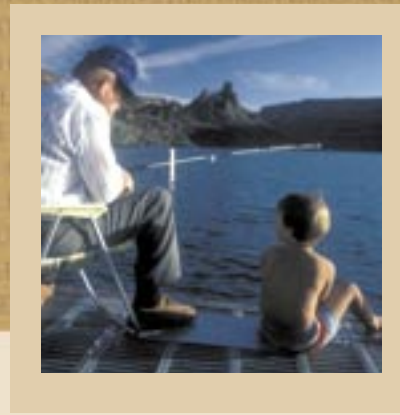
CULTURAL TREASURES

The cultural history of Oregon—structures, landmarks and special places—extends beyond the boundaries of park properties. The Heritage Conservation Division safeguards this public trust.

GOAL 4: Preserve Oregon's rich cultural heritage and broaden public understanding of Oregon's historic places and events.

STRATEGIES:

- Lead heritage partners and constituencies statewide in efforts to preserve and protect Oregon's cultural resources.
- Expand and pursue relationships with organizations that own, manage, or affect properties with heritage resources to help them protect and improve their properties.
- Develop incentives and tools to assist private owners protect and restore their historic and cultural properties.
- Continue incorporating cultural resource management principles within state parks.



MEMORABLE EXPERIENCES

World-class experiences create vivid memories that enrich the lives of our visitors, and deepen their understanding of Oregon's recreation, natural, historical and cultural resources. Bringing those experiences to life requires a fundamentally strong park system with varied, ample and appealing places to visit; enthusiastic, professional staff; and a special commitment to high-quality interpretive experiences.

GOAL 5: Deliver world-class experiences to park visitors.

STRATEGIES:

- Design and deliver powerful interpretive experiences that create enduring memories for our visitors while promoting learning, appreciation and enjoyment of Oregon's natural and cultural history.
- Continue to improve and maintain first-class park facilities, including campsites, trails, roads, buildings and the unseen infrastructure that visitors count on for an enjoyable experience.
- Recruit and cultivate a motivated and highly skilled workforce, whose dedication to outstanding customer service is reflected in the quality of our visitors' experiences.
- Ensure that the diversity of our staff and programs reflects the diversity of our many visitors.
- Encourage innovation by creating, piloting and sharing new approaches to customer service across the park system.



VI BEACHES, TRAILS AND WATERWAYS

Oregon's park properties belong to the people. The Commission is entrusted with ensuring reasonable access to parklands for all while simultaneously considering resource protection and local land use goals. In particular, access to Oregon's ocean beaches, scenic waterways, trail corridors and other public open spaces demands consistent advocacy, planning and consensus building to ensure enhancement and growth.

GOAL 6: Promote access to Oregon's beaches, trails and waterways.

STRATEGIES:

- Advocate and promote a system of trails and waterways that join communities, recreation areas and significant landscapes while also providing for alternative means of transportation.
- Rely on the ocean recreational beach use and management plan to ensure that recreation needs are balanced with natural and cultural resource protection as well as the rights of adjoining properties.



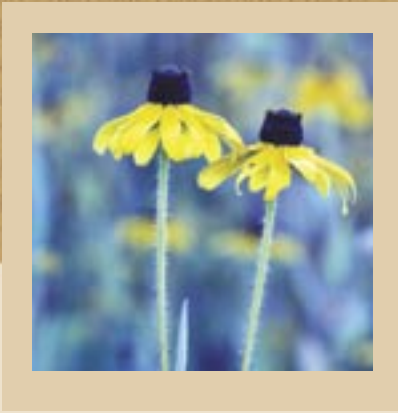
VII CAMPING

Camping is the cornerstone of the Oregon state park experience. Demand for camping and other overnight stays in parks is increasing, and becoming more varied, and the Department must respond quickly and creatively to that demand.

GOAL 7: Provide varied, high-quality camping and other overnight experiences.

STRATEGIES:

- Continue to offer a mix of traditional, primitive and premium camping to meet the varying demands of our visitors.
- Encourage visitors to utilize state parks for camping and other recreation throughout the year.
- Improve our understanding of the needs of diverse visitors and use that knowledge to plan the right mix of future amenities based on demand and sound resource management and planning.



VIII STABLE FUNDING

While Oregon voters accorded the Department a greater measure of financial stability and sufficiency in 1998 through a dedicated share of the state lottery, the Department's revenue sources are diverse. The Department will not become over-reliant on any one funding source, and the Commission acknowledges the importance and need for continued fund-raising, leveraged or shared acquisition partnership and lean, efficient operations.

GOAL 8: Seek sufficient and stable operational and long-term funding.

STRATEGIES:

- Dedicate Lottery monies to property acquisition, facility investments and recreation grants that anticipate Oregon's growth and changing recreation needs, where possible.
- Pursue a diverse and stable funding stream incorporating both public and private sources, including the Oregon State Parks Trust.
- Adopt sustainable business practices, including spending principles that return savings over the long-term.
- Follow revenue principles established by the Commission, including seeking public input on funding strategies and basing revenue forecasts on reliable research.

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