

Portland Parks & Recreation 2017 - 2020 [Strategic Plan](#)

Portland's parks, public places, natural areas and recreational opportunities give life and beauty to our city. These essential assets connect people to place, self and others. Portland's residents will treasure and care for this legacy, building on the past to provide for future generations. While [Parks 2020 Vision](#) provides the overall direction for the parks and recreation system, the [2017-20 Strategic Plan](#) provides specific actions in the near term, allowing the organization to respond to a changing external environment and its current internal situation.



Provide Stewardship of Park Land, Natural Resources & the Urban Forest

- Implementation of new management practices and systems to improve the maintenance, ecological health, and overall quality of park lands:
Initiatives include developing maintenance standards for parks, trails and natural areas; and implementing the [Sustainable Landscapes](#) and the [Renew Forest Park](#) Initiatives.
- Increased capacity to improve and sustain services provided by the city's urban forest:
Initiatives include updating the [Urban Forestry Management Plan](#); development of a citywide tree planting strategy focused on promoting environmental justice in tree services to all residents; and implementing improved systems and methodologies for tracking service levels with tree permits.



Ensure Access to Recreation Programs

- Increased access to recreation programs for all Portlanders, with a special focus on teen, culturally diverse and low income populations:
Initiatives include developing an equity-focused programming model for Arts, Culture, Summer and Urban Park programs; an equity-focused outreach plan for aquatics programs; a plan for improving the financial health of PP&R's golf operations; full cost recovery for preschool; an updated scholarship policy; and a comprehensive data collection effort to better understand the populations served by PP&R services.



Develop & Sustain Quality Built Assets

- Development of new recreation assets that achieve an equitable level of service:
Initiatives include updating and establishing new design specifications for park facilities; and transparent and fiscally responsible completion of 2014 [Bond](#) projects.
- Safe, functional and reliable recreation experiences through effective management and maintenance of all park facilities:
Initiatives include developing assessment standards for all PP&R assets; and energy savings performance contracts to achieve energy savings and facility improvements.



Enhance Organizational Effectiveness

- Increased diversity and training of our existing workforce:
Initiatives include developing an improved hiring process for seasonal employees; a bureau training plan; and an updated onboarding process for new employees.
- A safe environment for all PP&R employees and customers:
Initiatives include establishing a program focused on health, safety & environment; and developing an employee training curriculum related to security and safety.
- Marketing, outreach and customer service strategies to increase participation in PP&R programs among diverse populations:
Initiatives include updating PP&R's graphic standards manual; implementing a Customer Relationship Management (CRM) system; developing a bureau-wide marketing plan that improves access for underserved populations while also sustaining revenue growth; assessing staff language skills and developing a language action plan for the bureau; strengthening partnerships with community-based organizations for outreach to communities of color; and expanding customer service strategies.
- Ensure a legacy of access to park, recreation, and tree related services for future generations:
Initiatives include completion of a Level of Service for Parks, Natural Areas, Community Centers and Pools; completion of a study on the economic impact of park, recreation and urban forestry services; a demographic forecast that helps guide the delivery of services; update of the bureau's Cost Recovery Policy; development of a five-year financial plan; and development of the next long-term vision plan for PP&R.