



Nature
HISTORY
Discovery

CENTENNIAL HORIZON



*Shaping the Future of
Oregon's Parks, Recreation,
Conservation and Preservation*

Cape Sebastian State Scenic Corridor



To the people of Oregon:

Oregon could be defined by a handful of moments. Statehood in 1859. The declaration of our beach as public in 1913. The first state park in 1922. The bottle bill in 1971. These landmark decisions by Oregonians echo down through the decades, and shape the quality of our lives today.

It's nearly impossible to imagine Oregon without her state parks. Early park visionaries like Sam Boardman, Jessie Honeyman, and Robert Sawyer blazed a path to the future by working to preserve special places where people could connect with Oregon's spectacular landscapes, heritage and culture. If you visit any state park today, you are direct beneficiaries of their labor and foresight.

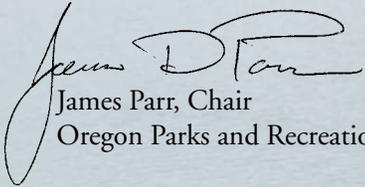
Today, the state is growing at a heady pace, and if we have learned nothing else from the past, we understand this: it takes forethought and vision to reach our ideal future.

The state park system will be a century old in 2022. In these last hundred years, Oregonians have toiled to build a park system Oregonians can regard with pride. But what's next? What will the park system look like as it approaches its centennial, and what will the next 100 years look like? What is **our** ideal future? What will it take to get there?

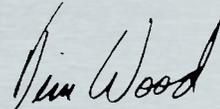
These are the kinds of questions park visionaries confronted in the early 1900s. We face them now. The document you hold in your hands does more than attempt to answer these questions, but sets forth a way of thinking about our work so we stay focused on the target.

This is a living document. Every two years we will talk to you to understand how you are feeling about your parks. Then we will modify this plan to reflect your preferences.

With your counsel, we will chart the way forward to the park centennial and beyond. We will make future Oregonians as proud of **us** as we are of those early visionaries who made our state what it is today. Take this, read it, and let us know what you think.



James Parr, Chair
Oregon Parks and Recreation Commission



Tim Wood, Director
Oregon Parks and Recreation Department



2022: ONE HUNDRED YEARS OF SPECIAL PLACES

People, parks and places. This plan is about the permanent relationship between Oregon's special places, the people who visit them, the people who value them.

Each of our parks is an individual place where people play, picnic, camp, rest, hike, renew and everything in between. They are an everyday reminder of the things that make Oregon great, and their very existence is a testament to what we collectively value.

This value system, so well embodied in our parks, is actually set in statute: the Oregon Parks and Recreation Department (OPRD) mandate states the well-being of Oregonians is in large part dependent upon proper utilization of the state's outdoor recreation resources for the physical, spiritual, cultural and scientific benefits of the recreation resources they afford.

Simply put, it is our job to connect people to meaningful outdoor experiences. It is also our job to protect Oregon's special places, both natural and historic. This inherent tension between recreation and preservation, between today and tomorrow, has always defined the mission of Oregon State Parks.

HOW WE'VE CHANGED

1922

SARAH HELMICK STATE RECREATION SITE—5 ACRES

Land for Oregon's first state park, Sarah Helmick State Park, is deeded to the state.



2008

**MORE THAN 240 STATE PARKS
MORE THAN 100,000 ACRES**

Oregon Heritage Commission
State Historic Preservation Office
Oregon State Fair & Exposition Center
362 miles of Oregon coastline protection
Recreation grants, including Lottery-funded Local Government grants
Volunteers contributing more than 464,000 hours
1,150 miles of State Scenic Waterways



2022

**GREATER OPPORTUNITIES TO
ENJOY OREGON'S SPECIAL PLACES**

THE VISION UNFOLDS

In early 2007, the Oregon Parks and Recreation Commission directed staff to begin working on a strategic vision that would guide OPRD through its centennial in 2022. Staff began by reviewing extensive information about how OPRD fulfills its mission and mandates: its relationships with its many partners and volunteers, its organizational structure, business plan and much more.

In 2008, we held 23 meetings across the state with OPRD staff, partners, stakeholders and the general public. Hundreds of people gave their opinions and helped formulate the Centennial Horizon principles and strategies. The chorus of voices, ideas, written comments and analysis boils down to three primary principles and five supporting principles:

Primary Principles

- PRINCIPLE 1: SAVE OREGON'S SPECIAL PLACES**
- PRINCIPLE 2: CONNECT PEOPLE TO MEANINGFUL OUTDOOR EXPERIENCES**
- PRINCIPLE 3: TAKE THE LONG VIEW – MAKE PARKS LAST FOREVER**

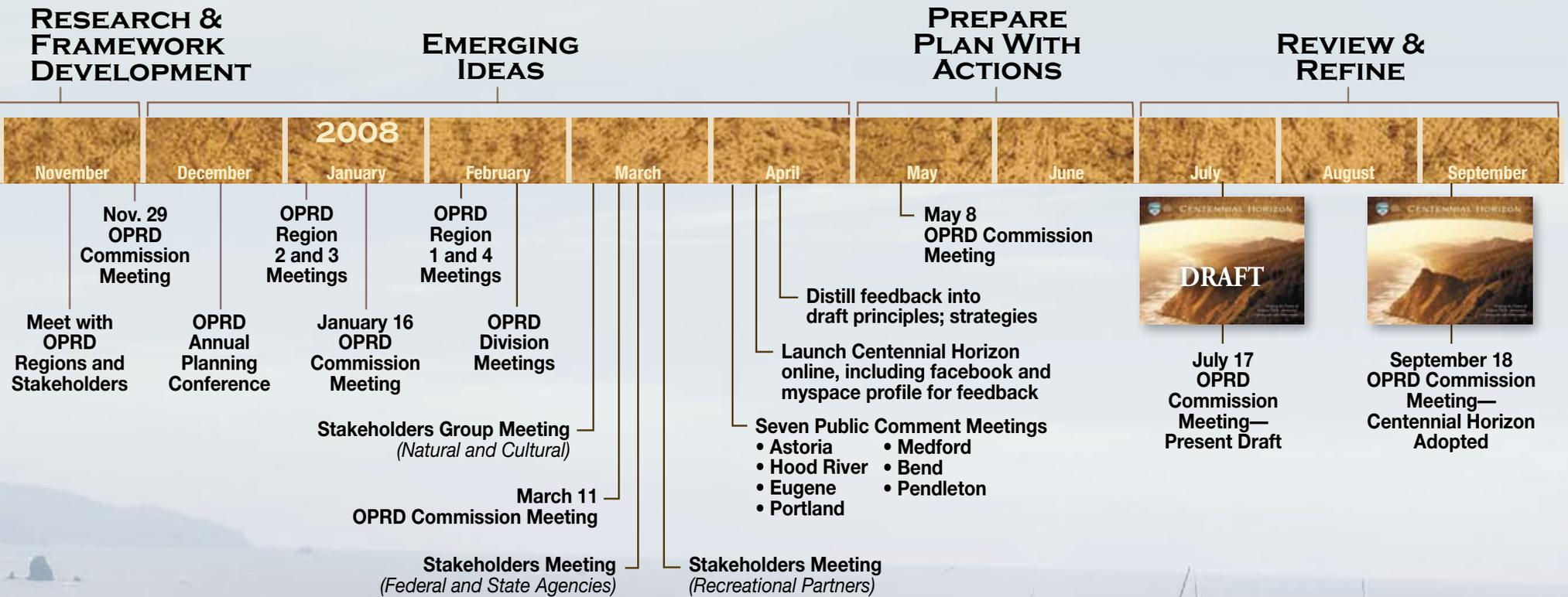
Supporting Principles

- PRINCIPLE 4: ENGAGE PEOPLE THROUGH EDUCATION AND OUTREACH**
- PRINCIPLE 5: BUILD THE STATE PARK SYSTEM WITH PURPOSE AND VISION**
- PRINCIPLE 6: ATTRACT AND INSPIRE PARTNERS**
- PRINCIPLE 7: PRIORITIZE BASED ON THE VISION**
- PRINCIPLE 8: OREGON'S PARKS WILL BE TENDED BY PEOPLE WHO LOVE THEIR WORK**

PROJECT BEGINS



CENTENNIAL HORIZON PLANNING PROCESS



What follows is an explanation of how OPRD will make each principle come alive. “Actions” are tasks that will occur within the next three years, i.e., 2011.

PRINCIPLE 1: SAVE OREGON'S SPECIAL PLACES

The park system we enjoy today is because of the foresight of yesterday. Policymakers, politicians and ordinary citizens took bold actions that set aside priceless pieces of Oregon. OPRD's job is to continue this legacy.

Vision:

The state is endowed with wild, rural and urban areas interconnected with systems of trails, parks, natural areas, heritage sites, coastline and rivers that are accessible and healthy. This integrated system is seamless, regardless of landowner or boundary.

Strategies:

- Secure outstanding habitats, historic places and scenic settings. Encourage public ownership through grants or public/private partnerships.
- Protect important vistas, viewpoints and scenery.
- Acquire and restore marginal lands that have the potential to become special places.
- Acquire or help safeguard Oregon's historic places, such as the Oregon State Fairgrounds, and stimulate activities that foster their use, care and conservation.
- Manage properties to ensure their health, to protect their beauty, and to restore rare, sensitive, threatened and endangered species.
- Expand and reform protection of Oregon's ocean, beaches and rocky shore habitat.
- Maintain and enhance watersheds and ecosystems we own by collaborating with other agencies, non-profit organizations and park neighbors.

Actions:

1. Each year acquire one or more pieces of property that protect significant landscapes, historical sites or cultural areas.
2. Provide grants to communities to emphasize important local properties for recreation, habitat, historic preservation, parks and open space.
3. Create a new kind of park experience, such as the living archaeology work going on at Fort Yamhill State Heritage Area, and invite the public to share in the below-ground discoveries, along with the professionals.
4. Develop the site management plans for up to five sites in implementation of the Habitat Conservation Plan for the Western Snowy Plover.
5. Start building the new central “backbone” of the State Fairground, as detailed in its master plan, to create a more park like landscape.
6. Create and execute a cultural resource management plan at Golden Townsite State Heritage Site.
7. Continue structural and preservation work on Fort Lane in Jackson County and develop plans for future archaeological and interpretive work there.
8. In partnership with the Oregon State Fair Foundation, raise funds for and build the Oregon Youth Village to replace inadequate facilities for 4-H and FFA youth and attract other youth organizations to the venue.

PRINCIPLE 2:

CONNECT PEOPLE TO MEANINGFUL OUTDOOR EXPERIENCES

OPRD fulfills its mandate by providing state-owned properties for recreation, and by leading others to work cooperatively to meet Oregon's total recreation needs.

Vision:

Inspire people to connect with Oregon's landscapes, heritage and culture.

Strategies:

- Make sure that our acquisitions and recreation planning reflect the needs of youth, an aging population, a more diverse population and a generally less active population.
- Purchase and build or enable others to purchase and build new types of parks that will meet a growing population's needs.
- Increase the number of young visitors and families, by providing facilities that offer first-hand experiences in nature and the outdoors.
- Increase peak season visits to lesser-known parks, and conversely, increase visits to popular "summer" parks during the quiet season.
- Directly and indirectly create interconnected system of bicycle, hiking and water trails to position Oregon as a top trails state in the U.S.

Actions:

1. Develop and provide public access to recently-acquired properties: Arizona Beach, Beaver Creek, and Marr Ranch.
2. Provide better public access at parks for people who have mobility issues.
3. Complete these site improvements to improve the visitor experience:
 - a. At Champoeg State Heritage Area, improve pedestrian access from the Visitor Center to the Manson Barn, 1860's Kitchen Garden, and orchard area. Create a "portal" in the Visitor Center to provide universal access and create a seamless interpretive experience between the visitor center and its outdoor environs. Remodel the interpretive displays.
 - b. Complete and harden the trail system at the Banks-Vernonia State Trail.
 - c. Through partnership with the Western Trails Alliance, develop mountain biking trails at Stub Stewart State Park.
4. Create regional partnerships to develop regionally connected trail systems with:
 - a. Yamhill County along the Willamette River between Champoeg State Heritage Area and Ash Island;
 - b. Rogue Valley Greenway and the Rogue Valley Council of Governments with connections to the Bear Creek Greenway to provide 50 miles of contiguous trail from Ashland to Grants Pass;
 - c. Troutdale, Metro, Port of Portland, ODOT, U.S. Forest Service and others to improve access to the Columbia Gorge National Scenic Area at the Sandy River with trail connections to nearby trail systems;
 - d. Cities of West Linn and Oregon City for connections to the Willamette River;
 - e. Washington and Columbia Counties from Banks to the Columbia River through the Banks-Vernonia State Trail, City of Vernonia trails and Crown Zellerbach trail system through Columbia County.
5. Complete planning for the Sandy River Water Trail and help local providers develop water trails on the Upper Deschutes, Alsea Bay, Tillamook Bay, Siuslaw River, and John Day River.
6. Design and build an innovative play area at Silver Falls State Park for kids to engage in unstructured, natural play.



PRINCIPLE 3:

TAKING THE LONG VIEW

When we build and maintain parks, heritage areas and facilities, we must balance the needs of today's recreation with tomorrow's health. It is incumbent upon us to use environmentally sound and culturally sensitive methods of construction and maintenance.

Vision:

People will reap the benefits of today's park system knowing that tomorrow's park system will be there for future generations, healthy and vibrant.

Strategies:

- Provide first-class park facilities designed to appeal to a wide variety of visitors and uses.
- Create a series of legacy projects that will mark this era in the history of the department.
- Promote the ethic that parks are vital to Oregon's way of life, and that we have a civic responsibility to provide and protect them.
- Preserve Oregon's heritage through cultural and historic sites, events, interpretation and experience.
- Connect Oregonians and visitors with the "Best of Oregon" through programs and events at the Oregon State Fairgrounds.
- Reduce OPRD's environmental impacts at all levels.
- Apply sound planning, industry standards and technology to design, construct, and maintain the physical infrastructure of the park system.

Actions:

1. Open a new state park each year and develop access to previously inaccessible properties.
2. Develop resource management guidelines and apply environment management systems to ensure State Park longevity and reduce negative environmental impacts from park operations.
3. Purchase green power at north coast parks.
4. Increase the percentage of state park fleet vehicles powered by hybrid technology or alternative fuels.
5. For historic properties, follow federal rehabilitation standards which emphasize repairing and maintaining historic features as opposed to remodeling or replacing them.
6. Develop a preservation plan for the historic structures at Fort Stevens State Park as a model for other heritage parks.
7. Periodically poll State Park and Oregon State Fair/Expo customers and follow-up with service improvements.
8. Redefine the character of the grounds of the Oregon State Capitol State Park and the Oregon State Fairgrounds through signage, markers, landscape improvements and by adding more park like elements at the Fairgrounds.
9. Partner with Oregon State University Austin Family Business Institute to use the Oregon State Fairgrounds to showcase and promote Oregon businesses.

PRINCIPLE 4:

ENGAGE PEOPLE THROUGH EDUCATION AND OUTREACH

Strong communication and interpretation inspire people to connect with the outdoors, create a “sense of place,” commit and understand the outdoors.

Vision:

Our visitors experience a sense of discovery and connection to our parks that inspires their lifelong stewardship of Oregon’s natural, cultural and historic places.

Strategies:

- Inspire people to connect with Oregon’s landscape by providing comprehensive information about hiking, biking, equestrian and paddling opportunities, camping and other outdoor activities.
- Embrace new media, social networking and better web technology to survey our visitors, hear their stories and exchange ideas.
- Continue with comprehensive, formal visitor surveys.
- Offer interpretive programs to make parks come alive and tell local stories.
- Promote a regional approach to outreach and interpretation that will foster a sense of renewed ownership in local communities.
- Encourage teachers and college professors to use parks as laboratories to advance education objectives and conduct research.
- Increase interest through school programs (K-12).
- Create vivid heritage experiences through “living landscapes.”
- Showcase exemplary environmental practices.
- Collaborate with Oregon colleges and universities to share Oregon State Fairground space as extensions of their campuses and to offer outreach programs.

Actions:

1. Build upon the success of Let’s Go Camping, using volunteers and local businesses to teach children and families outdoor recreation skills.
2. Offer ranger-led kayak tours at South Beach, Ona Beach and Devil’s Lake State Parks.
3. Create coastal programs to teach clamming and crabbing.
4. Offer sea life education at the Whale Watch Center in Depoe Bay, Seal Rock State Recreation Site and other coastal parks.
5. Refine cultural and historic interpretation at coastal lighthouses, historic forts, Champoeg and Sumpter Dredge State Heritage Areas, and Kam Wah Chung State Heritage Site.
6. Create a model restoration program at West Fork Dairy Creek (Stub Stewart State Park), in partnership with Tualatin River Watershed Council, Oregon Department of Fish and Wildlife, and private landowners.
7. Develop a cadre of park staff to incorporate “leave no trace” principles into interpretive programs.
8. Expand publications and general communications in Spanish.
9. Create an interpretive plan for Sumpter Dredge State Heritage Area that incorporates “new media” such as podcasts to communicate with the public.
10. Coordinate with university archaeological programs for field schools and excavations in heritage parks, with an emphasis on public involvement and education.
11. Manage the 2009 Pacific Northwest Field School rehabilitation work on the historic Poultry Building at the State Fairgrounds.
12. Conduct curricula, such as that offered by Western Oregon University, Chemeketa Community College and Oregon Institute of Technology utilizing Oregon State Fairgrounds and assets.



PRINCIPLE 5:

BUILD THE STATE PARK SYSTEM WITH PURPOSE AND VISION

Oregon's state parks are gateways to a destination or are themselves individual destinations. The system as a whole can be enlarged by linking these properties to other public or private land.

Vision:

Oregon is transformed into a seamless, borderless recreation area.

Strategies:

- Understand the scope of recreation resources in each major region of Oregon.
- Collaborate with Oregon recreation land managers to improve recreation offerings in Oregon.
- Communicate all of Oregon's recreation offerings in a comprehensive manner.
- Market Oregon State Park properties as recreation hubs that connect people to each region's vast resources through information, interpretation, and education.
- Prioritize properties for State Park acquisition or development that serve as portals to Oregon's significant recreation, cultural or scenic resources.
- Provide grant funding support to communities and other governments to improve the array of park, recreation and heritage offerings throughout the state.
- Pursue grant funding support at Oregon State Park properties that link State Parks to other important environmental, social and cultural initiatives in Oregon.

Actions:

1. Complete a Statewide Comprehensive Outdoor Recreation Plan every five years. Through this plan, assess the supply of and demand for outdoor recreation resources in each region of the state and among special segments of the population.
2. Convene the Oregon Outdoor Recreation Council on a quarterly basis to bring federal, state, academic and local recreation leaders together to collaborate on common issues.
3. Offer a web site, accessible by all members of the public, which identifies all recreation trails in Oregon, regardless of land manager.
4. Work with tourism leaders and local governments to develop Scenic Bikeways in Oregon.
5. Develop a Water Trail each biennium linking scenic and recreational waters with riverside communities.
6. Develop research questions and schedules for systematic archaeological excavations at Fort Yamhill, Fort Lane, and Champoege State Heritage Areas. Coordinate with other related archaeological work at sites managed by counties and other governments (for example, at Fort Hoskins.)
7. Collaborate with communities, other state agencies, federal agencies and volunteer groups to plan and develop aesthetic improvements and trail connections at the west entrance to the Columbia Gorge National Scenic Area and Historic Columbia River Highway.

PRINCIPLE 6:

ATTRACT AND INSPIRE PARTNERS

Advocacy groups, volunteers, land owners and governments across a spectrum of interests offer wisdom and insight needed to create the best recreational, environmental and cultural experiences in Oregon.

Vision:

Our partners' goals and OPRD's goals are reached together, through shared, mutually beneficial projects that add up to more than the sum of their parts.

Strategies:

- Examine how well current partnerships are working.
- Improve our ability to deliver services by nurturing and expanding active, vibrant “friends” groups and volunteers.
- Increase awareness of partnership possibilities.
- Target partnerships that yield the greatest benefit to our mission.
- Promote new parks and trails developed by other providers.
- Help communities develop recreation and heritage options, through well-managed grant programs to local governments, education and other park providers.
- Help build and broaden local economies by offering recreational, cultural and heritage experiences.
- Blur lines between Oregon land managers and stewards, so that the public experience is seamless.
- Find new funding sponsors and program partners for the Oregon State Fairgrounds.

Actions:

1. Partner with the Oregon Watershed Enhancement Board (OWEB) to improve fish habitats and natural resources at existing park properties and on properties being considered for acquisition. In addition, participate in OWEB's Willamette Special Initiative Program at OPRD-owned Willamette Greenway properties.
2. Participate in educational programming with the Oregon Invasive Species Council. Seek interpretive opportunities at OPRD properties to help the public understand OPRD best practices for managing invasive species.
3. On state parks properties, partner with the Portland chapter of the Audubon Society to monitor bird populations and improve habitat, and jointly conduct programs related to the Oregon Conservation Strategy and the Important Bird Areas.
4. Learn more about the needs of a growing Hispanic population.
5. Work with health care providers and others in the recreation industry to create a model physical activity “prescription” that encourages people to visit our parks to exercise and relax.
6. Increase the number of cities and counties participating in the Certified Local Government partnership for historic preservation activities.
7. Assign work teams to recruit Oregon-based financial institutions, and sports, health and recreation companies to partner with the Oregon State Fairgrounds and for events year 'round.
8. Recognize sustainable achievements of partners, volunteers and visitors.
9. Make the database of statewide historic sites available online to partners and the public.
10. Move the Friends of Silver Falls Nature Store to a better, roomier location to improve sales and public interaction.
11. Strengthen volunteer efforts by strategically defining the roles of State Park cooperative association, host and other volunteer efforts.
12. Create a model grant program with SOLV and the Oregon State Parks Trust to connect children to the natural environment.
13. Offer opportunities for partners to participate in agency key training programs such as interpretive core training, visitor safety academy, archaeological training and cultural resource management training.

PRINCIPLE 7:

PRIORITIZE BASED ON THE VISION

Focus time, energy, talent and funding on those activities that effectively advance the goals of OPRD and this plan.

Vision:

OPRD routinely demonstrates creative, collaborative solutions to business challenges.

Strategies:

- Advance projects that are consistent with this vision.
- Allocate enough staff and funding to complete projects successfully.
- Fully integrate the resources of the agency for efficiency and effectiveness.
- Develop, diversify, and stabilize long-term funding sources.
- Adopt fiscal guidelines to guide budget development, funding strategies, and accountability.
- Create an organization that accepts change eagerly, and adapts to it quickly.
- Seek innovative ways to fund activities.
- Define, in policy, how decisions are made and executed.
- Communicate early and frequently to ensure timeliness, accuracy and integrity of target programs and projects.
- Cluster staff around projects to focus and share knowledge, skills and abilities.

Actions:

1. Implement capital improvements according to a 20-year rolling forecast.
2. Develop a Geographic Information System (GIS) for state park natural and cultural resource data.
3. Seek a streamlined budget that balances revenue origins.
4. Introduce comprehensive, cross-discipline planning techniques beginning with Marr Ranch, Beaver Creek, Golden, Bates and other significant acquisitions in 2008-09.
5. Streamline regulatory processes (cultural resource reviews, Scenic Waterways and Ocean Shores permits, etc.) so that routine projects move quickly and significant projects are given more attention.
6. Provide executive leadership training to key managers.
7. Complete phase 1 of HUB, centralizing and simplifying all major business processes using a web-based interface.



PRINCIPLE 8:

OREGON'S PARKS WILL BE TENDED BY PEOPLE WHO LOVE THEIR WORK

An excellent state park system is operated by staff and volunteers who are trained, motivated, challenged and satisfied by what they do. They are committed to professional excellence and to providing memorable experiences for their visitors.

Vision:

All people who work or volunteer on behalf of Oregon's parks are honored to represent them.

Strategies:

- Be an employer that people want to work for.
- Recruit and cultivate highly-skilled staff and volunteers who reflect the diversity of Oregon's population and who serve the public enthusiastically.
- Encourage staff to become active with professional associations that build their professional credentials and expand their network of support.
- Monitor staff and volunteers' satisfaction.
- Encourage innovation by creating and sharing new approaches to customer service.
- Recognize and reward excellent work of staff and volunteers.
- Encourage staff and volunteers to take advantage of training and development opportunities.

Actions:

1. Partner with Oregon State University to train staff and volunteers in a new master naturalist program.
2. Evaluate the employee orientation program piloted by our southwest region, and if successful, deploy it statewide.
3. Reallocate field staff classifications to accurately reflect field duties and to compensate them fairly.
4. Identify staff with leadership potential and send them to the retooled Leadership Academy.
5. Attend more job fairs and community events, particularly those events with large, diverse audiences.
6. Encourage staff to try short term job swaps to gain a good understanding and appreciation for all areas of the agency.
7. Offer the following annual training programs: visitor safety academy, interpretive core training, archaeological training and cultural resource management training.
8. Focus the annual managers' planning conference on Centennial Horizon priorities.
9. Provide annual training to OPRD managers on human resource management.



The Centennial Horizon is an ongoing, iterative process: a living document. Every 10 years, beginning in 2022, staff will review OPRD's vision and strategies for fulfilling the vision. Staff will then update the visions and strategies to meet the new demands and goals of the agency, and publish a new 10-year plan.

Biannually, the Centennial Horizon calls for staff, stakeholders and communities to submit proposals for projects or programs. Proposals will be reviewed by the Centennial Horizon Initiative Team, a revolving team of OPRD staff, who recommend successful proposals to the Director. Successful proposals:

- Are inspired by one of the eight principles
- Successfully describe their action
- Help refine current strategies and strengthen OPRD's vision

Successful proposals will become actions to complete in the next biennium.

EVERY TWO YEARS:

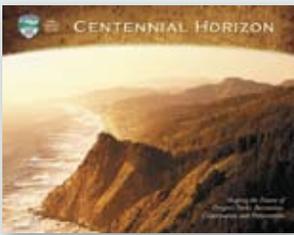
- Call-for-proposals for projects or programs.
- Proposals submitted and reviewed.
- Successful proposals become actions in next biennium.

EVERY TEN YEARS:

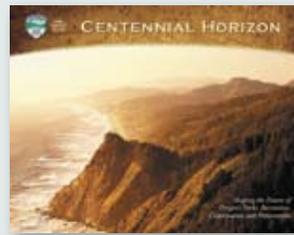
- OPRD reviews vision, strategies and future goals.
- Vision and strategies updated.
- Publish updated planning document.

A LIVING DOCUMENT

CENTENNIAL HORIZON



VISION PLAN



YOUR PARKS, OUR COMMITMENT

The success of this plan depends entirely on listening to the public and completing the work they have entrusted us with. We will create new, interactive ways to regularly and easily communicate with the public. But as ever, park rangers are our daily listening posts, and are an invaluable “real world” connection to public opinion.

People can talk to us in low-tech and high-tech ways. Here are some new places to participate:

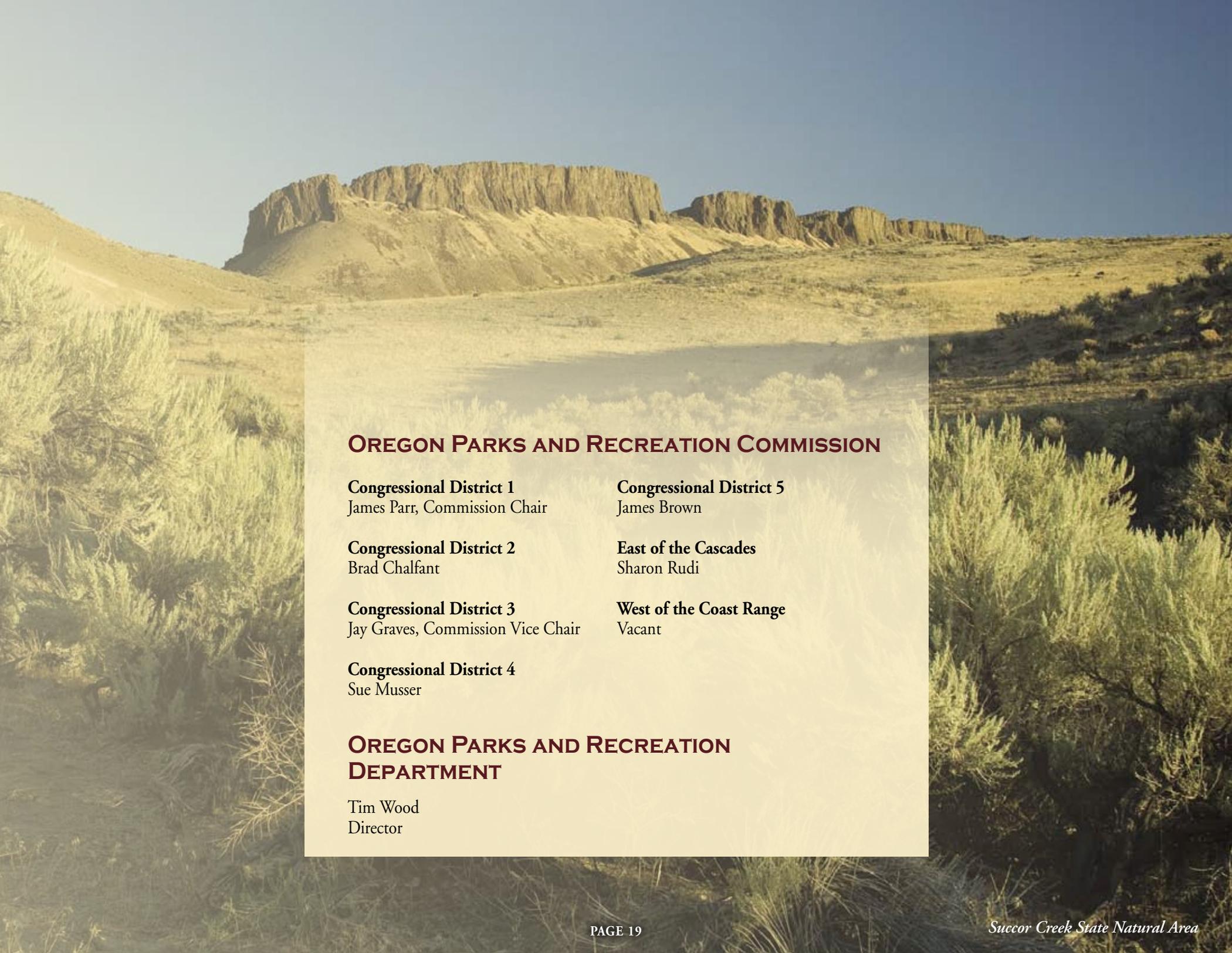
- **Official state website:** http://www.oregon.gov/OPRD/ch_main.shtml
- **Myspace:** <http://www.myspace.com/oregonstateparks>
- **Facebook:** <http://www.facebook.com/pages/Salem-OR/Oregon-Parks-and-Recreation-Department/8664958532>

For formal follow up and a sense of collective thinking, we will conduct face-to-face public meetings every few years throughout the state.

THE NEXT HUNDRED YEARS

We chose to protect Oregon’s history and nature partly for the sheer joy of it, but also to remind ourselves that we, too, will leave a mark. If we pause long enough, we may wonder if the mark we leave is worthwhile; important enough that our descendants will one day look upon our works and deem them worthy to preserve. These are the driving questions of our time: how do we preserve and use the natural and historic places we have inherited, and what new legacy are we leaving behind?





OREGON PARKS AND RECREATION COMMISSION

Congressional District 1
James Parr, Commission Chair

Congressional District 2
Brad Chalfant

Congressional District 3
Jay Graves, Commission Vice Chair

Congressional District 4
Sue Musser

Congressional District 5
James Brown

East of the Cascades
Sharon Rudi

West of the Coast Range
Vacant

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Pete French Round Barn State Heritage Site