



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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Tuesday, August 15, 2017

2:00 PM

Metro Regional Center, Council Chamber

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PACKET REVISED 08/10/17

**2:00 Call to Order and Roll Call**

**2:05 Chief Operating Officer Communication**

**Work Session Topics:**

2:10 End of Year Management and Balanced Scorecard Reports [17-4831](#)

Presenter(s): Scott Robinson, Metro  
Cary Stacey, Metro

Attachments: [Work Session Worksheet](#)  
[End-of-Year Management Report with Balanced Scorecard](#)

2:30 Draft Chehalem Ridge Nature Park Access Master Plan [17-4841](#)

Presenter(s): Karen Vitkay, Metro  
Rod Wojtanik, Metro

Attachments: [Work Session Worksheet](#)  
[Draft Resolution No. 17-4723](#)  
[Draft Staff Report](#)  
[Draft Chehalem Ridge Nature Park Access Master Plan](#)

**3:15 Councilor Communication**

**3:30 Adjourn**

**EXECUTIVE SESSION ORS 192.660(2)(i): TO REVIEW AND EVALUATE THE JOB  
PERFORMANCE OF A CHIEF EXECUTIVE OFFICER, OTHER OFFICERS, EMPLOYEES, OR  
STAFF**

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**END OF YEAR MANAGEMENT AND BALANCED  
SCORECARD REPORTS**

Metro Council Work Session  
Tuesday, August 15, 2017  
Metro Regional Center, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** August 15, 2017

**LENGTH:** 30 min

**PRESENTATION TITLE:** End-of-Year Management and Balanced Scorecard Reports

**DEPARTMENT:** COO Office

**PRESENTER(s):** Deputy COO Scott Robinson x1605  
Project Manager Cary Stacey x1619

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Review end-of-year information about how Metro met its mission and goals through our public-facing programs and internal focus on finance, customer service, business process efficiency, learning and growth, sustainability and diversity.
- Outcome: Shared understanding of accomplishments, challenges and next steps for the future

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

This item is informational; no action is needed.

### QUESTIONS FOR COUNCIL CONSIDERATION

N/A

### PACKET MATERIALS

- Would legislation be required for Council action No
- What other materials are you presenting today? End-of-Year Management and Balanced Scorecard reports





# FY 16-17 management report

*January-June 2017*

**Public service**

*We are here to serve the public  
with the highest level of  
integrity.*

**Excellence**

*We aspire to achieve exceptional  
results*

**Teamwork**

*We engage others in ways that foster  
respect and trust.*

**Respect**

*We encourage and appreciate  
diversity in people and ideas.*

**Innovation**

*We take pride in coming up with  
innovative solutions.*

**Sustainability**

*We are leaders in demonstrating  
resource use and protection.*

**Metro's values and purpose**

We inspire, engage, teach and invite people to  
preserve and enhance the quality of life and the  
environment for current and future generations.

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

**So, hello. We’re Metro – nice to meet you.**

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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Portland, OR 97232-2736

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## TABLE OF CONTENTS

<b>Executive summary .....</b>	<b>1</b>
<b>COO and Council Offices</b>	
<b>Diversity, equity and inclusion .....</b>	<b>2</b>
<b>Low income fare taskforce (LIFT).....</b>	<b>3</b>
<b>Sponsorships.....</b>	<b>3</b>
<b>Garbage and recycling</b>	
<b>Resource conservation and recycling .....</b>	<b>4</b>
<b>Solid waste compliance and cleanup .....</b>	<b>5</b>
<b>Solid Waste Roadmap .....</b>	<b>6</b>
<b>Solid waste operations .....</b>	<b>7</b>
<b>Parks and nature</b>	
<b>Community engagement .....</b>	<b>8</b>
<b>Conservation .....</b>	<b>9</b>
<b>Parks planning and operations .....</b>	<b>10</b>
<b>Planning and development</b>	
<b>Investment areas .....</b>	<b>10</b>
<b>Land use and urban development .....</b>	<b>11</b>
<b>Regional planning, partnerships and policy .....</b>	<b>12</b>
<b>Resource development .....</b>	<b>13</b>
<b>Research Center</b>	
<b>Multi-Criteria Evaluation toolkit .....</b>	<b>13</b>
<b>Visitor Venues</b>	
<b>Conventions, trade and consumer shows .....</b>	<b>14</b>
<b>Levee Ready Columbia .....</b>	<b>16</b>
<b>Performing arts, arts and culture .....</b>	<b>17</b>
<b>Zoo conservation and animal welfare, education     and operations .....</b>	<b>18</b>
<b>Support Services</b>	
<b>Communications, Finance and Regulatory     Services, Human Resources, Information Services,     Research Center .....</b>	<b>19</b>



## EXECUTIVE SUMMARY

From January to June 2017, Metro programs continued to invest resources in diversity, equity and inclusion, served thousands of people wanting to recycle or visit our parks; strengthened partnerships in services and important transportation projects; and made upgrades and improvements at our visitor venues.

The Metro Council appointed a Committee on Racial Equity and adopted the revised Diversity Action Plan. Staff hosted DEI Awareness Month, convened a Safe and Welcoming Spaces workgroup and greatly expanded Metro's summer internship program to create opportunities for students of color.

Parks and Nature staff completed restoration and maintenance work in 33 sites with nearly 700,000 plantings, completed construction of the Orenco Woods Nature Park and Farmington Paddle Launch, and unveiled a preferred concept plan for Willamette Falls. Parks facilities welcomed over 900,000 visitors. Staff engaged with communities of color to host family events and lead nature programs. More than 1,500 volunteers contributed 7,439 hours at Metro sites.

Metro implemented its asbestos handling requirements and renewed a paint distribution agreement with Miller Paint for another five years. Hazardous waste roundups served 4,827 customers and waste reduction education programs served 36,196 students. The Recycling Information Center helped 51,459 customers and the Find-A-Recycler website received 51,762 visits. Solid waste compliance and cleanup staff assisted the Oregon Department of Agriculture in managing materials potentially infested by Japanese Beetles and cleaned up 1,612 illegal dump and camp sites.

The Metro Council adopted the Division Transit Project's locally preferred alternative and staff continued with a federal environmental review analysis. Public engagement and committee work continued on the Southwest Corridor project. Final actions were taken to adopt urban reserves, which will go to Land Conservation and Development Commission for review. Regional Transportation Plan work included new financial modeling methods, more technical and policy support for local partners and scoping transit options. A draft Metropolitan Transportation Improvement Program was recommended for approval.

The Oregon Convention Center won an award for Best Convention Center for five years running, replaced its parking management system and finalized a joint parking contract with Expo and City Center Parking. The Portland Expo Center broke a catering revenue record and conducted a facility assessment for all halls. Portland's continued its work bringing the arts to Title 1 schools and removed its "Portland" sign for major renovation.

The Metro Council approved project scope, contracting and budget amendments for bond projects Polar Passage, Primate Forest and the rhino habitat. The zoo's Education Center had its grand opening. The zoo replaced its food inventory system and saw per cap growth in all departments, balancing out lagging attendance.

The following report lists project and program highlights for the second half of the 2016-17 fiscal year.



## PROGRAM AND PROJECT HIGHLIGHTS

### COO and Council Offices | Diversity, equity and inclusion

Metro's Diversity, Equity and Inclusion program aligns work in the Diversity Action Plan, Equity Strategy, and inclusive public involvement practices to strategically coordinate efforts to achieve equitable outcomes and effectively build relationships with community stakeholders. The DEI program helps develop standards, coordinates resources to create inclusive conditions that allow everyone to participate in making this a great place today and for generations to come.

- Held DEI Awareness Month in January, hosting author and educator Walidah Imarisha on Black history in Oregon and an event celebrating cultural food while Metro staff played cultural bingo.
- Launched the first annual Bill Tolbert Diversity Award to honor his legacy as the first diversity program manager and cultivate more DEI champions across the agency.
- More than 70 people applied for the Committee on Racial Equity (CORE); the Metro Council appointed 13 members to serve on the committee alongside co-chairs María Caballero-Rubio, executive director of Centro Cultural of Washington County, and Sharon Gary-Smith, creative philanthropic strategist most recently with the MRG Foundation.
- Metro Council adopted the revised Diversity Action Plan in May.
- More than 200 Metro staff from across the agency, Metro Councilors and community partners attended a workshop about leading with a racial equity approach for structural transformation, featuring Scott Winn.
- The Safe and Welcoming Spaces Work Group formed with representation from across all parts of Metro – the group will provide guidelines and protocols for staff when they encounter incidents of harassment, intimidation or violence; assess our current policies, support systems; and explore trainings and tools to offer staff.
- Human Resources and DEI kicked off an expanded and improved internship program in partnership with [Self Enhancement Inc. \(SEI\)](#), [Oregon Commission for the Blind](#), Mount Hood Community College and Reed College; most departments and venues are hosting interns this summer.
- The Construction Career Pathways Project (C2P2) partnered with the City of Portland to conduct a market study to inform and support regional work in this sector; the first section, current labor pool data, was completed in June.



- The four departments participating in the pilot racial equity cohort (PES, Planning and Development, Parks and Nature, and the Oregon Zoo) have completed an internal assessment and participated in a series of community discussions with participants from Momentum Alliance and the Coalition of Communities of Color Bridges leadership program. The four pilot departments are expected to complete specific racial action plans by January 2018, which will kick off the remaining departments' activities.

#### **Items for leadership attention**

- There is a continuing need for coordination and collaboration across departments.
- To support training to deepen staff's knowledge and understanding of DEI, the Diversity Program Manager is working with HR Training manager to develop an agency-wide training plan which incorporates DEI competencies.
- To improve communication about DEI efforts and the purpose of the Strategic Plan to Advance Racial Equity and Diversity Action Plan, DEI is working with Communications to develop an internal and external communications strategy.

#### **COO and Council Offices | Council initiative: Low Income Fare Taskforce (LIFT)**

The Low Income Fare Taskforce convenes elected and non-profit leaders from across the region to explore implementation of a low income fare program for TriMet ridership.

- The taskforce last met in February 2017 and spent March through June lobbying the legislature for funding.
- The taskforce sent a LIFT support letter to the legislative transportation committee regarding funding.
- The taskforce met with 15 supportive legislators at LIFT lobby day in Salem.
- The Metro Council approved a 30k budget amendment for operational studies.

#### **COO and Council Offices | Sponsorship program**

This program, which is limited to sponsorships through the Metro Regional Center, collaboratively manages and coordinates sponsorship requests. Metro sponsorships publicly demonstrate support for and build relationships with community partners that align with Metro's mission and programs and promote a public purpose.

- The MRC received 107 sponsorship requests, 80 of which were fulfilled; a total of \$102,350 in funds was disbursed at an average of \$956 per sponsorship. This represents an increase in the number of sponsorship requests submitted, both in total and from organizations that Metro has not previously sponsored.
- Sponsorships were awarded in Clackamas, Multnomah and Washington counties to a diverse spread of organizations, all connected in some way with Metro's mission and programmatic work.
- The structures and tools of the sponsorship protocol developed by the inter-departmental team have helped to standardize and centralize sponsorship communications and decision making processes within MRC.

## Garbage and recycling | Resource conservation and recycling

This program advances the region's efforts to reduce greenhouse gas emissions, conserve natural resources, protect the environment and human health, and advance diversity, equity and inclusion. Resource Conservation and Recycling includes three sub-programs: Regional Waste Reduction, Metro Internal Sustainability and PES DEI/Community Partnerships.

- The Recycling Information Center program provided waste reduction, facility operations and illegal dumping program information to 51,459 callers and 51,762 visitors to the Find-a-Recycler site. The entire Garbage and Recycling web section had 139,053 visitors, which was 29% of all Metro website traffic.
- Youth education programs made 28,235 K-12 student contacts through 710 age-appropriate classroom presentations, puppet shows, and educational theater assemblies. An additional 7,961 students received 6.5 or more hours of waste reduction education at Outdoor School, for a total of 36,196 student contacts. During this same period, the natural gardening program made 3,246 adult and 1,826 youth contacts through visitor interactions at demonstration gardens at Blue Lake Park and the Oregon Zoo.
- Metro took a lead role in advancing state legislation that would make producers responsible for household hazardous waste collection, with bills introduced in both the Oregon Senate (SB 199) and House (HB 3105A); progress made this year puts the legislation in a good position for action at a future session.
- In February, Council approved the work plan for developing the region's next long range solid waste management plan; Phase 1, development of values, will wrap up with Council discussion and consideration of the values on August 1. A key part of the process is the integration of an equity work group that will help ensure that development of the plan fully incorporates equity into the planning process and outcomes, and that the plan advances Metro's progress towards the goals adopted by Council in its Strategic Plan to Advance Racial Equity, Diversity and Inclusion.
- The Internal Sustainability program implemented new utility tracking software across Metro's venues and facilities that enhances staff's ability to identify energy, water and cost savings opportunities and track progress toward the agency's greenhouse gas emissions reduction goal.

- Internal Sustainability program staff continued to support Metro facilities in implementing sustainability projects, including equity training with the Center for Diversity and the Environment; a design study for installing an ecoroof on the Zoo Commissary building; purchase of recycling bins at Glendoveer Golf & Tennis; upgrades to water-efficient fixtures at Expo; purchase of "sustainability stations" at OCC to facilitate recycling of client event materials; upgrades to air handlers at OCC with significant projected energy savings; and a campaign led by the PES/Parks & Nature Green Team to promote voluntary reduction of vehicle idling.
- Property and Environmental Services established a partnership with Oregon Tradeswomen, Inc. (OTI) and Constructing Hope to advance workforce diversity, job quality and career pathways in the region's solid waste workforce.
- The program completed agreements that create two new Solid Waste Community Enhancement Programs: one with the City of Gresham and another with North Portland Neighborhood Services.



#### **Items for leadership attention**

- With the passage of Oregon Ballot Measure 99, it is expected that Metro area Outdoor School providers will receive state funding that will reduce or eliminate their need for Metro dollars. Since the timeline for this disbursement of funds is unclear, PES has included continued Metro funding in its proposed 2017-18 budget, which may still be needed in whole or in part.

#### **Garbage and recycling | Solid waste compliance and cleanup**

The primary purpose of the Solid Waste Information, Compliance and Cleanup (SWICC) program is to ensure that solid waste within the Metro region is managed for maximum public and environmental benefit. SWICC is responsible for authorization, inspection and monitoring of privately-owned solid waste facilities, assuring that solid waste goes to authorized facilities and that all required solid waste regional system fees and excise taxes are paid to Metro. Through its Regional Illegal Dumping Patrol (RID) program, SWICC cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. SWICC is also responsible for disaster debris preparedness and management.

- Metro assisted the Oregon Department of Agriculture (ODA) in controlling a Japanese Beetle infestation in unincorporated Washington County by facilitating logistics and policy exemptions for an emergency quarantine requiring all yard debris, soil and turf to be disposed of in a landfill rather than composted.
- The Metro Council approved five non-system licenses in June to allow delivery of solid waste to the Coffin Butte Landfill in Benton County without breaching the flow

guarantee in the current disposal contract; licenses are effective through the end of 2018.

- Metro published a proposal to Code and administrative rules that would regulate and establish standards at facilities processing curbside recyclables and convert solid waste to energy and fuel; the proposal was put out in May for a 60 day public comment period and two public workshops were held.
- The RID Patrol removed nearly 400 tons of garbage from illegal dumps or camps during the fiscal year; the RID Patrol cleaned up 1,543 illegal dumps the first half of 2017 with a total of 2,864 this fiscal year; 69 illegal camping sites the first half of 2017 with 115 cleaned up this fiscal year; cleaned up Sullivan's Gulch, removing nearly 35 tons of garbage; and provided ropes and safety training to cleanup crews.
- Staff have developed a set of recommendations for better defining Metro's role in various disaster scenarios, along with criteria and candidate sites for potential debris storage and staging in the event of disasters.



### **Items for leadership attention**

- As Metro gets closer to identifying potential disaster debris storage and staging sites, some concerns and challenges may be expressed by local governments.
- Proposed Code changes in early fall that will remove the current exemption for facilities that process curbside recyclables and convert solid waste to energy or fuel could engender some attention.

### **Garbage and recycling | Council initiative: Solid Waste Roadmap**

The Solid Waste Roadmap is a long-term effort to examine and determine the best approaches for managing waste.

- Staff concluded the recommendation phase of a health impact assessment to evaluate waste-to-energy and landfill impacts on human health and the environment.
- Staff has engaged businesses, business groups, local government representatives, and the region's elected officials in conversations about the proposed mandatory food scraps collection policy; the RFP for food scraps processing capacity was released in May with proposals due in July of 2017.
- Completed the Metro South Station Assessment in December 2016; in early 2017 the project moved to the planning stage, focusing on the best approach for meeting the transfer needs in the southeastern portion of the region.
- The Metro Council adopted a landfill capacity ordinance prohibiting the delivery of garbage from the greater Portland area to any new or expanding landfill starting in 2020.



- In July 2016 the Metro Council adopted a transfer station configuration policy that outlined a four-phased approach to providing greater transparency in the rates charged at public and private transfer stations; Metro implemented the first phase of this effort by sharing with local governments what contributes to Metro's own transfer station rates.
- Staff completed visits to major landfills to consider 2020 landfill transport and procurement; staff will work with Council to understand priorities going forward.

### **Items for leadership attention**

- The SWAAC subcommittee has begun its evaluation of the issues and policies associated with Metro's current fee and tax exemptions. This will likely generate interest from certain businesses if certain exemptions are at risk.

### **Garbage and recycling | Solid waste operations**

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This is accomplished through ownership, operation, maintenance and capital improvements of two solid waste transfer stations; two household hazardous waste (HHW) and one latex paint processing facilities, as well as ongoing community HHW collection events. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region.

- Following significant winter weather disruptions, staff implemented a number of measures to ensure continued operations even as volumes greatly exceeded normal operating conditions.
- Despite weather conditions slowing January and February deliveries, tonnage and transaction counts for the last half of the FY were up.
- Metro implemented the newest round of asbestos handling requirements to protect the safety of customers and workers through enhanced screening and documentation; complaints are down and all construction and demolition loads are being inspected.
- The Metro Council endorsed staff's proposed procurement strategy to solicit separate proposals for transport and disposal of waste from Metro's two public transfer stations; four landfills were qualified based on early performance expectations.



- Metro and Miller Paint renewed our paint distribution agreement for another five years; the new agreement calls for Miller to sell 85,000 gallons of Metro Paint annually.
- Held 16 hazardous waste roundups at various locations around the region between March and June, serving a total of 4,827 customers. During the first six months of 2017 Metro's hazardous waste facilities served 27,971 household customers, along with another 477 small business customers.

## **Parks and Nature | Community engagement**

Parks and Nature's community engagement programs serve people of all ages and abilities from all backgrounds with funding criteria intentionally directed to support engagement of the underserved, low-income and/or communities of color in program implementation, program delivery and outreach activities. Nature in Neighborhood grants support partnerships that maximize inclusiveness and creative approaches that address multiple social, economic and ecological needs of the community.

- Partners in Nature program staff coordinated with the Immigrant and Refugee Community Organization to host two large family picnic events; more than 250 Asian and Pacific Islanders attended at Blue Lake Regional Park and more than 150 Slavic families attended at Scouters Mountain.
- Metro Parks and Nature and Oregon Zoo staff collaborated with Sista Sistah to present "Bridging the Gap – Full STEAM Ahead" a networking event for organizations focused on reaching children and youth of African descent, with nature education, and science, technology, engineering and math (STEM) programs.
- Parks staff worked with SEI staff to develop activities for SEI Summer Academy to reach middle school and high school youth with outdoor experiences.
- Completed a four week training program for Centro staff in leading nature programs for Metro and for their own community at East Council Creek and Chehalem Ridge.
- The Youth Ecology Corps spring crew completed more than 1,300 person hours on the ground this season at eight different Metro sites; three YEC crew graduates worked as seasonal employees in Metro parks operations and land management.
- Education staff conducted 85 school field trips, serving 1789 youth and 664 adults; and provided ten group programs, serving 22 youth and 78 adults.
- This spring, Volunteer Services provided service learning to over 300 students at Graham Oaks and Clear Creek natural areas that included installation of 1,000+ native plants in our natural areas.
- More than 1,500 volunteers contributed 7,439 hours at 36 Metro parks, natural areas, historic cemeteries and the zoo; events included a partnership with Columbia Slough Watershed Council that saw 850 shrubs planted at Smith & Bybee wetlands and a SOLVE-IT clean-up at Blue Lake Regional Park, Lone Fir Cemetery and Broughton Beach.



## Parks and nature | Conservation

The Conservation program includes the acquisition, restoration, and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality. The Conservation program also manages and leases agricultural land to farmers in the region as well as a portfolio of single family homes acquired through the purchase of natural areas.

- Seven acquisitions were completed between January and end of June 2017: six properties and one trail easement in five target areas.
- Issued 30 special use permits for access by the community to over a dozen sites without formal access.
- Renovated historic barn at future Killin Wetlands Nature Park.
- Conducted multiple planting projects at various natural areas with 684,479 bare root plants installed at 33 sites, 8,449 container units installed at nine sites and 25,320 live stakes at 10 sites.
- Monitoring of Cooper Mountain's fire restoration project showed excellent regeneration of the endangered pale white rock larkspur, *Delphinium leucophaeum*, as well as native brodiaea lilly.



## Parks and nature | Parks planning and operations

Parks Planning and Operations includes Volunteer Services, Parks and Natural Areas Planning, and Parks and Visitor Services. This program creates and manages opportunities for people to connect to our sites through service projects; manages the planning, design and construction of parks in Metro's portfolio; serves as a key convener for regionally significant planning work; and welcomes over 1.3 million visitors per year to Metro's developed park properties.

- Planning staff held more than 10 community engagement community events to help inform a variety of nature park access master planning projects, including Chehalem Ridge Nature Park, Connect with Nature, and East Council Creek.
- Completed construction of the Orenco Woods Nature Park; the park was dedicated on Feb. 4, 2017.
- The Willamette Falls Legacy Project hosted its fourth community event and unveiled a preferred concept plan for an integrated redevelopment approach that addressed the project's four core values, including habitat restoration and viewing access to the falls within the Metro owned easement area. The event was held at OMSI and had over 500 community members in attendance.

- Completed construction of the Farmington Paddle Launch along the Tualatin River; the site was dedicated on June 24, 2017.
- This winter the parks and cemeteries suffered a record amount of storm damage resulting in approximately 45 metric tons of debris, some of which was put to use as habitat and browse for Oregon Zoo animals.
- Park facilities welcomed approximately 950,975 visitors between January and June.



### Planning and development | Investment areas

The Investment Areas program strategically integrates efforts focused on equitably improving transportation and transit with opportunities to create and leverage community development and private investment region wide. The Investment Areas group includes corridor planning and land use implementation such as brownfields, economic development and industrial site readiness. Southwest Corridor and the Powell-Division Transit project are the major projects currently underway in the Investment Areas section.

- The Southwest Corridor Light Rail Project continued in the federal environmental review process with an aim of releasing the Draft Environmental Impact Statement (DEIS) by early 2018.
- The Southwest Corridor Community Advisory Committee (CAC) began meeting in February 2017, with the charge to advise the Southwest Corridor Steering Committee in the selection of a locally preferred alternative after the release of the DEIS.
- Staff has continued with public engagement and awareness efforts for the Southwest Corridor Plan, which includes mailing over 11,000 newsletters plus hosting public meetings, providing community briefings, tabling at public events, visiting businesses on potential alignments and meeting with concerned property owners.
- Staff prepared for beginning the Southwest Equitable Development Strategy (SWEDS), an effort to identify targets and methods for inclusive transit-oriented growth related to the Southwest Corridor Light Rail project.



- The Division Transit Project's locally preferred alternative (LPA) was adopted by Metro Council; the Regional Transportation Plan was amended to reflect the project and the continued need for a Corridor Refinement Plan to address remaining transit needs in the Powell Boulevard corridor.
- The Division Transit Project is working through the federal environmental review (NEPA) analysis, refining project design, coordinating with other pertinent and contemporary projects (including the Outer Division Multimodal Safety Plan), and re-engaging the community with two new advisory bodies, Community Advisory Committee and Policy and Budget Committee.
- The Economic Value Atlas (EVA) Task Force Working Group was formed and Metro staff presented the EVA scope and Metro's approach to economic development activities to the Northwest Environmental Business Council in May 2017. The Brookings Institution was selected to work on the EVA and the final work scope was developed and submitted to ODOT.
- The Brownfields project secured consultants to advance work in the McLoughlin Corridor, including an assessment plan for the Riverwalk, Phase I portion of the Willamette Falls site; educational and outreach materials for use in Summer 2017; and implementation of the EPA approved work plan for the McLoughlin Corridor. The project also submitted a Programmatic Quality Assurance Project Plan for EPA and DEQ review.

### **Planning and development | Land use and urban development**

The Land Use and Urban Development program implements the region's vision for vibrant downtowns, main streets and station areas by stimulating private investment in compact development, equitable housing, and enterprising places.

- Metro, Clackamas Co., and Multnomah Co. have all taken final actions to adopt urban and rural reserves and Metro entered into an IGA regarding expectations for planning the Stafford urban reserve area; next step is to submit the reserves decision and record to the OR Department of Land Conservation and Development for review.
- In February, the Metro Council approved a work program for the 2018 urban growth management decision.
- Staff held two Regional Snapshot speaker events: one in January on the economy with a focus on brownfield redevelopment and one in June on transportation and the need for investment.
- Completed IGAs for seven 2016 Equitable Housing Grants approved by Metro Council.
- The Build Small Coalition began to identify priority projects spanning research, policy innovation, education/outreach, and new partnerships to promote creation of and access to smaller housing in greater Portland and across Oregon.
- The TOD program is negotiating a Disposition and Development Agreement (DDA) with ROSE CDC for the Furniture Store site on 82nd Avenue and Division Street in

Portland.; the agreement will provide \$515,000 in TOD program support to develop 48 units of affordable housing along with ground floor space owned by the Asian Pacific American Network of Oregon (APANO) to be used for community events as well as APANO's headquarters. The project is expected to break ground in November 2017 and has an approximately 12 month construction schedule.

- Construction will soon commence on the Rise at Westgate, a mixed use development in Central Beaverton that is located on the site of the former Westgate Theater. Metro, in participation with the City of Beaverton, purchased the site with the intent to develop the property with transit-supportive uses. Metro's \$625,000 TOD easement will help facilitate the project's 230 units (15 of which are income restricted) and over 5,000 square feet of ground floor commercial space.
- A total of 10 local jurisdictions submitted 18 proposals for 2040 Planning and Development Grants; \$2M if funding is available this cycle and grant applications received requested a total of over \$3.6 million. The grant screening committee will deliver a recommendation to the Metro COO in the fall.

#### **Items for leadership attention**

- The successful conclusion of the urban and rural reserves process remains contingent upon the state's acknowledgment as well as whether Metro and the counties prevail in likely appeals. This may have implications for the Council's 2018 urban growth management decision since any expansion of the UGB would need to be into acknowledged urban reserves.

#### **Planning and development | Regional planning, partnerships and policy**

The Regional Planning, Partnerships and Policy program provides a broad scope of planning services that assure Metro's compliance with state and federal land use and transportation planning requirements and support other planning efforts in Planning and Development. The program is responsible for periodic reviews of the Regional Transportation Plan (RTP), as well as special projects and programs that fall under the long-range planning role; taking the lead on most planning requirements required for a Metropolitan Planning Organization (MPO), and the department's work with regional advisory committees on transportation, coordination of legislative activities and proactive relationship development with local jurisdictions and other stakeholders.

- Developed and implemented project-level analysis for Regional Transportation Plan projects to provide transparent, accessible information about how each project contributes to regional goals.
- Instituted new financial modelling methods for the RTP and enabled adoption by all our partners, to emphasize our realistic transportation funding forecast and lay the groundwork for future transportation funding discussions
- Created a new online tool for our local government partners to use in nominating transportation investments as part of the 2018 RTP call for projects phase; the new tool provides a much stronger level of technical and policy support for local partners

while also significantly enhancing the amount and quality of data that will be provided to Metro for each project.

- Work is underway on the regional transit component of the RTP to better encompass the full scope of transit options needed to advance the 2014 Climate Smart Strategy and meet growing needs for transit across our region; the regional transit strategy work is being completed in tandem with the 2018 RTP update.
- Designing Livable Streets project work is underway to update our best practices tools for street design. These tools help balance the need to manage growing traffic pressure with supporting the Region 2040 vision through better transit, pedestrian and bicycle design options.
- Staff developed a new Community Placemaking Program to support the Planning Department's implementation of the DEI strategy and work with communities to support their solutions to achieve 2040 in their communities.
- Began work on a regional "emerging technologies" program, which will develop RTP policy regarding autonomous vehicles, connected vehicles, ride-share, and integrated payments.

### **Planning and development | Resource development**

The Resource Development program manages grant funding to public agencies and community based organizations to implement Metro's desired outcomes for the region. This includes four funding programs: the regional flexible fund allocation, the transportation system management & operations project allocation, the regional travel options allocation, and the community development & planning grants. The program also administers the Metropolitan Transportation Improvement Program (MTIP) to balance federal transportation revenues with project costs and ensure project funding and provides transportation demand and system management programs for the region to help maximize benefits and efficiency of the existing transportation network.

- Completed public comment period for draft 2018-21 MTIP and its associated air quality determination; the draft was recommended by the Transportation Policy Alternatives Committee for approval by the Joint Policy Advisory Committee on Transportation and the Metro Council.
- The Transportation System Management and Operations program began development of an Integrated Corridor Management plan to improve performance of the transportation system in the corridor from the Central City to Troutdale, south of Sandy Boulevard and north of Powell Boulevard through better coordination among the multiple agencies operating transportation facilities and providing transportation services.

### **Research Center | Council initiative: Multi-Criteria Evaluation tool**

The goal of the Multi-Criteria Evaluation (MCE) tool is to expand benefit-cost analysis to inform transportation project selection. The tool will help Metro compare the benefits and burdens of transportation plans and investments in future planning efforts. It will calculate



the Social Return on Investment by quantifying monetized benefits and costs for all triple-bottom line measures – economic, environmental, and social/equity.

- Completed Version One of the Multi-Criterion Evaluation (MCE) tool
- Incorporated the Oregon Health Authority's Integrated Transport and Health Impact Model to calculate MCE public health benefit.
- Continued MCE sensitivity testing on varied transportation investments.

### **Visitor venues | Conventions, trade and consumer shows**

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

- Finalized the Expo/OCC parking RFP with City Center Parking, a two-year contract with the option for three one-year extensions.
- The winter storm of 2017 shut down most of Portland, but OCC managed to be open and available for all shows, for all days, with no service interruptions due to staff clearing walkways and loading docks to ensure guest and vendor accessibility.
- OCC launched a new and modern parking management system to replace an outdated and failing one; the system gives OCC management more options on how to handle and speed up service on heavy use days and peak ingress and egress times.
- The OCC earned re-certification for APEX/ASTM (Environmentally Sustainable Event standards) Level 4 through the Green Meeting Industry Council (GMIC) and verified by the independent iCompli auditing organization; level 4 is the highest certification awarded under the program.
- The OCC won Smart Meetings magazine's 2017 Smart Stars Award for Best Convention Center for a fifth consecutive year, selected from thousands of properties in 25 categories.
- OCC solar panels have been producing energy for 11 months, resulting in over 1.4 million kilowatt hours of electrical power. This meets the previous predictions of producing 20-25% of OCC's annual use.
- The Expo Center saw record-breaking increases in revenue for the fourth quarter for the second year in a row, with a jump in weekday corporate meetings and tradeshow.
- pacificwild catering hit \$2 million in revenue for the year, the first time in Expo history.
- Expo's operations department finalized multiple large-scale capital events for the year including: phase one of a new transformer installation, VOIP Phase One, Security Cameras were installed for all ATMS in the facility; and replacement of the old "Portland Metropolitan Exposition Center" sign with new neon signage.
- The Expo Center conducted a Facility Assessment for all halls.

- In May, Expo hosted three events surrounding the anniversaries of the Portland Assembly Center and the Vanport Flood.

Annual		FY 15-16		FY 16-17		Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance	Events	Attendance	
Tradeshows/ Conventions	74	162,526	70	145,098	(1)	26,576	
Consumer Public Shows	57	352,551	56	325,311	(12)	(37,010)	
Misc.-In- House	193	4,384	195	5,742	40	1,207	
Meetings	151	69,706	180	93,949	(3)	7,110	
Catering	80	43,656	73	54,438	5	1,893	
<b>OCC Totals</b>	<b>555</b>	<b>632,823</b>	<b>574</b>	<b>624,538</b>	<b>29</b>	<b>(224)</b>	
<b>Expo Center</b>	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>	
Consumer Public Shows	50	330,882	55	333,092	(6)	(19,816)	
Misc.	33	25,848	25	23,647	4	11,739	
Meetings	22	1,239	15	1,434	5	(5)	
Catering	2	437	1	411	1	385	
Tradeshows/ Conventions	14	40,299	13	26,600	5	25,233	
<b>Expo Totals</b>	<b>121</b>	<b>398,705</b>	<b>109</b>	<b>385,184</b>	<b>9</b>	<b>17,536</b>	
<b>Expo Totals w/Cirque du Soleil</b>	<b>121</b>	<b>398,705</b>	<b>109</b>	<b>385,184</b>	<b>9</b>	<b>17,536</b>	



## Visitor Venues | Council initiative: Levee Ready Columbia

The Levee Ready Columbia initiative is a collaborative effort to ensure the Columbia Corridor from the railroad berm to the Sandy River remains certified and eligible for participation in the FEMA Flood Insurance Program and the US Army Corps of Engineers (USACE) Rehabilitation and Inspection Program. The effort encompasses four flood control districts: Peninsula 1 – where the Expo Center is located; Peninsula 2; Multnomah County Drainage District (MCDD)– where the Gleason Boat Ramp, Chinook Landing and Blue Lake Park are located; and Sandy Drainage Improvement Company (SDIC).

This area encompasses many other regionally significant industrial lands and Portland International Airport. Metro has made financial commitments toward the effort of \$600,000 (plus interest) for loan payments to be made over the seven year period from 2018 to 2024. In addition, the four drainage districts are responsible for a large share of the cost which will be levied against property owners within the Districts, including Metro facilities.

- Engineering work on the levees to reduce flood risk for MCDD and SDIC is in progress; historical data has been assembled and core drilling is complete; consultants are analyzing the core samples to model the integrity of the levees and recommended repairs, if any.
- Completed a consultant contract to compile an environmental baseline.
- A contract with the United States Geologic Survey (USGS) and USACE to forecast future flood risk taking into consideration climate change conditions (both upstream and downstream) up to the year 2060 is nearly complete.
- FEMA provided Continuing Technical Partnership funding to pay the Oregon Department of Geology and Mineral Industries (DOGAMI) to develop a flood risk assessment; an Oregon Fellow will finalize an inventory of key Community Assets to be considered through DOGAMI's risk-based analysis.
- A special subcommittee has been appointed on governance; its evaluation of existing governance structures is complete and it is on schedule to bring forward a series of alternatives in the fall for discussion by the Levee Ready Columbia Task Force.
- The Drainage Districts submitted a letter of intent to participate as the local sponsor in partnership with USACE to be included in the USACE Work Plan as a "New Start;" efforts continue at the Congressional level to gain approval for New Starts to be included in the President's FY18 budget and for this project to be selected as a New Start in the USACE work plan.
- Executed a third funding agreement for FY 2017-18 and FY 18-19; the proposed Metro contribution is \$50,000 for each of those two years.
- The Levee Ready Columbia coalition has supported a companion Oregon Solutions project to develop a statewide coalition of levee agencies, bringing attention to a statewide solution to this important flood risk reduction issue; the 2017 Legislature

approved the requested \$10 million to Business Oregon to fund similar levee studies needed throughout the state.

#### Items for leadership attention

- In the fall of 2017, Council should engage in a review of the governance options and provide feedback to the Levee Ready Columbia Partners. Among the alternatives being evaluated are options that could have a role for Metro which will need feedback from the Metro Council.

#### Visitor venues | Performing arts, arts and culture

Portland's Centers for the Arts is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly 900,000 visitors each year and encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Theatre. Portland's is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, Stumptown Stages, and White Bird.

- Portland's DEI work with Title I schools and diverse communities included bringing Mariachi Flor de Toloache to two Title I schools in Hillsboro; hosting the Bravo Orchestra onstage with Black Violin; hosting a lunch for educators, students, and community leaders following a student performance of Black Violin; obtaining free tickets to Shaun King's World Affairs Council event for young people at SEI, Urban League, and Job Corps; and providing free tickets for Broadway Across America to 10 young people from Bridge 13 (an organization that supports LGBTQ youth) to attend the musical Rent.
- Portland's Presents ended its second successful year and netted \$134,287; approximately 28,000 tickets were sold and gross sales were over \$1 million. Programming was extremely diverse and included Los Tigres del Norte, Avi Avital, Bassem Youssef, Leslie Odom Jr., Mariachi Vargas, Los Romeros, and Bebel Gilberto.
- A number of capital projects continued, most notably the "Portland" sign on the Schnitzer was removed for extensive renovations and new structural supports.

	FY 15-16		FY 16-17		Net Change from Prior Year	
PCPA	Performances	Attendance	Performances	Attendance	Performance s	Attendance
<b>Commercial (Non-Broadway)</b>	105	165,256	157	180,892	(24)	(1,540)
<b>Broadway</b>	102	247,429	94	223,928	21	48,226

<b>Resident Company</b>	249	276,754	272	307,153	2	(26,424)
<b>Non-Profit</b>	280	111,764	207	94,840	(23)	8,246
<b>Promoted/ Co-Promoted</b>	50	23,350	77	35,167	14	16,633
<b>Student</b>	167	102,477	152	103,463	6	6,082
<b>Miscellaneous</b>	11	1,121	12	1,248	(1)	(2,407)
<b>Portland's Totals</b>	<b>964</b>	<b>928,151</b>	<b>971</b>	<b>946,691</b>	<b>(5)</b>	<b>48,816</b>

## Visitor venues | Zoo conservation and animal welfare, education and operations

The Zoo Conservation and Animal Welfare, Education and Operations program provides a better future for wildlife by enhancing animal welfare and conservation of animals in captive and wild settings; promotes environmental literacy and sustainable actions through experiences that cultivate understanding of and respect for animals and the natural world; manages front-line guest experiences; and generates revenue to support the zoo.

- Council approved project scope, contracting, and budget amendments for Polar Passage, Primate Forest, and the rhino habitat.
- Design is underway for Polar Passage, Primate Forest, and the rhino habitat with construction estimated to begin in spring 2018.
- The Oregon Zoo Education Center held its grand opening in March, highlighting its unique partnership model with 20 local conservation education partners engaging more than 200 zoo guests per shift; zoo staff distributed almost 3000 free tickets to local community based organizations to attend the opening.
- Successfully implemented the new food inventory system, Yellow Dog, replacing an antiquated system that dated back to the 1990s; the new system will sync with the POS system for inventory control and stronger reports for the management team to review.
- Over the past six months the Guest Services Division saw per cap growth in all departments in comparison to the previous year. From January through June overall



growth in per caps was 10% compared to the previous year, balancing out a 10% drop in attendance over the same period due to many inclement weather days.

- Births in the past six months included an Inca tern chick, two North American river otter pups, two cotton-top tamarins and a Rodrigues bat which has required a large, dedicated hand-rearing team.
- Also new to the zoo are two cheetahs and two African painted dogs. All are females and can be seen on exhibit in Predators of the Serengeti.

#### Attendance and Catered Events

FY17 July - June	FY16 Totals		FY17 Totals		Net Change	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		413,073		376,325	-	(36,748)
Member Attendance		274,038		234,986	-	(39,052)
Catered Events	152	11,334	188	17,385	36	6,051
Totals	152	698,445	188	628,696	36	(69,749)

#### Support Services | Communications

- Implemented Metro's Community Summit by partnering with DEI, the Coalition of Communities of Color and Momentum Alliance to conduct community discussion groups with more than 60 youth and people of color to inform the development of four department-specific equity strategy action plans.
- Engaged 2,313 Opt In panel members in a survey to: identify interest, staying power, and reasons for participating in the Opt In Panel; classify Metro-related interests; measure level of past participation to predict future behavior; and determine who the panel includes and which groups are underrepresented.
- Developed Metro's first agency-wide community partnership pilot program with two community based organizations to explore and identify benefits and efficiencies of multi-program financial agreements.
- Conducted service recruitment that increased race/ethnicity and regional diversity of the Public Engagement Review Committee; initiated program for diversifying Metro's program advisory committees with supported service opportunities for community leaders of color.
- Concluded the first phase of a partnership with Centro Cultural de Washington County to engage the Latino community in planning for Chehalem Ridge Nature Park, building Centro's capacity and helping ensure that the future park meets community needs.
- Transformed the Ask Metro communications plan into a year-long marketing and community engagement campaign, broadening our outreach to multiple audiences including communities of color.

- Metro’s website had 3.5 million views, 928,470 website visitors; in May the site had 113,000 unique visitors and 165,000 visitor sessions – the highest counts for these metrics in Metro history.
- Launched an interactive map of Metro’s park system at the new Oregon Zoo Education Center, engaging a large new audience and helping build bridges between two important lines of business for Metro.

### **Support Services | Financial and Regulatory Services**

- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2015-16 resulted in a “clean” opinion and won the Certificate of Excellence in Financial Reporting for the 25th year in a row.
- Implemented a major update to Metro Contracting Code.
- Established Contracting and Procurement Administrative Rules, including strengthening the Equity in Contracting Program.
- Implemented new Cost Allocation Plan (CAP) moving from budgeted expenditures to actuals, giving departments more certainty and transparency around costs.

### **Support Services | Human Resources**

- HR has realigned work units to combine benefits and compensation and make training part of the employee engagement unit; HR moved to a business partner model for employee engagement with an HR representative assigned to each department.
- Completed bargaining for IATSE B-20, IATSE 28-1 (initial contract with this bargaining unit); IATSE Local 28 and AFSCME 3580 and 3580-1 (new contract will merge these two groups); and ILWU.
- Completed MERC non-represented classification and compensation study.
- Worked with FRS and IS on a payroll review project.
- Successfully piloted an internship involving our community partners.
- Navigated to new calendar year for health insurance enrollment to align with other benefit plans and tax year.
- Implemented a series of Recruitment “Lunch and Learn” sessions for internal applicants.

### **Support Services | Information Services**

- Completed the Project Portfolio Management Software (Honey Badger) phase II, integrating Microsoft Project and financial information from PeopleSoft to give project managers better, more up to date financial information about their projects.

- Completed backup and recovery system refresh for Metro's agency wide software and data storage systems; the new system provides faster, more reliable backups with additional data capacity.
- Completed implementation of voice over internet protocol (VoIP) communication systems at Metro Paint, phase I of The Exposition Center, the education center and Vet Medical Centers at the Oregon Zoo.
- In cooperation with the construction PMO office, IS completed refresh of video camera systems at the Zoo's condor facility as well as core facilities serving the MRC, South and Central Transfer Stations, Oregon Zoo and the Oregon Convention Center.
- Completed configuration of presentation systems in the Council Chambers.
- Completed installation of video conferencing for pilot program; the system can reduce travel for staff who travel frequently for meetings between locations.
- Completed refresh of executive conference room (301 in the Metro Regional Center). Project included integrating video conferencing into room controls, replacing outdated and unsupported hardware and software. This will allow easier use of presentation and conferencing abilities to help reduce agency travel and time needed to attend meetings.

### Support Services | Research Center

- In the previous reporting period the Research Center completed the prototype of a Web-delivered, mobile-capable application that, when operational, will provide Council, Metro staff, and the public with comprehensive performance metrics for Metro's six desired outcomes (e.g. safe and effective transportation choices for the region's residents). Senior Metro leadership subsequently adopted an agency goal that Metro will use working versions of this system as part of its effort to move to performance-driven operational and strategic decision-making. The Research Center is in the process of collaborating with the support and operating departments to build the system, but much work remains to be done over the next several years and additional resources will need to be found to ensure successful completion.
- Provided data and analysis to the Metro State of Safety Report.; Regional Trails plan update and in support of Metro's affordable housing program.
- Prototyped a mobile device (e.g. Ipad) application that will allow Metro Integrated Pest Management (IPM) contractors to submit their pesticide usage directly; when operational, Metro will receive more accurate biocide usage measurements and be



able to pay contractors more quickly.

- Released a mobile application that allows Metro's Reduce Illegal Dumping (RID) team to make their field reports digitally from a tablet PC, combining on one device what previously took three tools: a GPS unit, paper records, and a digital camera.
- Developed an advanced state-of-the-practice trip-based travel forecast model for the Portland-Vancouver metropolitan area; the new model platform will produce forecasts for the 2018 Regional Transportation Plan update and other transportation studies.
- Took delivery of a new freight forecast model that represents multi-modal freight flows through national and regional supply chains and simulates the movement of individual trucks and shipments on local networks.





# FY 2016-17 Balanced Scorecard report



## TABLE OF CONTENTS AND DASHBOARD

Balanced Scorecard background .....	2
<b>FINANCE</b>	
✓ General obligation bond rating .....	3
✓ Adequacy of reserves by fund .....	3
✓ Self-sufficiency of visitor venues .....	3
✓ Total cost of risk .....	4
<b>CUSTOMER SERVICE</b>	
✓ Elected officials .....	5
✓ Facility users .....	5
✓ Employees .....	7
<b>BUSINESS PROCESS EFFICIENCY</b>	
✓ Public resources .....	9
✓ Administrative overhead .....	12
✓ Audit recommendations .....	12
<b>LEARNING AND GROWTH</b>	
✓ Safety .....	14
✓ Wellness .....	14
✓ Learning .....	15
✓ Employee motivation .....	15
<b>SUSTAINABILITY</b>	
✓ Water .....	16
✓ Waste .....	16
✓ Electricity .....	17
<b>DIVERSITY</b>	
✓ Procurement .....	18
✓ Organizational action and support .....	18
✓ Equitable experience .....	20
✓ Workforce .....	21
✓ Public involvement .....	22

## BALANCED SCORECARD BACKGROUND

To gauge the overall health of the agency and pursue continuous improvement in our business practices, Metro uses a Balanced Scorecard approach. The Balanced Scorecard views the organization from six distinct perspectives: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability and diversity. Up to five years of data are provided for each measure.

### **Financial Perspective**

This perspective measures the overall financial health of the organization. To successfully pursue our mission, we must retain a strong fiscal position which ensures low cost access to debt markets, adequate financial reserves to weather difficult economic conditions, strong enterprise funding and effective management of our cost of risk.

### **Customer Service Perspective**

Metro's success ultimately rests on providing valued services to our customers and stakeholders. Customer focus and satisfaction are essential to our long term success. If customers are not satisfied, they will eventually pursue other options to meet their needs. Poor performance in this area is a leading indicator of future decline, even if the current financial picture is positive.

### **Business Process Efficiency Perspective**

Internal business process metrics allow managers to assess how efficiently their portion of the agency operates and whether products and services meet customer expectations and align with Metro's mission.

### **Learning and Growth Perspective**

At Metro, passionate and dedicated employees are our greatest asset. In a climate of rapid change, it is crucial for employees to be engaged, productive and continuously learning. This perspective addresses employee wellness, training, and values related to both individual and agency improvement.

### **Sustainability Perspective**

Core to Metro's mission is the ability to reflect our values and vision through our actions. This perspective tracks our progress on environmental goals set by the Metro Council in Metro's Sustainability Plan. These measures capture agency wide improvements in water use, energy use, and waste generated and recovered for recycling.

### **Diversity Perspective**

Metro's Diversity Action Plan envisions a future where our diversity practices improve Metro's responsiveness to the residents of our region, strengthen Metro's workforce, and serve as a model for other governments. This perspective measures Metro's ability to reflect the diversity of the community we serve through procurement practices, employee awareness, employee recruitment and public involvement.

## FINANCE

**Goal: Achieve financial success through responsible, stable and efficient fiscal practices**

### **Measure 1.1: General obligation bond rating**

Objective: Maintain efficient access to debt markets<sup>1</sup>

Target: AAA

Data: AAA

<sup>1</sup>AAA ratings confirmed by Standard & Poor's in Feb. 2016

### **Measure 1.2: Adequacy of reserves by fund**

Objective: Adequacy of reserves/adherence to contingency levels for primary operating funds<sup>1</sup> (General Fund, Solid Waste Revenue Fund, MERC Fund).

Target: Varies per fund, subject to operating requirements of each fund<sup>2</sup>; generally minimum of 7%.

Data: Refer to table below<sup>1</sup>

	General Fund	SW Fund	MERC Fund
FY 16-17 Actuals	60%	81%	102%
FY 17-18 Budget	48%	66%	86%

<sup>1</sup> Financial policies require that all major operating funds must be budgeted at the required reserve level unless otherwise authorized by Council.

<sup>2</sup> Targets by fund:

- General Fund: 4% contingency + 3% stabilization + scheduled renewal and replacement
- Solid Waste Fund: \$5.8 million working capital (45 days) + \$2 million operating contingency (tonnage fluctuation over 2 years) + scheduled renewal and replacement and new capital + landfill closure (as determined by DEQ) + environmental impairment (based on actuarial studies).
- MERC Fund: 4% contingency+ 3% stabilization + scheduled renewal and replacement + new capital/strategic business opportunities.

### **Measure 1.3: Self-sufficiency of visitor venues**

Objective: Fiscal leverage

Target: No less than 60% of operation cost (Ratio of expense vs. non-tax revenue for facilities/visitor venues)

Data: Refer to table below<sup>1</sup>

	Expo Center	Oregon Convention Center	Oregon Zoo	Portland's
FY 12-13	122.7%	87.5%	68.0%	109.1%
FY 13-14	100.4%	69.9%	66.2%	100.4%
FY 14-15	106.1%	79.9%	64.8%	106.1%
FY 15-16	113.0%	75.7%	64.1%	113.0%
FY 16-17 <sup>2</sup>	104.1%	69.5%	67.8%	104.1%

<sup>1</sup> This data differs from prior reports in that it excludes tax contributions to OCC and Portland's, all capital expenditures and Expo's debt service payments for Hall "D".

<sup>2</sup> Based on first close data

**Measure 1.4: Total cost of risk (TCOR)<sup>1</sup>**

Measure: Manage risk efficiently

Target: Less than 1%

Data: Refer to table below

	TCOR%
FY 12-13	.75%
FY 13-14	.73%
FY 14-15	.70%
FY 15-16	.74% <sup>2</sup>
FY 16-17	.73%

<sup>1</sup> The Total Cost of Risk is based on a “first close” estimate of risk fund costs. Measured by Risk management operating costs as percent of current revenues.

<sup>2</sup> The final Total Cost of Risk for FY 15-16 was 1.32%. The increase was due to a large claim accrued after first close.

## CUSTOMER SERVICE

**Goal: Deliver an exceptional stakeholder and customer experience**

**Measure 2.1: Percent of elected officials<sup>1</sup> that agree with the following: “Metro provides highly valuable services that have positive impacts on my constituents.”**

Objective: Public engagement  
 Target: 80%<sup>2</sup> or higher of survey responses rating as agree and or strongly agree  
 Method: Survey conducted by CFM Strategy Communications  
 Data: Refer to table below

	Number of elected officials	Percent of elected officials
FY 10-11	49	68%
FY 11-12 <sup>3</sup>	64	72%
FY 13-14	48	72%
FY 15-16	63	75%

<sup>1</sup> Local elected officials include mayors, city councilors and county commissioners

<sup>2</sup> The target was adjusted from 95% to 80% in FY 2016-17 to reflect a more realistic goal

<sup>3</sup> As of 2012-13, this survey will be conducted biennially

**2.2: Percent of Metro facility users rating their experience as good or excellent.**

### A. Oregon Convention Center

Objective: Customer satisfaction  
 Target: 90% or higher of survey responses rating experience from good to excellent  
 Method: Customer service survey  
 Data: Refer to table below

	Sales	Event	Food & Beverage	Ops- Setup	Ops- Technical	Guest Services	Security	Overall Rating
FY 12-13	90%	92.5%	90%	92.5%	92.5%	92.5%	92.5%	92.5%
FY 13-14	89.5%	92%	90%	93.2%	90%	91.5%	92%	91.3%
FY 14-15	89%	90%	91%	93%	92%	87%	92%	91%
FY 15-16	91%	92%	89%	92%	86%	90%	95%	90%
FY 16-17	93%	95%	91%	95%	92%	91%	95%	92%

### B. Portland Expo Center

Objective: Customer satisfaction  
 Target: 95 % or higher of survey responses rating experience as good or excellent  
 Method: Average rating of customer service survey responses  
 Data: Refer to table below.

	Admin	Sales	Event	Ops	Ticketing	Admissions	Food & Bev	Average
FY 12-13	100%	100%	100%	99.6%	100%	98.8%	98.2%	<b>99.5%</b>
FY 13-14	100%	97.8%	100%	100%	100%	100%	96.3%	<b>99.0%</b>
FY 14-15	100%	100%	100%	100%	100%	100%	96%	<b>99%</b>
FY 15-16	100%	100%	98%	99%	100%	100%	96%	<b>100%</b>
FY 16-17	100%	97 %	100%	100%	94%	100%	90%	<b>97.3%</b>



### C. Portland's 5 Centers for the Arts

Objective: Customer satisfaction  
Target: Overall rating of 95%  
Method: Secret shopper surveys<sup>1</sup>  
Data: Refer to table below

	Safety and Cleanliness	Admissions Staff & Volunteers	Food and Beverage	Overall Rating
FY 13-14	97%	86%	89%	91%
FY 14-15	96%	91%	93%	93%
FY 15-16	98%	89%	92%	93%
FY 16-17	97%	90%	91%	92%

<sup>1</sup> Customer service, food and beverage, and cleanliness are reviewed by an independent third party.

Data source: Monthly summary reports, Service Scouts, Inc.

An average of 4 shops per month during the season were conducted.

### D. Oregon Zoo

Objective: Customer satisfaction  
Target: Average rating of 4.65 or higher from survey responses rating experience from great to excellent  
Method: Comment cards  
Data: Refer to table below

	Respondents	Pct. 3-5	Mean Rating
FY 12-13	169	92%	4.3
FY 13-14	227	99%	4.6
FY 14-15	267	99%	4.5
FY 15-16	141	97%	4.6
FY 16-17	151	95%	4.3

### E. Regional parks

Objective: Customer satisfaction  
Target: 90% or higher of survey responses rating experience from great to excellent  
Method: A secret shopper program examines quality of parks service delivery in four main categories: Experience (overall), Maintenance (grounds, restrooms, similar), Marketing (Information availability) and Rangers (includes all staff).  
Data<sup>1</sup>: A total of 12 secret shopping exercises were completed over the summer in the months of June, July and August, with visits were split between Oxbow Park and Blue Lake Park. The secret shoppers examined services using 84 different criteria within each of the four main categories and made additional comments to help inform the results. Results are averaged out for the total score and combined between the two sites. Data was collected on a scale from 0-100%, with 90% being the target to achieve. Currently, the industry standard for the overall rating is 88.6%.

<b>FY 15-16<sup>1</sup></b>	<b>Metro</b>	<b>Industry Average</b>
Total experience	93.0%	88.6%
Experience	100.0%	92.7%
Maintenance	91.6%	
--Grounds	100.0%	99.5%
--Safety	86.1%	91.8%
--Maintenance	91.7%	86.0%
--Restrooms	81.3%	89.7%
Marketing	91.7%	92.3%
Rangers		
--Staff	100.0%	93.9%
--Admissions	94.4%	90.5%

<sup>1</sup>The secret shopper program will resume in July of 2017 and will continue throughout the summer of FY 17-18. Data will be updated for the FY 17-18 Balanced Scorecard Report.

## **F. Solid waste operations**

Objective: Customer satisfaction

Target: 85% or higher of survey responses rating experience from great to excellent

Method: Surveys—intercept and electronic “Opiniator” conducted at facilities.

Data: This data is pending revisions to data collection procedure

	<b>Scalehouse</b>	<b>Hazardous Waste</b>	<b>Overall Average</b>
FY 12-13 <sup>1</sup>	98%	N/A	98%
FY 13-14 <sup>2</sup>	94%	94%	94%
FY 14-15 <sup>3</sup>	97%	97%	97%
FY 15-16	91%	95%	93%
FY 16-17	94%	98%	97%

<sup>1</sup> Intercept survey conducted by Metro South project consulting firm HDR; customers rated satisfaction with services as “somewhat” or “very”

<sup>2</sup> Based on “Opiniator” survey of 814 customers. Both scalehouse and hazardous waste facilities were included in the survey. The percentage is reported for the top two of five categories which were labeled good and very good in the survey.

<sup>3</sup> Based on Opiniator survey of 582 customers.

## **Measure 2.3: Percent of employees that highly rate timeliness and quality of internal services.**

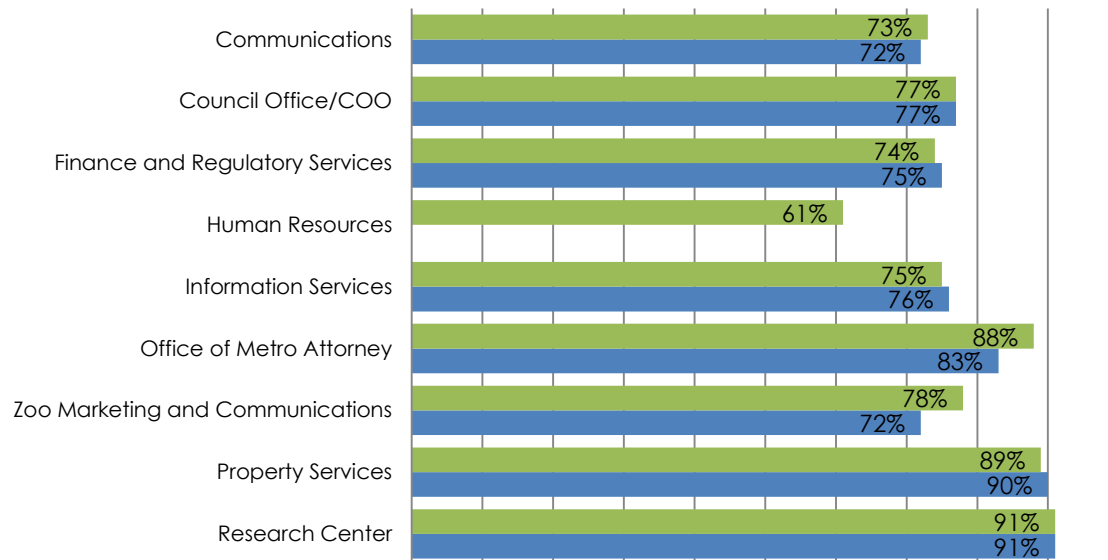
Objective: Internal client satisfaction

Target: Overall average of 80% satisfaction rate

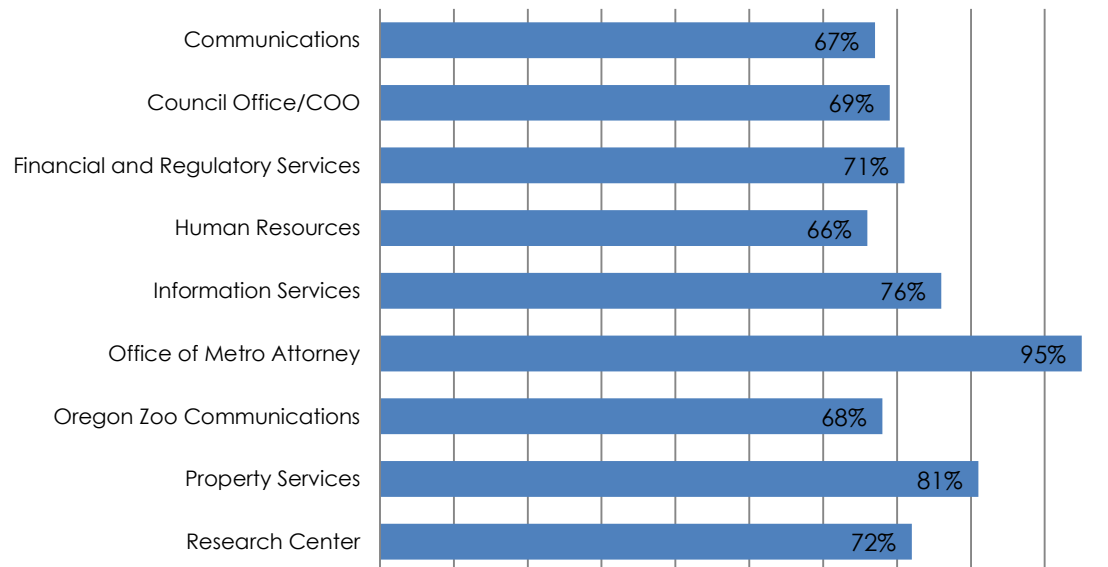
Method: Biennial online survey

Data: Refer to tables on following page

**2016 overall timeliness average rating of 80% (top/green bars);  
overall quality of service average rating of 78% (bottom/blue bars)**



**2014 overall timeliness and quality of service average rating of 74%**



## BUSINESS PROCESS EFFICIENCY

**Goal: Excel at core business processes to deliver value to our stakeholders and customers.**

### Measure 3.1: Efficient use of public resources

#### A. Oregon Convention Center - Occupancy percentage of ballroom space/exhibit hall space rented

Objective: Improve annual occupancy percentage  
Targets: 43% ballroom occupancy average; 51% exhibit hall occupancy average  
Method: Cumulative information from monthly EBMS reports  
Data: Refer to table below

	Ballroom occupancy average	Exhibit hall occupancy average
FY 12-13	43.2%	47.8%
FY 13-14	36.2%	46.7%
FY 14-15	44.4%	53.0%
FY 15-16	49.2%	62.1%
FY 16-17	43.7%	49.8%

#### B. Portland Expo Center - Occupancy percentage of exhibit hall space rented

Objective: Improve annual occupancy percentage  
Target: 40% annual occupancy percentage  
Method: Total number of days halls are rented divided by the number of days available  
Data: Refer to table below

	Average occupancy percentage
FY 12-13	41%
FY 13-14	40%
FY 14-15	40%
FY 15-16	42%
FY 16-17	41%

#### C. Portland's 5 Centers for the Arts – Occupancy percentage of performance space rented

Objective: Improve annual occupancy percentage  
Target: Annual occupancy average - Keller 60%; Schnitzer 65%, Newmark 80%, Winningstad 70%, Brunish 65%<sup>1</sup>  
Method: Use days divided by the number of days in the year<sup>2</sup>  
Data: Refer to table on following page<sup>3</sup>

<sup>1</sup> Averages vary based on mix of shows and presenters

<sup>2</sup> Use days include performance, non-performance, tech and rehearsal days; averages

<sup>3</sup> This data is reported in AMS Planning & Research Corps' PAC Stats report

	Keller	Schnitzer	Newmark	Winningstad	Brunish	Average
FY 11-12	64%	57%	77%	72%	40%	62%
FY 12-13	64%	62%	77%	75%	65%	69%
FY 13-14	57%	62%	74%	83%	57%	67%
FY 14-15	59%	60%	76%	68%	69%	66%
FY 15-16	56%	65%	64%	58%	62%	61%

#### D. Oregon Zoo – Cost per visitor<sup>1</sup>

Objective: Improve annual occupancy percentage

Targets: Maintain comparable cost per visitor ratio to like facilities; comparable cost average provided by Association of Zoos and Aquariums Benchmarks report of institutions with comparable annual budgets

Method: Box office counts and operating expenses

Data: Refer to table below

	Oregon Zoo	Average ratio of like facilities
FY 13-14	\$22.22	\$24.33
FY 14-15	\$22.13	\$25.58
FY 15-16	\$25.08	\$26.55
FY 16-17 <sup>2</sup>	\$26.19	

<sup>1</sup> This measure replaces the FTE/visit ratio that was compared against the Morey Group report, which is no longer published on behalf of AZA

<sup>2</sup> Estimated data for Oregon Zoo; AZA data not yet available

#### E. Solid waste transfer station operations - Expense per ton of recyclable materials recovered

Objective: Efficient use of resources

Target: Below \$175 per ton<sup>1</sup>

Method: Sum of all recyclables shipped to markets, including source-separated materials (excluding commercial/residential organics and yard debris)

Data: Refer to table below

	Tons Recovered	Expense <sup>1</sup>	Expense per Ton
FY 12-13	29,892	\$2,452,216	\$82.04
FY 13-14	29,972	\$2,524,324	\$84.23
FY 14-15	31,137	\$2,919,840	\$93.77
FY 15-16	23,427	\$3,218,082	\$137.37
FY 16-17	18,608	\$3,401,407	\$182.77

<sup>1</sup>In October 2015, the market for the vast majority of the region's recovered wood vanished. Up to that point, wood accounted for over 50% of all materials recovered. The loss of this market resulted in considerably fewer tons recovered and subsequently increased the cost per recovered ton. The previous target was \$85 per ton and has been adjusted to a new target of \$175 per ton accordingly.

### **F. Solid waste household hazardous waste operations - Operating cost per pound**

Objective: Efficient use of resources  
Target: Under \$1.05 per pound<sup>1</sup>  
Method: Total annual expenditure under hazardous waste budget divided by total pounds handled  
Data: Refer to table below

	Expenditures	Pounds handled	Cost per pound
FY 12-13	\$4,022,494	3,974,564	\$1.01
FY 13-14	\$3,958,794	4,102,134	\$0.97
FY 14-15	\$4,148,378	3,954,447	\$1.05
FY 15-16	\$4,535,296	4,047,167	\$1.12
FY 16-17 <sup>2</sup>	\$4,560,723	3,994,013	\$1.14

<sup>1</sup> The FY 15-16 target was \$0.90 per pound but has been adjusted for inflation to accommodate for escalating cost of labor; the target may adjust annually based on CPI data.

<sup>2</sup> Projected based on 11 months of data

### **G. Solid waste MetroPaint measure - Operating cost per gallon**

Objective: Efficient use of resources  
Target: Under \$5.50 per gallon<sup>1</sup>  
Method: Total annual expenditure under the MetroPaint budget divided by total gallons processed  
Data: Refer to table below

	Expenditures	Gallons processed	Cost per gallon
FY 12-13	\$1,748,302	320,661	\$5.45
FY 13-14	\$1,896,407	346,727	\$5.50
FY 14-15	\$2,355,034	384,405	\$6.13
FY 15-16	\$2,342,495	381,696	\$6.14
FY 16-17 <sup>2</sup>	\$2,448,082	379,332	\$6.45

<sup>1</sup> The FY 15-16 target was \$5.15 per gallon but has been adjusted for inflation to accommodate for escalating cost of labor; the target may adjust annually based on CPI data.

<sup>2</sup> Projected based on 11 months of data

### **H. Human Resources - Employees served per HR FTE**

Objective: Efficient Use of FTE  
Target: Within range of 1:80 and 1:100 for HR per employee ratio<sup>1</sup>  
Method: Employee census data  
Data: Refer to table below

	HR FTE	Total FTE <sup>1</sup>	HR/FTE ratio
FY 12-13	15	1681	1:112
FY 13-14	17.75	1750	1:98
FY 14-15	19	1844	1:97
FY 15-16	18.2	1909	1:105
FY 16-17	20.8	1989	1:95

<sup>1</sup> Employee ratio includes part-time, seasonal, limited duration and temporary employees as of 7/1 of fiscal year; in FY 14-15 the target was adjusted to include a range of 1:79 to 1:100 to reflect the typical ratio for agencies of Metro's size

### **I. Information Services - Desktops/devices<sup>1</sup> supported per FTE**

Objective: Efficient Use of FTE  
Target: No less than 200  
Method: Information collected from Help Desk management system  
Data: Refer to table below

	<b>FTE</b>	<b>Desktop devices supported</b>	<b>Desktop devices per FTE</b>
FY 12-13	4.25	1314	309
FY 13-14	4.25	1270	299
FY 14-15	4.25	1284 <sup>2</sup>	302
FY 15-16	4.25	1035 <sup>3</sup>	243
FY 16-17	4	1565 <sup>4</sup>	391

<sup>1</sup> Devices counted include desktops, laptops, printers and Metro-owned cellular devices, each requiring service by help desk personnel (does not include support for personal phones)

<sup>2</sup> Reduction in number of PC's and printers due to XP workstation retirement and fewer desktop printers

<sup>3</sup> Reduction in number of PC's and printers due to account maintenance and clean-up

<sup>4</sup> Additional desktops added to accommodate overall staff increase; also includes additional tablets

### **Measure 3.2: Administrative overhead as a percent of total operating expenses**

Objective: Administrative overhead  
Target: Less than 10%  
Method: Percent of Central Services to operating expenditures (PS and MS only)  
Data: Refer to table below

	<b>Central services</b>
FY 12-13	9.1%
FY 13-14	10.2%
FY 14-15	8.1%
FY 15-16	10.6%
FY 16-17	9.4%

<sup>1</sup> Administrative overhead costs are charges allocated via the Internal Cost Plan. Total operating expenditures are based on June 30, 2017 first close data.

### **Measure 3.3: Percent of audit recommendations undertaken and completed by category.**

Objective: Percent of audit recommendations undertaken and complete by category.  
Method: The Office of the Auditor begins collecting implementation data one calendar year after an audit is released. This data reflects actions taken in FY 2016-17 to address FY 2014-15 audits.  
Previous year: 86% overall average  
Data: See table on following page



<b>Audit Year</b>	<b>Department</b>	<b>Implemented</b>	<b>In Process</b>	<b>Not Implemented</b>	<b>Total</b>	<b>Percentage implemented</b>
FY 2014-15	Communications	0	0	0	0	
FY 2014-15	Council Office	0	0	0	0	
FY 2014-15	<b>FRS</b>	<b>4</b>	<b>12</b>	<b>4</b>	<b>20</b>	<b>20%</b>
FY 2014-15	<b>Human Resources</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100%</b>
FY 2014-15	Information	0	0	0	0	
FY 2014-15	MERC	0	0	0	0	
FY 2014-15	OMA	0	0	0	0	
FY 2014-15	Oregon Zoo	0	0	0	0	
FY 2014-15	Parks and Nature	0	0	0	0	
FY 2014-15	Planning	0	0	0	0	
FY 2014-15	<b>PES</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>100%</b>
FY 2014-15	Research Center	0	0	0	0	
FY 2014-15	<b>All</b>	<b>12</b>	<b>12</b>	<b>4</b>	<b>28</b>	<b>43%</b>

**Seven full audits and a follow-up audit were released in FY 2014-15. Follow-up audits do not have recommendations**

## LEARNING AND GROWTH

**Goal: Establish a motivated, engaged and well trained workforce.**

### Measure 4.1: Consecutive days with no lost-time accidents<sup>1</sup>

Objective: Safety  
 Method: SAIF loss reports  
 Target: 90 consecutive days with no lost-time accidents  
 Data: Refer to table below

	Longest period of consecutive days with no lost time accidents	Number of lost-time injuries
FY 12-13	57	20
FY 13-14	117	15
FY 14-15	61	13
FY 15-16	69	16
FY 16-17	54	26

<sup>1</sup> This measure will be discontinued in FY 17-18 to be replaced by the following DART rate measure

### Measure 4.1a: DART

Objective: Safety  
 Method: (Total number of DART incidents multiplied by 200,000) divided by number of employee labor hours  
 Target: Meet or be lower than the average DART (Days Away/Restricted or Job Transfer) rate of 1.7 for all industries (including state and local government) as reported by the Bureau of Labor and Statistics  
 Data: Refer to table below

Metro DART rate	
2012	6.0
2013	3.5
2014	4.0
2015	3.9
2016 <sup>1</sup>	

<sup>1</sup> 2016 data is not yet available from the Bureau of Labor and Statistics

### 4.2: Sick leave (Non-FML) utilization per 1,000 hours worked

Objective: Wellness  
 Target: Average non-protected sick leave utilization per 1,000 hours worked is less than 35 hours<sup>1</sup>  
 Method: Kronos  
 Data: Refer to table below<sup>2</sup>

Metro/MERC total	Sick hours	Sick leave per 1,000 hours
FY 14-15	32,417	17.45
FY 15-16	45,053	23.24 <sup>3</sup>
FY 16-17	57,820	29.63

<sup>1</sup> Data for this measure has been corrected from prior years which compared sick leave utilization to total budgeted FTE, rather than hours worked

<sup>2</sup> Data reflects non-FMLA/OFLA sick leave used for employees with sick leave accrual during the FY

<sup>3</sup> Temporary positions included for first time in 2015-2016

#### 4.3: Percent of employees engaged in learning opportunities in the past year

Objective: Learning  
 Target: Increase access to learning opportunities to all Metro employees  
 Method: Data tracked in the Metro Learning Center  
 Data: Refer to table below

	Occurrences of employees completing classroom training courses	Occurrences of employees completing online training courses	Percentage of eligible <sup>1</sup> employees that have logged into the Metro Learning Center
FY 12-13	3,642	1,315	89%
FY 13-14	4,008	1,123	91%
FY 14-15	4,237	2,179	94%
FY 15-16	2,659	2,205	89%
FY 16-17	3,583	2,093	89%

<sup>1</sup> Not all employees have access to the Metro Learning Center (MLC) as some lack access to a computer in the workplace due to the nature of their position; in FY 16-17 56% of employees without work e-mail logged into the MLC.

#### 4.4: Percent of employees agreeing or substantially agreeing with “I am proud to work for Metro/MERC”<sup>1</sup>

Objective: Employee Motivation  
 Target: 80%  
 Method: Biennial Sightlines Survey  
 Data: Refer to table below

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	36.4%	44.2%	16.0%	2.5%	.7%	.2%	80.6%
FY 12-13	38.2%	40.0%	16.4%	4.1%	.8%	.5%	78.2%
FY 13-14	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 14-15	34.9%	34.7%	21.3%	6.6%	2.0%	.4%	69.6%
FY 15-16	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 16-17	N/A	N/A	N/A	N/A	N/A	N/A	N/A

<sup>1</sup> This measure will shift in FY 17-18 to reflect a new measure using results from the new biennial Employee Engagement Survey.

## SUSTAINABILITY

**Goal: Demonstrate leadership on sustainability through internal government operations, and to meet five environmental goals set by Metro Council in the areas of greenhouse gas emissions, toxics reduction, waste reduction, water consumption, and habitat enhancement.**

Information on the measures provided here are available in the [2015-16 Metro Sustainability Report](#).

### Measure 5.1: Annual water consumption

Objective: Use water efficiently.  
Target: 50% decrease from 2008 levels by 2025  
Method: Water consumption from Metro facilities (hundred cubic feet, CCF): data from water provider utilities and well water records  
Data: Refer to table below

Annual water consumption for Metro facilities	CCF <sup>1</sup>	% change over 2008 baseline
FY 11-12	253,903	-8.0%
FY 12-13	253,728	-7.8%
FY 13-14	218,850	-20.5%
FY 14-15	224,170	-18.5%
FY 15-16	213,037	-22.6%

<sup>1</sup>CCF = 100 cubic feet of water; 100 CF = 748 gallons

### Measure 5.2: Total amount of waste (garbage plus recycling) generated annually

Objective: Generate less waste.  
Target: Reduce overall generation of waste to 10 percent by 2015.  
Method: Total garbage plus recycling by weight, based on hauler reports.  
Data: Refer to table below

Tons of waste generated annually by Metro facilities	Tons	Average % change over FY11-12 baseline
FY 11-12 (baseline)	3,172	
FY 12-13	3,205	+1%
FY 13-14	3,876	+22%
FY 14-15	4,164	+31%
FY 15-16	4,360	+37%

### Measure 5.3: Waste generation (in pounds) per visitor (per employee for Metro Regional Center)

Objective: Generate less waste.  
Target: Downward trend in waste generation per visitor or employee over time  
Method: Total amount of waste per venue/facility divided by number of visitors or employees  
Data: Refer to table on following page

	Oregon Convention Center	Portland Expo Center	Portland's Centers for the Arts	Oregon Zoo	Blue Lake Regional Park	Glendoveer Golf & Tennis	Metro Regional Center
FY 11-12	1.36	1.16	0.25	1.84	0.85	N/A	330
FY 12-13	1.26	1.82	0.30	1.59	0.59	N/A	267
FY 13-14	1.22	1.12	0.30	2.37	1.40	0.75	255
FY 14-15	1.30	1.49	0.34	2.34	N/A	0.64	173
FY 15-16	1.36	1.49	0.34	2.32	1.05	0.51	239

#### Measure 5.4: Percentage of waste recovered for recycling or compost

Objective: Increasing recycling recovery rate.

Target: Recover all waste for recycling or compost (100% recovery) by 2025

Method: Total waste generated divided by amount recovered for recycling or compost, by weight. Based on hauler reports and other data.

Data: Refer to table below

Average recycling recovery rate for Metro facilities	Recovery rate
FY 11-12	59.9%
FY 12-13	57.6%
FY 13-14	60.1%
FY 14-15	56.3% <sup>1</sup>
FY 15-16	56.7%

<sup>1</sup>The overall amount of waste generated increased by seven percent but some of that waste was not recoverable; all but two of Metro's facilities had an increase in the recovery rate.

#### Measure 5.5: Electricity consumption

Objective: Reduce electricity demand and associated greenhouse gas emissions.

Target: Reduce direct and indirect greenhouse gas emissions (CO<sub>2</sub>e) 80% below 2008 levels by 2050.

Method: Electricity bills from PGE and Pacific Power, as entered into Metro's Energy Manager database.

Data: Refer to table below

Kilowatt hours of electricity consumed by Metro facilities <sup>1</sup>	Kilowatt hours <sup>2</sup>	% change over FY 09-10 baseline <sup>3</sup>
FY 11-12	29,353,304	-8.0%
FY 12-13	28,324,673	-11.6%
FY 13-14	27,914,196	-13.0%
FY 14-15	26,682,231	-16.8%
FY 15-16	27,208,228	-15.2%

<sup>1</sup> Data provided for Metro facilities on PGE or Pacific Power electrical service.

<sup>2</sup> These kWh figures have been updated from prior Balanced Scorecard reports to reflect consistent calculations across Metro facilities as shown in the 2014 Sustainability Report. These numbers are kWh usage only and do not include not kWh demand.

<sup>3</sup>The FY 09-10 baseline was 32,263,161 kWh.

## DIVERSITY

**Goal: Demonstrate leadership in internal and external diversity practices.**

### **Measure 6.1: Percent of dollars awarded to COBID-certified<sup>1</sup> contractors out of the total COBID-eligible dollar amount awarded**

Objective: Improve diversity in procurement  
 Target: 20%  
 Method: COBID annual report is published in October of each year using financial records and acquired data from first tier subcontractors<sup>2</sup>  
 Data: Refer to table below

	By contracts	By dollars
<b>FY 11-12</b>	13%	5%
<b>FY 12-13</b>	13%	12%
<b>FY 13-14<sup>2</sup></b>	18%	15%
<b>FY 14-15</b>	26%	23%
<b>FY 15-16</b>	22%	17%

<sup>1</sup> COBID refers to Oregon's Certification Office for Business Inclusion and Diversity

<sup>2</sup> From COBID annual report published in October of the prior year

### **Measure 6.2: Our organization is taking sufficient action to address and manage diversity**

Objective: Organizational action  
 Targets: Overall/mean average agreement score is 3.5 or above, with all disaggregated groups within 20% of the overall agreement mean  
 Method: Cultural Compass diversity and employee engagement surveys  
 Data: See tables on following page:

#### **Gender<sup>1</sup>**

	Overall mean	Male	Female
FY 10-11	2.84	3.0	2.7
FY 13-14	3.22	3.4	3.1
FY 15-16	3.40	3.5	3.3

<sup>1</sup>There were too few Transgender and Other Gender participants to report data for those gender groups

#### **Race<sup>1</sup>**

	Overall mean	Asian	Hispanic or Latino	Black	White	Two or more races
FY 10-11	2.84	3.1	2.9	3.0	2.9	2.3
FY 13-14	3.22	3.0	2.7	3.2	3.3	2.7
FY 15-16	3.40	3.2	3.3	3.2	3.4	3.1

<sup>1</sup>There were too few participants in the American Indian or Alaska Native and Native Hawaiian/Other Pacific Islander race/ethnicity categories to report data for those demographics

Age	Overall mean	Under 30	30-39	40-49	50-59	60+
FY 10-11	2.84	3.2	2.6	2.8	2.9	3.2
FY 13-14	3.22	3.4	3.1	3.3	3.3	3.2
FY 15-16	3.40	3.5	3.3	3.3	3.4	3.6

Disability	Overall mean	Yes	No
FY 10-11	2.84	2.5	2.9
FY 13-14	3.22	2.6	3.3
FY 15-16	3.40	3.5	3.4

Sexual Orientation	Overall mean	Bi-sexual	Gay	Heterosexual	Lesbian	Other
FY 10-11	2.84	2.5	2.6	2.9	2.5	2.4
FY 13-14	3.22	3.1	3.3	3.3	2.9	2.9
FY 15-16	3.40	3.1	3.3	3.4	3.5	3.5

**Measure 6.3: All employees regardless of their differences are respected and valued for their contribution to our organization**

Objective: Organizational support of diversity

Target: Overall/mean average agreement score is 3.5 or above, with all disaggregated groups within 20% of the overall agreement mean

Method: Biennial Cultural Compass diversity and employee engagement surveys

Data: See tables on following page:

**Gender<sup>1</sup>**

	Overall mean	Male	Female
FY 10-11	3.19	3.2	3.2
FY 13-14	3.30	3.6	3.1
FY 15-16	3.44	3.6	3.3

<sup>1</sup>There were too few Transgender and Other Gender participants to report data for those gender groups

**Race<sup>1</sup>**

	Overall mean	Asian	Hispanic or Latino	Black	White	Two or more races
FY 10-11	3.19	3.5	3.6	2.9	3.2	2.6
FY 13-14	3.30	3.4	3.1	3.4	3.4	2.6
FY 15-16	3.44	3.3	3.7	3.2	3.5	3.4

<sup>1</sup>There were too few participants in the American Indian or Alaska Native and Native Hawaiian/Other Pacific Islander race/ethnicity categories to report data for those demographics.



**Age**

	Overall mean	Under 30	30-39	40-49	50-59	60+
FY 10-11	3.19	3.5	3.1	3.4	3.0	3.5
FY 13-14	3.30	3.8	3.1	3.3	3.4	3.3
FY 15-16	3.44	3.9	3.5	3.4	3.3	3.5

**Disability**

	Overall mean	Yes	No
FY 10-11	3.19	2.8	3.2
FY 13-14	3.30	3.1	3.3
<b>FY 15-16</b>	3.44	3.3	3.5

**Sexual Orientation**

	Overall mean	Bi-sexual	Gay	Heterosexual	Lesbian	Other
FY 10-11	3.19	3.4	3.1	3.2	3.5	2.5
FY 13-14	3.30	3.0	3.3	3.4	3.1	2.5
FY 15-16	3.44	3.0	3.4	3.5	3.6	3.2

**Measure 6.4: Our organization's workforce has a similar experience with diversity at Metro**

Objective: Equitable experiences for staff across demographic groups  
 Target: Scores for all groups of employees are within 20 percent of each other  
 Method: Cultural Compass diversity and employee engagement surveys  
 Data: See tables below:

**Gender<sup>1</sup>**

	Overall mean	Male	Female
FY 10-11	3.06	3.1	3.0
FY 13-14	3.32	3.4	3.3
FY 15-16	3.59	3.6	3.5

<sup>1</sup>There were too few Transgender and Other Gender participants to report data for those gender groups

**Race<sup>1</sup>**

	Overall mean	Asian	Hispanic or Latino	Black	White	Two or more races
FY 10-11	3.06	3.3	3.3	3.0	3.1	2.7
FY 13-14	3.32	3.4	3.1	3.4	3.4	2.8
FY 15-16	3.59	3.5	3.7	3.3	3.6	3.4

<sup>1</sup>There were too few participants in the American Indian or Alaska Native and Native Hawaiian/Other Pacific Islander race/ethnicity categories to report data for those demographics.

Age	Overall mean	Under 30	30-39	40-49	50-59	60+
FY 10-11	3.06	3.3	2.8	3.1	3.1	3.4
FY 13-14	3.32	3.4	3.1	3.4	3.4	3.5
FY 15-16	3.59	3.7	3.5	3.5	3.6	3.7

Disability	Overall mean	Yes	No
FY 10-11	3.06	2.8	3.1
FY 13-14	3.32	3.1	3.3
FY 15-16	3.59	3.5	3.6

Sexual Orientation	Overall mean	Bi-sexual	Gay	Heterosexual	Lesbian	Other
FY 10-11	3.06	2.6	2.9	3.1	3.0	2.7
FY 13-14	3.32	3.2	3.5	3.4	3.0	2.8
FY 15-16	3.59	3.4	3.7	3.6	3.6	3.5

#### **Measure 6.5: Workforce meets or exceeds the placement goals as set forth in the Affirmative Action Plan**

Objective: Diverse workforce  
 Target: Meet utilization goals in all categories  
 Method: Affirmative Action Utilization Update  
 Data: Table below includes data from January 2017

EEO category	Female	People of color
Officials and administrators	Met	Did not meet
Professionals	Met	Did not meet
Technicians	Met	Met
Protective services	Did not meet	Met
Paraprofessionals	Met	Met
Office and clerical	Met	Met
Skilled craft	Did not meet	Did not meet
Technicians	Met	Met

#### **Measure 6.6: Racial and gender diversity of employee population at management, represented and non-represented levels of the agency**

Objective: Diverse workforce  
 Target: Employee population is proportional or exceeds region's diversity  
 Method: PeopleSoft, U.S. Metropolitan Planning Census from Esri 2016  
 Data: Refer to table on following page

### FY 16-17 difference above/below Census

	Overall	Management	Represented	Non-Rep
American Indian	-0.11%	0.09%	-0.29%	0.37%
Asian	-4.94%	-4.73%	-5.14%	-4.40%
Black	3.81%	-0.63%	4.35%	2.41%
Hispanic	-7.17%	-10.92%	-7.03%	-7.52%
Not specified	-4.50%	-2.53%	-4.90%	-3.47%
Pacific Islander	-0.06%	0.00%	-0.01%	-0.18%
Two or more races <sup>1</sup>	-3.74%	-2.82%	-3.94%	-3.22%
White	3.81%	0.09%	4.07%	3.11%
Male	0.95%	2.09%	3.04%	-4.46%
Female	-0.95%	-2.09%	-3.04%	4.46%

<sup>1</sup> The 2016 Metropolitan Planning Census classifies this race category as 'Other'

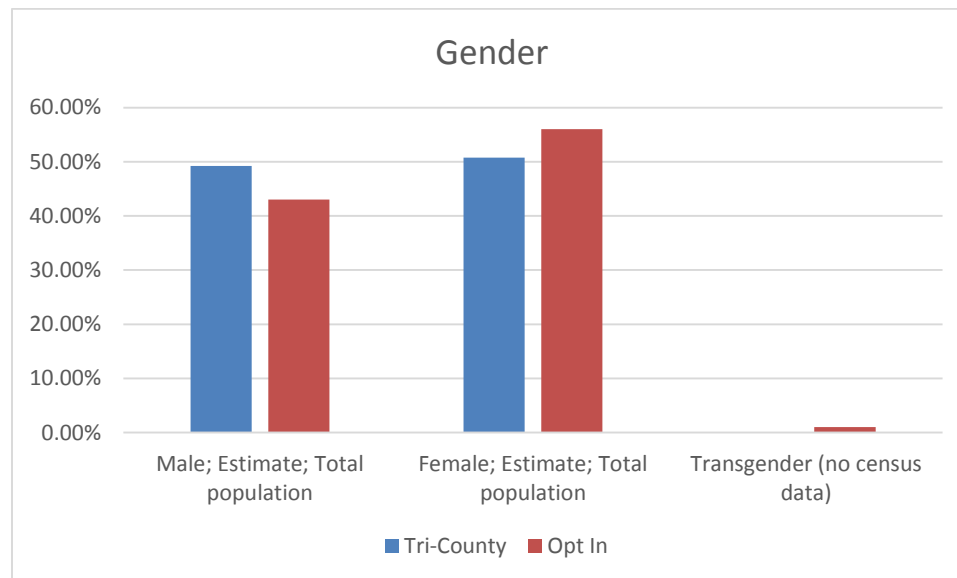
### Measure 6.7: Demographics of people participating in public involvement activities

Objective: Improve diversity in public involvement

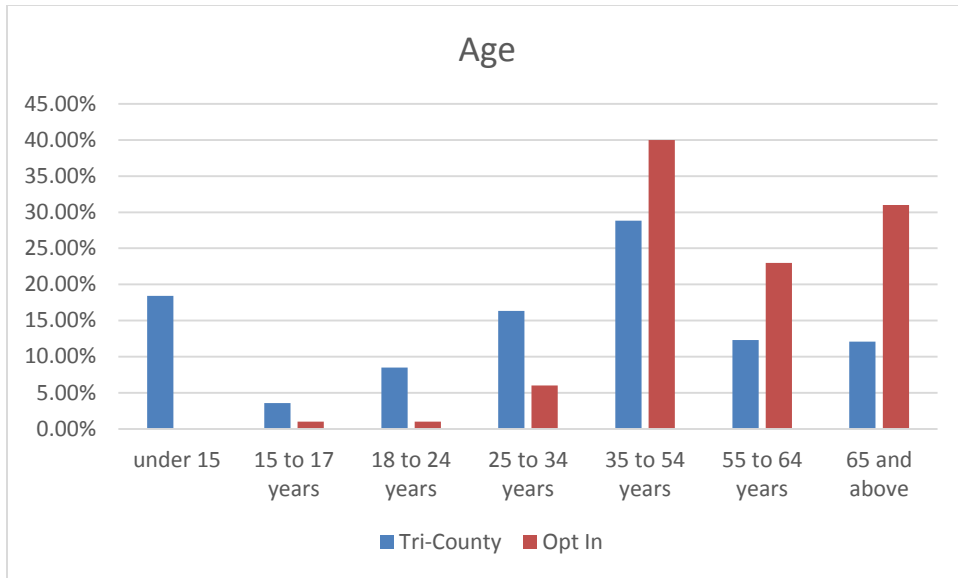
Targets: 1. Diversity of membership in Opt In is robust enough to provide data that is representative of the region's demographics.  
2. By 2015, percentage of residents enrolled in Opt In is reflective of the region's demographics.

Method: Comparison of demographics of residents enrolled in Opt In versus actual population percentages.

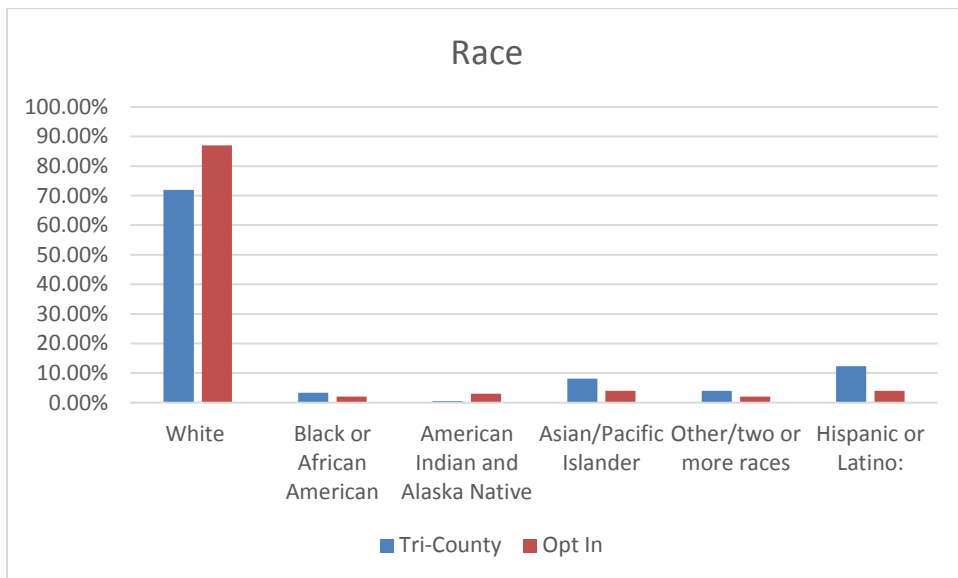
Data: Refer to graphs on following pages



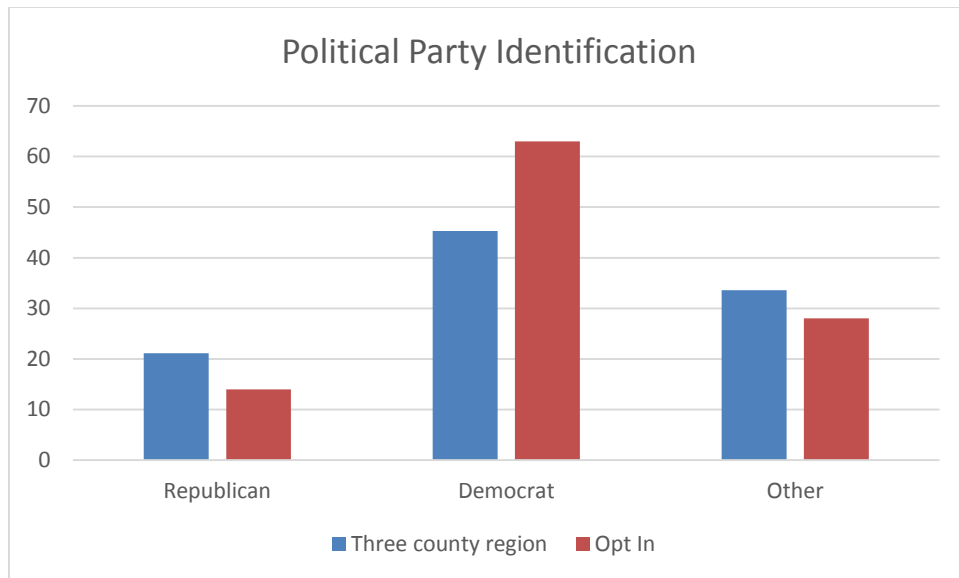
Sources: ACS 2011-2015 American Community Survey 5-year Estimates; 2017 survey of Opt In members



Sources: ACS 2011-2015 American Community Survey 5-year Estimates; 2017 survey of Opt In members



Sources: ACS 2011-2015 American Community Survey 5-year Estimates; 2017 survey of Opt In members



Sources: <http://sos.oregon.gov/elections/Documents/registration/Dec16.pdf>; 2017 survey of Opt In members

**DRAFT CHEHALEM RIDGE NATURE PARK ACCESS  
MASTER PLAN**

Metro Council Work Session  
Tuesday, August 15, 2017  
Metro Regional Center, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** Aug 15, 2017

**LENGTH:** 30 minutes

**PRESENTATION TITLE:** Draft Chehalem Ridge Nature Park Access Master Plan

**DEPARTMENT:** Parks and Nature

**PRESENTER(S):** Karen Vitkay, x1874 [karen.vitkay@oregonmetro.gov](mailto:karen.vitkay@oregonmetro.gov)  
Rod Wojtanik, x1846 [rod.wojtanik@oregonmetro.gov](mailto:rod.wojtanik@oregonmetro.gov)

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: To provide members of Council with an overview of the access planning process for Chehalem Ridge Nature Park
- Purpose: To identify and respond to Council questions, comments or concerns related to the Draft Chehalem Ridge Nature Park Access Master Plan.
- Outcome: To verify that the draft plan for Chehalem Ridge Nature Park follows the intent of Metro's mission and voter approved investments in parks and nature.
- Outcome: To have an adopted plan that will receive Washington County land use and subsequent development approval.

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Just south of the cities of Forest Grove and Cornelius and high above the Tualatin Valley, a forested ridge of the Chehalem Mountains provides upland wildlife habitat and protects several riparian drainages. Funds from the voter approved 2006 Natural Areas Bond were utilized to purchase 1,230 acres of this upland forest. Soon this protected ridge will provide opportunities for community members to experience and appreciate nature.

Chehalem Ridge was identified as one of the 2013 levy access improvement projects in the five-year work-plan. In early 2016, Metro staff began working with community members, stakeholders and regional partners to create an access master plan to guide public improvements at Chehalem Ridge Nature Park (CRNP). Key regional partners on the Stakeholder Advisory Committee included:

- |   |   |
|---|---|
| • Adelante Mujeres                      | • OET/ Valley View Riders                       |
| • Adventures Without Limits             | • Pacific University                            |
| • Centro Cultural                       | • Tualatin Soil and Water Conservation District |
| • City of Forest Grove                  | • Tualatin Riverkeepers                         |
| • Clean Water Services                  | • U.S. Fish and Wildlife                        |
| • Citizen Participation Organization 15 | • Washington County                             |
| • Northwest Trail Alliance              |   |

Through a robust engagement process we learned about the needs and desires of our community. People support the protection of nature as well as opportunities to walk, hike, ride off-road bicycles and horses, and experience nature at Chehalem Ridge. While some question the concept of multi-use trails, the majority of people prefer more shared-use trails over fewer miles of single use trails. Our Latino community members are specifically interested in opportunities for families including places to play and picnic. We also learned that for some, lack of access to public transportation can be a barrier to accessing nature.



Chehalem Ridge will provide an immersive nature park experience in the western part of the metropolitan area within less than an hour's drive for nearly 2 million residents. Visitors will be able to experience an oak savanna, a mature madrone forest, an upland forest in transition from a commercial timber site and several riparian habitat areas. People who come to Chehalem Ridge are likely to view and hear a multitude of bird species, as well as catch a glimpse of resident amphibians, reptiles and/or mammals.

Resources from the 2006 Bond and the 2013 levy have been allocated to plan for, design and construct a first phase of improvements to provide a welcoming facility at CRNP. Proposed initial improvements include: a trailhead with parking, picnic opportunities, shelter, restrooms and a welcome kiosk. A system of trails and the existing gravel roadway will offer family friendly opportunities to walk, hike, and ride an off-road bicycle or horse. One overlook will highlight views into a riparian habitat area, while a second will provide a welcome resting place at the top of Iowa Hill, Chehalem Ridge's highest peak, offering an expansive view to Bald Peak, the Tualatin Valley, Wapato Lake and the Coast Range.

Chehalem Ridge is poised to become a crowned jewel within Metro's system of parks and natural areas as it enables us to deliver on our commitment to protect fish and wildlife habitat and water quality while providing public access to nature. The intent of this work session is for Council to provide staff with feedback on the draft access master plan product. Formal adoption of the Chehalem Ridge Nature Park Access Master Plan would occur at a future Council meeting.

## **QUESTIONS FOR COUNCIL CONSIDERATION**

- Does Council have any questions, comments or concerns related to the draft Chehalem Ridge Nature Park Access Master Plan?
- Does the draft Chehalem Ridge Nature Park Access Master Plan follow the intent of voter approved investments?
- Is the draft Chehalem Ridge Nature Park Access Master Plan in line with our Department Mission:

*Metro Parks and Nature protects water quality, fish and wildlife habitat, and creates opportunities to enjoy nature close to home through a connected system of parks, trails and natural areas.*

## **PACKET MATERIALS**

- Would legislation be required for Council action X Yes   ☐ No
- If yes, is draft legislation attached? X Yes   ☐ No
- What other materials are you presenting today?
  - Draft Chehalem Ridge Nature Park Access Master Plan
  - Draft staff report
  - Draft resolution 17- 4823

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING THE	)	RESOLUTION NO. 17- 4823
CHEHALEM RIDGE NATURE PARK ACCESS	)	
MASTER PLAN	)	Introduced by Chief Operating Officer Martha Bennett in concurrence with Council President Tom Hughes

WHEREAS, in May 1995, area voters approved ballot Measure 26-26, authorizing Metro to issue \$135.6 million for bonds for Open Spaces, Parks, and Streams to purchase land in regional target areas; and

WHEREAS, in November 2006, area voters approved Metro's Natural Areas Bond Measure, authorizing Metro to issue \$227.4 million for bonds to purchase land in regional target areas; and

WHEREAS, using bond measure funds, Metro acquired approximately 1,230 acres of natural area in the Chehalem Mountains, including riparian and upland forest habitat that wildlife depend on; and

WHEREAS, in May 2013, area voters approved a five-year local option levy for the purpose of preserving water quality, fish and wildlife habitat and maintaining Metro's parks and natural areas for the public; and

WHEREAS, as part of implementing the operating levy, Metro Parks and Nature's five-year work plan includes projects for natural area restoration and maintenance, opening natural areas for visitors, park maintenance, volunteer programs, conservation education and community grants; and

WHEREAS, Chehalem Ridge Natural Area was identified as one of the 2013 levy access improvement projects in the five-year work plan; and

WHEREAS, a stakeholder advisory committee was created and included staff from the Metro Parks and Nature team, staff and citizens from Adelante Mujeres, Adventures Without Limits, Centro Cultural, City of Forest Grove, Clean Water Services, Citizen Participation Organization 15, Northwest Trail Alliance, Oregon Equestrian Trails, Pacific University, Tualatin Soil and Water Conservation District, Tualatin Riverkeepers, U.S. Fish and Wildlife, Valley View Riders and Washington County; and

WHEREAS, in order to identify desired and appropriate visitor improvements, Metro and its partners conducted extensive stakeholder interviews and public outreach, including open houses; and

WHEREAS, in 2017, the Chehalem Ridge Nature Park Access Master Plan was developed by and with the oversight, input and review of the Metro Parks and Nature team, project stakeholders, members of the community and Metro Council; and

WHEREAS, the Chehalem Ridge Nature Park Access Master Plan identifies improvements to protect and enhance the natural, scenic and cultural resources while providing access for visitors to positively experience the natural area; and

WHEREAS, the Metro Council's approval of the Chehalem Ridge Nature Park Access Master Plan does not establish final design improvements, is not a final land use decision, and is not binding on local governments, but rather provides recommendations to guide Metro staff and partner jurisdictions as they continue design work; NOW THEREFORE,

BE IT RESOLVED that the Metro Council hereby approves the Chehalem Ridge Nature Park Access Master Plan, attached hereto as Exhibit A.

ADOPTED by the Metro Council this [insert date] day of [insert month] 2017.

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Tom Hughes, Council President

Approved as to Form:

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Alison R. Kean, Metro Attorney

## **DRAFT STAFF REPORT**

### **IN CONSIDERATION OF RESOLUTION NO. 17- 4823, FOR THE PURPOSE OF APPROVING THE CHEHALEM RIDGE NATURE PARK ACCESS MASTER PLAN**

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Date: July 31, 2017

Prepared by: Karen Vitkay, (503) 797-1874

## **BACKGROUND**

Just south of the cities of Forest Grove and Cornelius and high above the Tualatin Valley, a forested ridge of the Chehalem Mountains provides wildlife habitat and protects multiple riparian corridors. Funds from the voter approved 2006 Natural Areas Bond were utilized to purchase 1,230 acres of this upland forest. Soon this protected ridge will provide opportunities for community members to experience and appreciate nature.

At Chehalem Ridge, former logging roads weave through forests previously managed for commercial timber and agriculture prior to Metro's acquisition. Upland forests are mostly composed of dense stands of Douglas fir trees, planted about 25 years ago. Scattered patches of older, more diverse forest are found, generally on the west facing slopes and adjacent to streams; a few open areas can also be found where forests were cleared for agriculture or home sites or to create areas of early seral habitat. The Chehalem Mountains are home to wildlife typical of young Douglas fir forests, such as deer, birds, and amphibians; some of the riparian areas have active beaver colonies. For the past seven years, Metro has conducted restoration work to improve forest health and habitat diversity, enhance wildlife habitat and protect water quality.

Chehalem Ridge was identified as one of the 2013 levy access improvement projects in the five-year work-plan. In early 2016, Metro staff began working with community members, stakeholders and regional partners to create a master plan to guide public access improvements at Chehalem Ridge Nature Park (CRNP).

The access master plan establishes project goals and objectives, describes site resources and conditions and summarizes the planning process. It outlines the site conservation strategy and identifies approximate access and trail locations. Recommended improvements include parking areas, an entry plaza, restrooms, picnic tables and shelters, nature-based play area and wayfinding opportunities. A network of unpaved trails will allow visitors to experience the nature park by foot, mountain bicycle or horseback. Also, opportunities to discover, learn about and experience nature at Chehalem Ridge are identified. Metro intends to develop access to Chehalem Ridge in a sensitive way that results in healthy habitats and continued protection of the many ecological benefits the site provides for the region.

The plan was shaped by both Metro Parks and Nature staff and extensive public outreach, including members of the community and regional stakeholders. The stakeholders included staff and citizens from Adelante Mujeres, Adventures Without Limits, Centro Cultural, City of Forest Grove, Clean Water Services, Citizen Participation Organization 15, Northwest Trail Alliance, Oregon Equestrian Trails, Pacific University, Tualatin Soil and Water Conservation District, Tualatin Riverkeepers, U.S. Fish and Wildlife, Valley View Riders and Washington County.

Committee meetings, six community events, an open house for neighbors, conversations with community members, individual stakeholders and interested parties, and numerous comments submitted online helped shape the access master plan. Stakeholders and community members weighed in on their vision for the site. They provided insight into the types of activities they'd like to participate in, the types of trail systems they believe are appropriate, where habitat protection should be prioritized, where public access should be accommodated and how the park can be welcoming to diverse communities. Nearly 6,000 comments were received through surveys, Metro's website, emails and informal conversations.

Access improvements in the south are planned to be designed and built first with features in the north being implemented as funds are identified. Proposed initial improvements include: a trailhead with parking, picnic opportunities, shelter, restrooms and a welcome kiosk. A system of trails and existing gravel roadway will offer family friendly opportunities to walk, hike, and ride an off-road bicycle or horse. One overlook will highlight views into a riparian habitat area, while a second will provide a welcome resting place at the top of Iowa Hill, Chehalem Ridge's highest peak, offering an expansive view to Bald Peak, the Tualatin Valley, Wapato Lake and the Coast Range.

Chehalem Ridge is poised to become a crowned jewel within Metro's system of parks and natural areas as it enables us to deliver on our commitment to protect fish and wildlife habitat and water quality while providing public access to nature.

## **ANALYSIS/INFORMATION**

### **1. Known Opposition**

There is no known opposition to the adoption of this plan. During the project stakeholder meetings and public open houses, concerns and issues were raised related to possible impacts to surrounding neighbors and agricultural practices, including increased traffic on area roadways. Community members also expressed concern about potential conflicts between user groups on shared trails.

Adjustments to address neighbor concerns include trails setback from adjacent neighbor properties, wayfinding signs to clearly direct visitors to the park and outreach information raising visitors' awareness of the need to respect our rural area neighbors including farming operations. Trail user conflicts are addressed via appropriately sized trails, active monitoring of trail use and adaptive management practices including retaining the ability to limit trail user groups by time or space if conflicts occur.

### **2. Legal Antecedents**

Chehalem Ridge is identified in the 2013 Natural Areas Levy as an access project. Completion of this project is in an effort to complete the legal obligation of the Levy.

### **3. Anticipated Effects**

Again, Chehalem Ridge is poised to become a crowned jewel within Metro's system of parks and natural areas as it enables us to deliver on our commitment to protect fish and wildlife habitat and water quality while providing public access to nature.

Following adoption of the access master plan, the next steps in the project are to pursue land-use approval and a site development permit from Washington County. Paralleling this effort, Metro Parks and Nature Planning Staff will work with a team of design and engineering consultants to produce

construction documents. The latter effort will lead to Phase 1 improvements which are expected to take place in fiscal year 19/20.

#### **4. Budget Impacts**

The 2006 Natural Areas Bond Measure and 2013 Parks and Natural Areas Levy funded this access master plan and upcoming design and construction work. Preliminary cost exercises estimate that construction of all elements in this access master plan will cost approximately \$5.3 million. When design and construction documents are complete, a phase 1 construction plan will be developed to match available dollars. Parks and Nature has identified \$2,780,000 for land use approval, design and construction from the 2006 Natural Areas Bond Measure. Alternative funding sources, such as grants, may also be pursued to help provide additional funding for design and construction.

#### **RECOMMENDED ACTION**

Staff recommends adoption of Resolution No. 17- 4823, for the purpose of approving the Chehalem Ridge Nature Park Access Master Plan as presented.



# Chehalem Ridge Nature Park Access Master Plan

DRAFT (JULY 28 2017)

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# Table of Contents

<b>Executive Summary</b>	<b>iii</b>
<b>1. Introduction and Plan Overview</b>	<b>1</b>
Bond Measures	2
Natural Areas Levy	3
Access Master Plan Purpose and Objectives	4
Project Goals	5
Planning Process Overview	7
<b>2. Site Assessment</b>	<b>9</b>
History of the Chehalem Ridge	10
Regional Conservation Context	13
Habitat Connectivity	14
Wildlife	15
Conservation Targets	16
Conservation Strategy	17
Recreational Context	18
Site Access	20
Bicycle and Trail Access	21
Transit Access	23
Site Roads	24
Site Conditions	25
Adjacent Land Uses	28
Site Character and Special Features	28
<b>3. Needs Assessment and Park Opportunities</b>	<b>33</b>
Potential Recreational Users	34
Activity and Needs Data	36
Potential Activities	40
Potential Visitor Experiences and Opportunities	41
<b>4. Site Alternatives</b>	<b>43</b>
Alternatives Development	44
Alternative 1: Dixon Mill Trailhead	45
Alternative 2: Winters/Burgarsky Trailhead	46
Alternative 3: Ridgeline Trail	47
Recommended Alternative Selection	49
<b>5. Recommendations + Site Master Plan</b>	<b>51</b>
Primary Trailhead	55
Trails	56
Getting to the Park	60
Maintenance and Emergency Access	60
Secondary Trailhead	60
Restoration	61
Nature Education Themes	62
Special Places	63
<b>6. Implementation</b>	<b>65</b>
Phasing	66
Cost Estimate	67
Operations and Maintenance	68
Partnership Opportunities	71
Infrastructure	74
Land Use Permitting	75
<b>Appendices</b>	<b>77</b>
Appendix A: Precedent Facility Inventory	
Appendix B: Plan Alternatives Evaluation	
Appendix C: Public Input Summary	







## Executive Summary

*Chehalem Ridge Nature Park is poised to become a vital part of the region's conservation strategy and a place for community members to enjoy natural wonder.*

Rising above Forest Grove, this ridgetop forest offers views from the Cascades to the Coast Range. Streams on Chehalem Ridge flow to the Tualatin River, which provides drinking water for hundreds of thousands of people. Located within easy access from Beaverton, Hillsboro, Cornelius and Forest Grove and with links to important habitat areas, the Chehalem Ridge Nature Park will become an important component of a connected regional system of parks, trails and natural areas. Chehalem Ridge already serves as a vital habitat anchor, and it will soon be a place for the public to relax, learn about the environment and take in the stunning views through a network of trails and other visitor amenities. Once developed, it will be the largest contiguous nature park within Metro's portfolio. Nowhere else in the greater Portland region can residents be immersed in nature and inspired by sweeping views of both the Coast and the Cascade mountain ranges.

In 1995 and 2006, voters approved bond measures to protect water quality, wildlife habitat and provide opportunities for nature-based recreation across the region. This public investment is responsible for the growth of Metro's portfolio of

*The goals of the Chehalem Ridge Nature Park Access Master Plan include:*

**Protect significant landscapes**

**Develop and operate a welcoming place**

**Provide diverse and meaningful opportunities**

**Build relationships, awareness and trust**



parks and natural areas, including the protection of the Chehalem Ridge Natural Area. In 2013 and 2016, voters approved five-year local option levies to help care for these lands. As a result, Metro is restoring habitat and expanding opportunities to experience and learn about nature across the region, as well as improving parks for visitors and supporting community-led projects with shared goals. This access master plan is funded by both the 2006 bond and the 2013 levy.

When Metro purchased Chehalem Ridge in 2010, it was a commercial timber farm, proposed for development as rural estate homes. Seven years of work including forest thinning, native plantings, stream restoration and road decommissioning have already helped transition the site towards a healthy, maturing landscape that will remain conserved.

Community participation and ideas have helped create this plan to guide the future of Chehalem Ridge. The nature park planning process began in early 2016. Metro engaged community members, stakeholders and technical experts in assessing opportunities and challenges related to the development of a nature park. A diverse Stakeholder Advisory Committee was established for the project and met three times to share expertise and insights into community needs and desires. Committee meetings, seven community events, conversations with community members and thousands of comments submitted online helped to identify community needs and priorities. This input informed activities to be supported at Chehalem Ridge as well as locations for both public access improvements and protection of undisturbed habitat areas.

Based on this input, the Recommended Plan (Figure ES 1) includes the following elements:

- A multi-use trail as a spine along most of the park's namesake ridge, providing a link to multiple site experiences and maximizing opportunities for views in several directions.
- A range of ways to experience and understand the site, with potential to traverse the length of the site and provide a longer 'out and back' walk, cycle or horse ride, with interpretation throughout.
- Habitat protection and enhancement focused in large, contiguous blocks on the nature park's western slopes, although resource conservation would occur throughout the park.
- Habitat connectivity maintained through corridors to the north, west, south and along riparian corridors flowing east and west from the ridge.
- A celebrated viewpoint from the Chehalem Ridge at its highest point, Iowa Hill, where an old oak tree has stood for decades. A trail connection to Iowa Hill culminates in an overlook, with places to sit and interpretive information to encourage visitors to pause and take in the view.
- A trailhead established off Southwest Dixon Mill Road, which was determined to be the most feasible access location.
- A secondary trailhead in the northern portion of the site as a long term improvement to facilitate access from urban areas and provide efficient access for maintenance and emergency response.

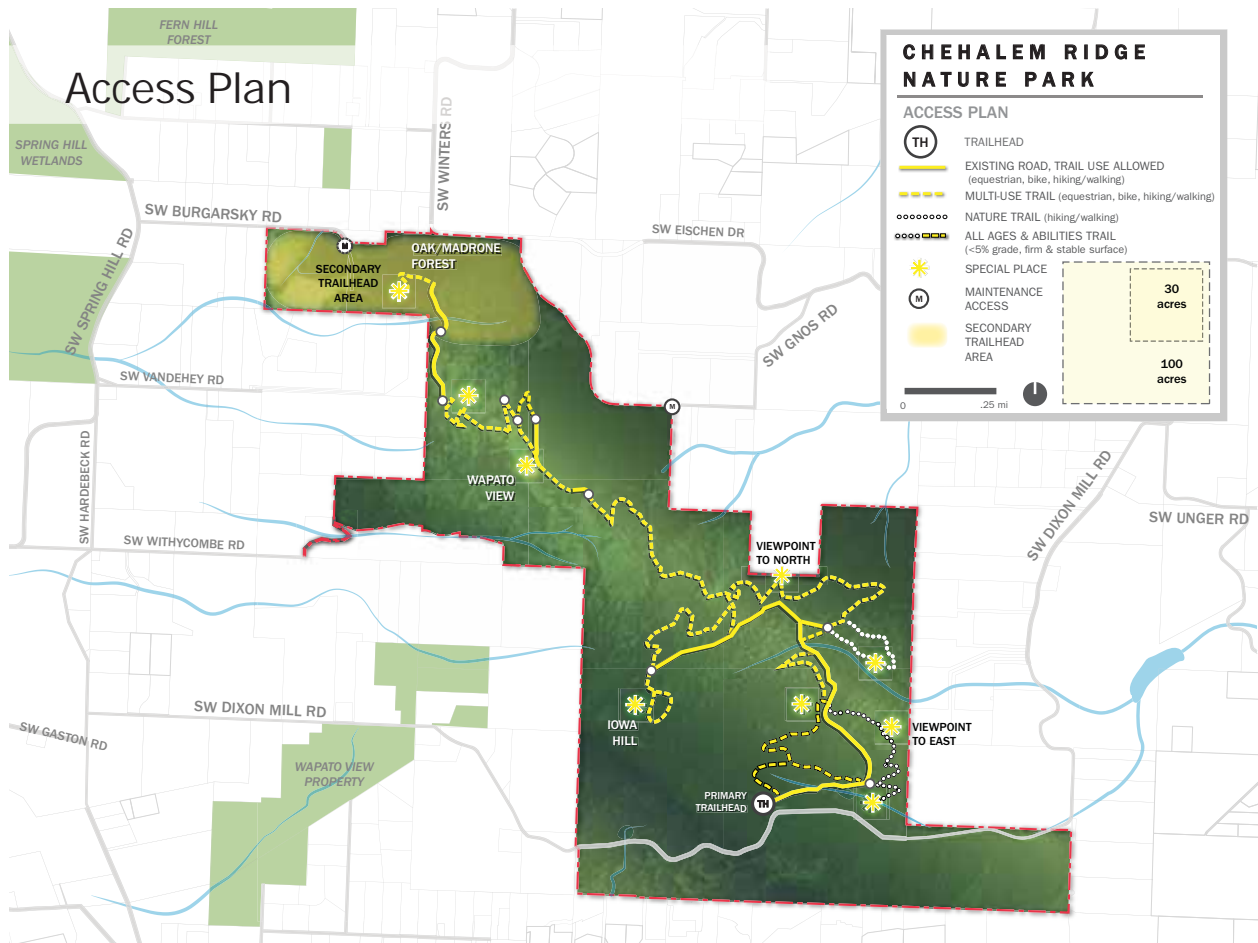


Figure ES 1: Chehalem Ridge Nature Park Access Plan

The primary trailhead would accommodate approximately 80 cars and include a bus drop-off for groups and students. A small equestrian trailhead is proposed to be adjacent to vehicle parking. A multi-purpose shelter for general use by groups is proposed here, as are restrooms and a picnic area. In the vicinity of this trailhead, nature play facilities are proposed. Given that the bulk of visitor improvements are concentrated at the south end of the park, a small workshop and fenced yard are proposed to facilitate operations and maintenance activities.

Chehalem Ridge Nature Park's 1,230 acres offer countless opportunities to enjoy the sights, sounds and textures of the natural environment. There are a number of places that offer a particularly special or unique experience. When planning the system of future trails, the project team considered how to provide access to as many of these special places as possible while also protecting the natural assets of the site.

*Restoration work will be ongoing at Chehalem Ridge Nature Park. Active forest management will continue across most of the natural area for decades. Metro will continue to monitor and treat invasive non-native plants and consider other projects to enhance water quality and wildlife habitat.*

*Metro scientist*



*"The more kids we get outdoors in natural places, the better protected those places will be in the long term."*

*"Mientras más niños estén al aire libre en lugares naturales, más protegidos estarán esos lugares a largo plazo."*

*Public Comment*

## Phasing

After the design and permitting process, construction of the first projects is projected to begin during the summer of 2019. Metro's goal is to open the site to the public in early 2020. Funding is currently set aside to complete an initial first phase project. Depending on costs at the time of construction, the following improvements could comprise a logical Project 1. This would include the following elements (see Figure ES 2):

- A trailhead at Southwest Dixon Mill Road
- Multi-use shelter and picnic area
- Multi-use trails
- Nature trails
- All-ages and abilities trails
- Site roadway open for trail use
- Wayfinding and regulatory signage
- Benches and overlooks
- A workshop and maintenance yard

Subsequent phases, to be initiated once additional funds are identified, would include an expansion of trailhead features, additional trails, site interpretation, nature-based play opportunities and the secondary trailhead.



Figure ES 2: Proposed Phasing Plan



## 1. Introduction and Plan Overview

*Chehalem Ridge Nature Park is poised to become a vital part of the region's conservation strategy and a place for community members to enjoy natural wonder. Located within easy access from Beaverton, Hillsboro, Cornelius and Forest Grove and with links to important habitat areas, the park will become an important component of a regional connected system of parks, trails and natural areas. The Chehalem Ridge already serves as a vital habitat anchor, and it will soon be a place for the public to relax, learn about the environment and take in the stunning views through a network of trails and other visitor amenities. Once developed, it will be the largest contiguous forested nature park within Metro's portfolio. Nowhere else in the metropolitan region are residents able to be immersed in nature and inspired by sweeping views of both the Coast and the Cascade mountain ranges.*

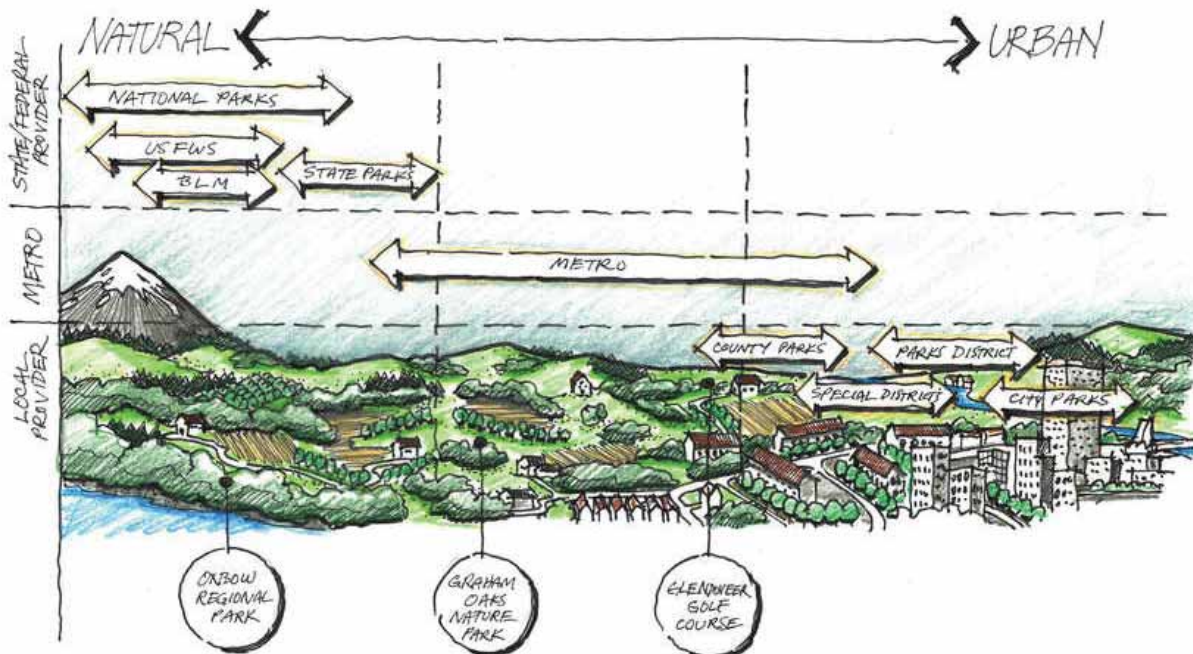
*"Protect large, undeveloped tracts of forestland to protect water quality, wildlife habitat and connections and to provide public access opportunities."*

*Metro Ridgetop to Refuge Target Area Refinement Plan 2007*

## Bond Measures

In 1995 and 2006, voters approved general obligation bond measures to protect water quality, restore fish and wildlife habitat and provide opportunities for nature-based recreation across the region. This public investment is responsible for the growth of Metro's portfolio of parks and natural areas, which today totals roughly 17,000 acres. Recognition of Chehalem Ridge's ecological value made it a high priority for land acquisition funded by the 2006 bond measure. The 2006 bond measure specifically recognized the northern end of the Chehalem Mountains as a unique opportunity to protect large, undeveloped tracts of forestland to restore fish and protect water quality and wildlife connections from the mountain range to area river bottomlands.

Metro undertook a public refinement process in 2007 to establish specific acquisition strategies, goals and objectives for different "target areas" identified throughout the region. The process included the compilation of available information about the target areas, biological field visits and expert analysis of maps, interviews with key stakeholders and eight public open houses. The Refinement Plan defines the goal for the Ridgetop to Refuge Target Area (which includes Chehalem Ridge) at left (sidebar). Acquired in several portions since 2006, this land and other holdings in what Metro has named the "Upper Tualatin Naturehood" represent a significant addition to the metropolitan region's protected natural resources.



As a park provider, Metro focuses on large-scale conservation of natural areas close to home in an urban setting. Metro acquires and provides access to large sites that typically are beyond the reach of local jurisdictions, but closer to population centers than those managed by state and federal providers.



## Natural Areas Levy

In 2013, voters approved a five-year local option levy to help care for regional parks and natural areas. As a result, Metro is restoring habitat and expanding opportunities to experience and learn about nature across the region, as well as improving parks for visitors and supporting community-led projects with shared goals. Nearly half of all levy funds go toward land restoration and management, including controlling invasive plants, planting native species and improving habitat for fish and wildlife. This access master plan is funded by both the bond and the levy.

The 2013 natural areas local option levy was renewed by community members in 2016. This additional funding extends the support for the care of regional parks and natural areas to the year 2023.

*Naturehoods are defined as places with unique geographic and ecological identities. Each naturehood “provides a new way of thinking about where you live, just as meaningful as your neighborhood or the Pacific Northwest.”*

*2016 Parks and Nature System Plan*



Scouters Mountain Nature Park, a Metro Parks and Nature project that opened in 2015.

# Access Master Plan Purpose and Objectives

In early 2016, Metro initiated a public master planning process for Chehalem Ridge Nature Park. This access master plan provides a long-term vision and implementation strategy to guide future public use and development of the nature park. This document establishes project goals and objectives, outlines site resources and conditions and summarizes the planning process. Employing principles of landscape ecology and landscape-level design strategies, the plan identifies site access locations and approximate trail locations. It also presents initial approaches for development of trailheads and strategies for implementing future development.

Metro intends to develop public access to the site in a sensitive and balanced way that ensures healthy habitats and continued protection of the many ecological benefits this site provides for our region.



View of the Tualatin Valley from Chehalem Ridge.

# Project Goals

Metro Parks and Nature protects water quality, fish and wildlife habitat and creates opportunities to enjoy nature close to home through a connected system of parks, trails and natural areas. The goals of the Chehalem Ridge Nature Park Access Master Plan follow this department mission, as articulated in Metro's 2016 Park and Nature System Plan. Core elements of the Access Master Plan are protecting nature, supporting outdoor education and connection with nature, ensuring equal access for diverse users and responsibly managing parks and natural areas. The core elements are reflected in the goals below:

## Protect and Conserve Nature

**Goal:** Protect significant landscapes

### Objectives:

- Support the unique value of Chehalem Ridge as a large intact habitat patch, offering regional conservation connectivity.
- Establish a framework for addressing access with respect to conservation issues.
- Provide a vision for public access in balance with natural and cultural resource management of the site over the next twenty years.
- Acknowledge the necessity of restoration management over time.
- Evaluate project opportunities, constraints and alternatives with a conservation lens.

## Create and Maintain Great Places

**Goal:** Develop and operate a welcoming place

### Objectives:

- Identify and plan for the recreational needs of underserved community members.
- Implement findings from the Connect with Nature program, which engages underserved communities in planning welcoming parks and natural areas.
- Be inclusive by incorporating universal design elements. Utilize durable and sustainable materials, consider life cycle costs.







## Connect to Nature

Goal: Provide diverse and meaningful opportunities

Objectives:

- The ways in which people want to experience nature are as diverse as our community members. Program appropriate support facilities to meet the range of potential participants.
- Determine and respond to regional outdoor recreation needs and emerging trends.
- Actively encourage participation and visitation by all demographic groups including people from all cultural backgrounds, ages, genders, and levels of ability.
- Seek opportunities to work with Partners in Nature applicants to increase the capacity of underserved communities to be conservation leaders.



## Support Community Aspirations

Goal: Build relationships, awareness, trust

Objectives:

- Reinforce existing relationships while building political will and community support via an open and transparent planning process.
- Through an inclusive process, build capacity for future site stewardship and conservation leaders.
- Acknowledge adjacent agriculture and honor their economic and resource value to our community and state.
- Be accessible to all members of our community. Be present at established community events. Ask how we can best engage and serve diverse communities.



# Planning Process Overview

Metro engaged community members, stakeholders and scientists in assessing opportunities and challenges related to the development of a nature park. A Stakeholder Advisory Committee was established for the project, and met three times to share technical expertise and insights into community needs and desires. Committee meetings, seven community events, conversations with community members and thousands of comments submitted online helped to identify community needs and priorities. This input informed activities to be supported at Chehalem Ridge as well as locations for both public access improvements and protection of undisturbed habitat areas.

This process relied on available data, principles of landscape ecology, the expertise and experience of local natural resource scientists and wildlife biologists, and landscape-scale design strategies to determine the most appropriate opportunities for public access and connection with nature.

*"I think this is an excellent idea in our region, there is nothing like it near and we have to go to other places to find something like it with our family, thank you."*

*Public Comment*



Audience at a Chehalem Ridge Nature Park Public Open House





## 2. Site Assessment

*The Chehalem Ridge Nature Park will incorporate public access, habitat restoration and ongoing management. Designing access to and within the Park requires a clear understanding of its history and context. The early phase of the master planning process was dedicated to understanding detailed site conditions, regional recreation needs and gaps and working closely with habitat specialists so that human access to the site is compatible with habitat conservation and enhancement.*





Illustration of the Wapato plant (*Sagittaria latifolia*).

*When mapped in 1852 by the General Land Office (GLO), the general area was described as "hilly and broken with deep ravines. Timber principally Fir considerably burnt and fallen with dense undergrowth of Hazel, Vine-maple & Fern". These early descriptions indicate the Chehalem Mountains were not forested at the time of Euroamerican contact.*

## History of the Chehalem Ridge

The following is directly excerpted from the Cultural Resource Survey for Chehalem Ridge Nature Park, prepared by Willamette Cultural Resources Associates (November 20, 2012). There are five federally recognized tribes in Oregon. While they did not confirm the information below, they should be engaged going forward in order to authentically understand their history as well as current relationship with the land.

The Chehalem Ridge Nature Park area lies near the heart of the traditional homeland of the Tualatin Kalapuya People. The center of Tualatin Kalapuya settlement was around Wapato Lake. No winter settlements have been identified in the Chehalem Ridge area, but one winter village (č̣a-ma'mpit) was probably situated near the mouth of Hill Creek, which formerly emptied into southeastern Wapato Lake and drains the southern slope of Iowā Hill, (at the southern end of the Park). Subsistence was based primarily on foods gathered in summer and fall, processed and stored for winter consumption. In early fall, families began gathering around Wapato Lake for the major harvest of wapato.

The traditional Tualatin Kalapuya life began to change in the late 1700s as a result of Euroamerican contact. The most devastating impact was the result of the introduction of Euroamerican diseases. The earliest known Euroamerican description of the area was by fur trader John Work of the Hudson's Bay Company, who led a trapping party through the Chehalem Valley in May 1834. He described the Chehalem Mountains as "low hilly country covered with bushes and some trees, principally oak". The group's route appears to have been along the western base of the mountains as Work referenced Wapato Lake ("a kind of swamp or lake") to their west.

Fur traders and trappers were a relatively transient presence in the region through the 1830s. Christian missionaries became a more permanent presence beginning in the late 1830s, with missions in the northern Willamette Valley. The early 1840s witnessed the first major immigration of American settlers to the Willamette Valley. The Tualatin Kalapuya People ceded their traditional homeland but reserved lands around Wapato Lake as a permanent home. The Tualatin Kalapuya who had survived the epidemics were forcibly removed to the newly defined Grand Ronde Reservation in the winter and spring of 1856, after instatement of a removal policy by the U.S. federal government.

In the Chehalem Ridge area, early settlement focused on the lower elevation lands to the north along the Tualatin River and the valleys to the west and east, which offered the best agricultural lands. More mountainous areas were initially viewed primarily as sources of timber and grazing areas for livestock.



The area remained very rural and relatively isolated from other parts of the northern Willamette Valley due to the poor roads and lack of access to river transportation.

Transportation improved substantially with construction of the Oregon Central Railroad in 1869. Joseph Gaston, the major promoter of the railroad, founded the town named for himself. Gaston also undertook the initial efforts to drain Wapato Lake for conversion to farmland. The new town of Gaston served primarily as a service center and transportation node for local farmers. In the early 1900s, logging in the Coast Range began contributing to the local economy. Small sawmills had operated in the area since the first years of Euroamerican settlement, primarily to serve local markets. The thinly forested Chehalem Mountains were not a focus of the lumber industry in the early years but small-scale logging appears to have occurred.

More recently, the majority of the Chehalem site was managed as an industrial tree farm by Stimson Timber Company. Stimson converted approximately 550 acres of farmland into densely stocked Douglas-fir plantations in 1991. Prior to Stimson's ownership the property had been in agricultural or forestry use. The Zaiger family operated a lumber mill on the property and the old mill pond is still present, located just north of Dixon Mill Road near the western property boundary. There were several old homesites on the property used by the Zaiger family or farmers, but none of the structures remain.

There are no significant natural areas or cultural/historic resources on site according to the Washington County Rural Natural Resource Plan. A field survey completed as part of Metro's 2012 cultural resource report examined sites that were deemed likely to contain artifacts; however, no historic or pre-contact archaeological materials were found. The nearest historic farm in the area can be found at the corner of Southwest Spring Hill and Southwest Sandstrom Road.

Between 2008 and 2010, Metro purchased 1,230 acres of Chehalem Ridge's forested ridge on the west edge of the region, -- Metro's largest land purchase to date -- with the long-term goal of transforming the land into healthy forest habitat and a protected, publicly-accessible nature park. The community that surrounds the Chehalem Ridge Nature Park will be a key partner in continuing to protect and manage this important land and its creeks that drain into the Tualatin River, the source of drinking water for over 360,000 local residents. (See Figure 2.1—Regional Context)



Aerial views of the Chehalem Ridge in 1994 (top) and in 2016 (bottom) show its conversion from a mix of forest and farmland into dense Douglas fir plantation.



The Park's boundary overlaid on a reproduction of an 1852 Survey Map of the region.

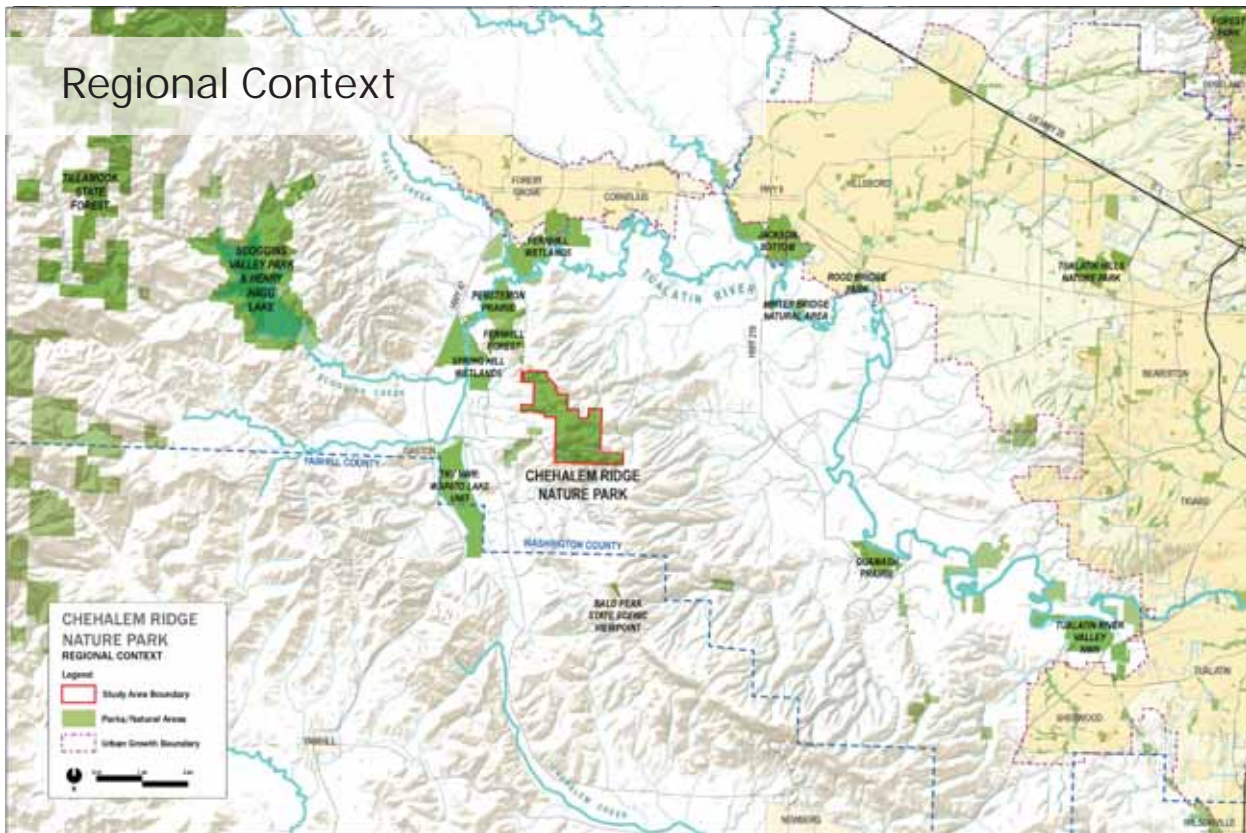


Figure 2.1 Regional Context

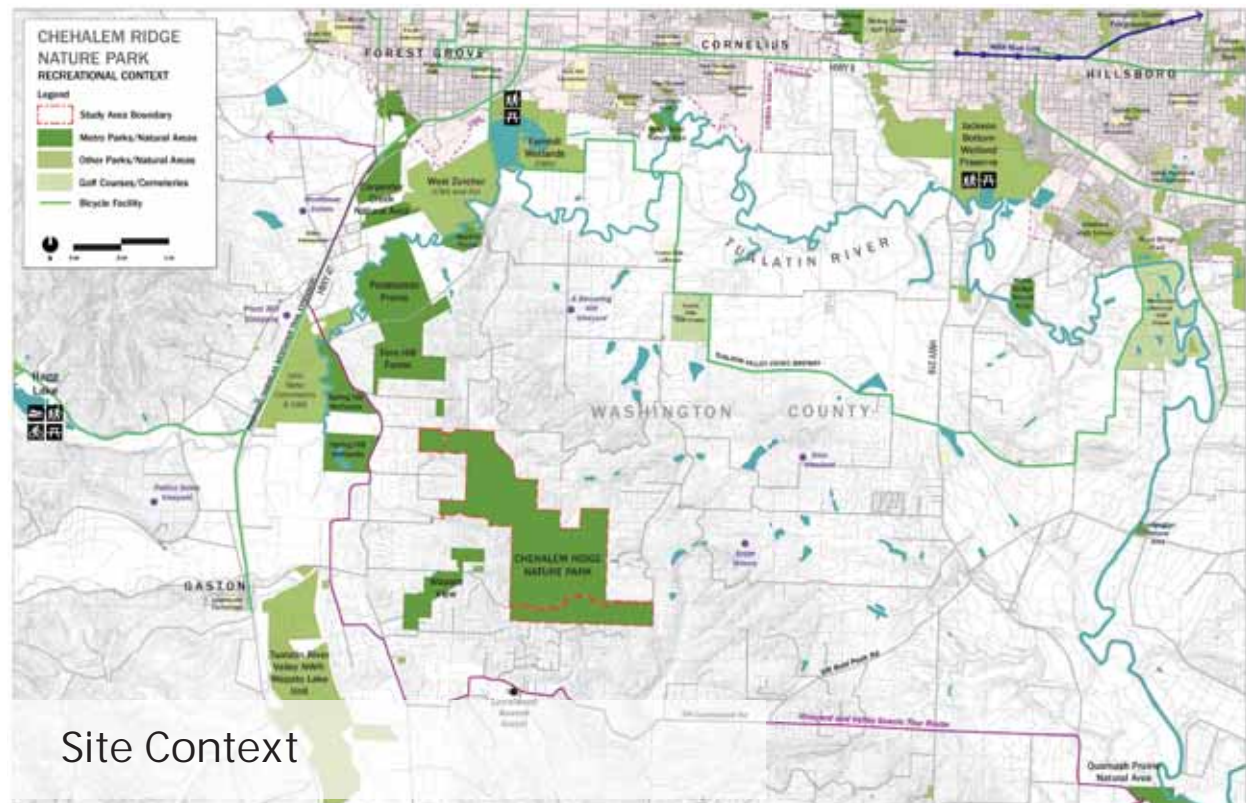


Figure 2.2 Recreational Context



# Regional Conservation Context

Chehalem Ridge Nature Park is a critical property in a growing system of protected public open spaces in the Tualatin River watershed. Streams originating at Chehalem Ridge all empty into the Tualatin River, which provides drinking water for over 360,000 residents in Washington County. This makes Chehalem an important asset in pursuing Metro's mission of protecting habitat and water quality, both through biological rehabilitation and utilizing the park as a tool for education about watersheds, forest health and water quality.

Chehalem has a diverse ecological context and several potential important habitat connections. Fernhill Wetlands is part of more than 700 acres in Forest Grove owned by Clean Water Services and managed in partnership with the City of Forest Grove and Fernhill Wetlands Council. It is also a popular destination for birders who come to see migratory birds using this important stop on the Pacific Flyway. The wetlands include Fernhill Lake, Cattail Marsh, Eagle Perch Pond and Dabbler's Marsh, all accessible to the public by trails.

Both south and west of Fernhill Wetlands, additional bottomlands have been protected by Metro at Carpenter Creek Natural Area and Penstemon Prairie. These do not offer public access and are often flooded, providing critical habitat for waterfowl and migratory birds. Fern Hill Forest is adjacent to Penstemon Prairie to the southeast, and it protects a steep forested hillside and a key potential habitat connection between Chehalem and the complex of protected wetlands along the Tualatin River.

The 246-acre Spring Hill Wetlands Natural Area consists of two large parcels, separated by a large private parcel in between. The property also includes significant swathes of wetlands, floodplains and riparian forests that are home to a variety of birds and wildlife. A large parcel to the west owned by the Joint Water Commission is protected through Natural Resource Conservation Service conservation easements. The property continues to be used for agriculture under long-term leases.

To the south of these natural areas, the Wapato Lake National Wildlife Refuge (managed by the US Fish and Wildlife Service) is a key habitat area and stopping point for migratory birds on the Pacific Flyway. A habitat connection between Chehalem Ridge and the Refuge is a conservation goal. (See Figures 2.1 and 2.2 on facing page).



Penstemon Prairie



Wapato Lake



## Habitat Connectivity

The January 2014 Metro Site Conservation Plan summarizes Chehalem Ridge Nature Park's habitat conditions and restoration targets. For the purposes of this plan, key excerpts have been summarized. The Site Conservation Plan suggests that the following habitat connections are important considerations in future site planning. (The following text is excerpted verbatim from Metro's 2014 Site Conservation Plan):

- Connections to the east through agricultural lands to key bottomlands are tenuous, with significant woody vegetation gaps. To the west, Metro has purchased 147 acres that includes 5,840 feet of an unnamed tributary draining to the Wapato Lake unit of Tualatin National Wildlife Refuge. The northern and southern branches of Harris Creek also provide connections through farms and fragmented forest and woodland habitat.
- To the north, relatively intact forested areas connect to Fernhill Wetlands and other key Tualatin River floodplains. A segmented riparian corridor initiates from Chehalem Ridge in the same area but veers eastward via Jessie Reservoir to the Tualatin River.
- Christensen Creek and its tributaries provide a complex of linear connections among wetlands and ponds and to upland forests north of Bald Peak Road.
- A substantial forest complex runs from the southeast portion of the Natural Area and provides both a large habitat patch and connectivity to other habitats east and southward.

## Wildlife

A biological assessment conducted for the Chehalem Ridgetop to Refuge target area in May 2007 identified the Oregon white oak components of the western slopes of the property as the lands with the most significant habitat value, in addition to the large blocks of upland forest habitat. Important biodiversity connections link the forested ridgetop Douglas-fir, mixed hardwoods and oak woodlands to the Tualatin River floodplain, including the Wapato Lake National Wildlife Refuge. Avian point count surveys have identified the deciduous habitats, particularly those associated with drainages, to be valuable habitat for neo-tropical migratory birds. Preliminary amphibian surveys have identified several wetland and stream complexes that provide habitat for state sensitive amphibian species.

Chehalem Ridge has a diverse wildlife population typical of large areas of forested habitat in the Willamette Valley. Many wildlife species are infrequently observed, but their sign – such as scat or droppings, tree markings, trails, bird songs and scent mounds – are visible to field staff and consulting biologists. After seven years of observations and surveys at the site, Metro has developed an account of many of the species present. Carnivores such as cougar, bobcat and coyote have been observed multiple times, as well as their more common prey such as black tail deer, Douglas squirrel, American beaver and ground-nesting birds such as the spotted towhee. A gap in our wildlife knowledge includes a more comprehensive understanding of the invertebrate, fossorial (ground-living animals), nocturnal and crepuscular (active at dawn and dusk) animals. In the future Metro will look for opportunities to survey for these animals, but expect the typical species found in young upland Douglas fir forests to occur at Chehalem Ridge and will manage for them. As the forest diversifies and ages, it is anticipated that species associated with older forest will begin to occur at Chehalem Ridge.



Wildlife at the Chehalem Ridge Nature Park is varied and includes multiples species of mammals, amphibians, migratory birds, and insects.

# Site Restoration

The following text is excerpted verbatim from Metro's 2014 Site Conservation Plan:

There is a range of habitat and restoration opportunities available at Chehalem Ridge [note, this refers to the Natural Area, pre-Nature Park]. The table below, adapted from the SCP, highlights the four primary Conservation Targets for the Nature Park (also shown on Figure 2.3). Key elements of the conservation strategy have already been initiated, including the decommissioning of old logging roads, forest thinning and restoration of riparian habitat around Christensen and Harris Creeks. High priorities are the restoration of early successional shrub habitat and upland old growth forest. Protection and enhancement of oak woodlands are listed as a medium priority for the site. Work will continue on all conservation targets regardless of rankings, but the rankings will help prioritize time or financial investments for various actions over the next three to five years. Conservation target priorities are likely to change over time.

Conservation Targets	Attributes of Healthy Habitat	Current cover	Desired Cover
Riparian habitats (headwater streams, wetlands, and ponds)	Except for herbaceous wetlands, high quality riparian habitat is generally associated with about equal amounts of native tree and shrub cover with good species diversity. Snags and downed wood are key habitat elements. Oregon ash, cottonwood, western red cedar, willow, and alder are characteristic tree species. This target includes 3.94 acres of forested wetlands.	106 acres	112 acres
Upland shrub habitat	The region's upland shrub habitat is typically early successional forest. Healthy early successional forest communities may be characterized by 30% or greater shrub cover consisting of a variety of seed and nectar sources and trees less than 15' tall, and a range of snags and down wood sizes and decay stages.	147 acres	42 acres
Upland forest	Healthy conifer dominated forest includes an overstory of deciduous and conifer trees of varying size, with significant (>25%) shade tolerant shrubs and native herbaceous species in the understory. Snags and downed wood in a variety of sizes and decay stages provide key habitat features. Shrubby forest gaps can increase diversity.	858 acres	937 acres
Oregon white oak woodland	Healthy oak woodlands typically may contain more than 60 oak-associated native herbaceous species and 25-60% native tree canopy, most of which is oak. A mixture of ages, including old trees as well as new growth, is desirable. Typically, the understory is relatively open with grasses, wildflowers, and some shrub cover.	89 acres	134 acres



# Conservation Strategy

Metro applies the basic principles of conservation biology and landscape ecology, the latest science and site specific knowledge in our site design and management. For each of our natural areas, we develop a site conservation plan that identifies conservation targets. These targets are generally the habitat type, and occasionally individual species, that occur at our natural areas and for which we want to track conditions and changes over time. Some of the key principles we apply at all sites are:

- Protect large blocks of habitat in low or no use state
- Maintain or improve regional habitat connectivity
- Improve habitat via restoration
- Rely on subject area experts for guidance on important species
- Reduce fragmentation via road and structure removal
- Use old road networks for trails where suitable
- Implement Metro's No Pet policy

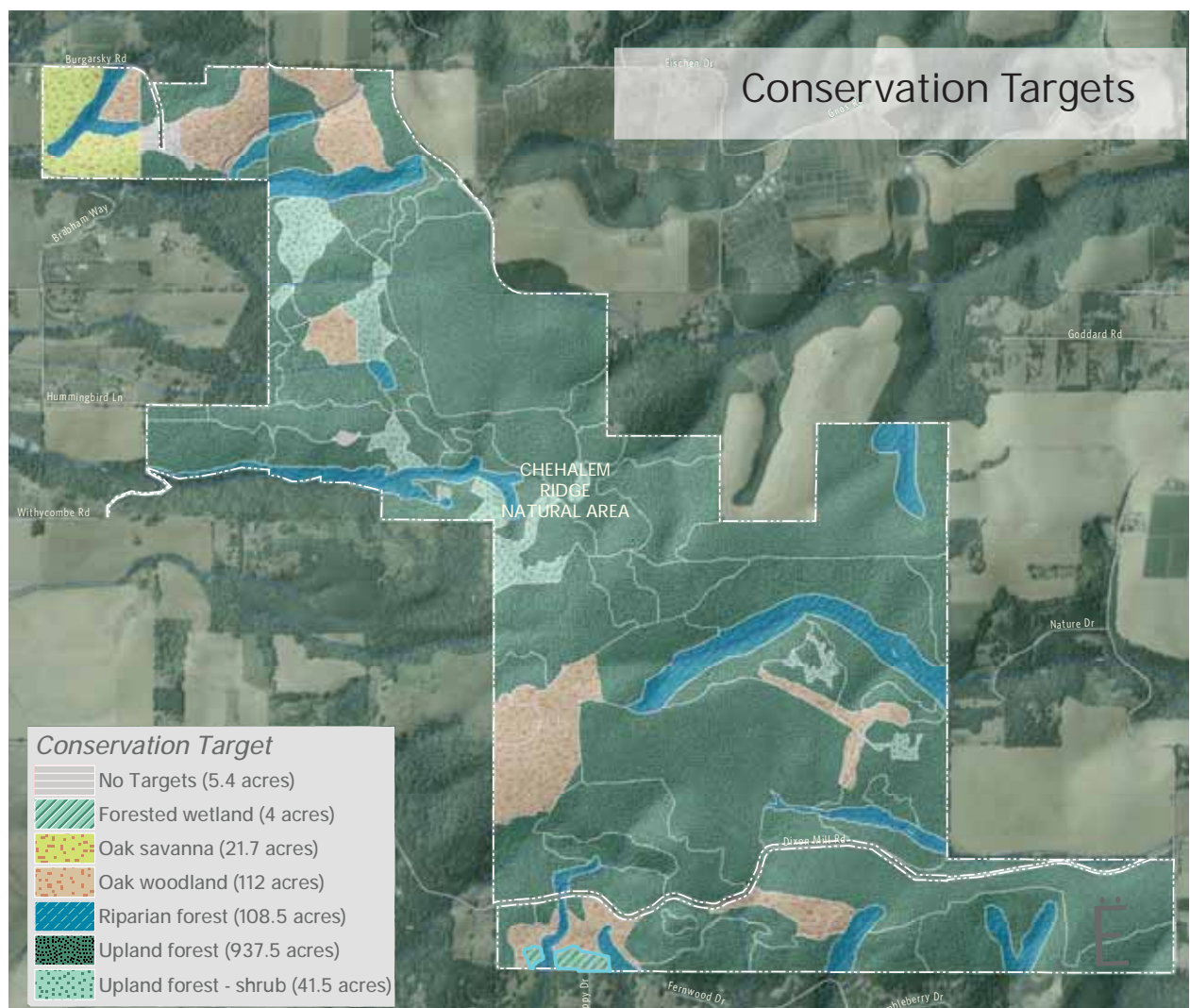


Figure 2.3: Conservation Targets



Metro offers a range of recreational and educational programs for young people at its various nature parks.

## Recreational Context

Many parks, natural areas, and other public lands in the region already provide nature-based recreational amenities that complement the recreational opportunities envisioned for Chehalem Ridge Nature Park. Significant examples of these regional destinations are listed, with supporting information, in Appendix A: Precedent Facility Inventory. The most relevant representative examples are listed below.

### **L.L. “Stub” Stewart State Park (Oregon Parks and Recreation Department)**

This 1,800 acre forested area is located on the eastern edge of the Tillamook State Forest and is located along the Banks-Vernonia State Trail. Its size is comparable to Chehalem Ridge, while its remote location (about 15 miles north of Forest Grove) makes it popular amongst hikers, mountain bikers, horseback riders, and other outdoor recreationalists that seek wilder surroundings away from urban areas.

### **Cooper Mountain Nature Park (Metro, managed by Tualatin Hills Park and Recreation District)**

On a sunny weekend, the Cooper Mountain Nature Park is filled with families gathered at the picnic and play area, people taking in the view from the overlook, and joggers and walkers enjoying the 3.5 miles of trails through forest and meadows. The park’s 230 acres are located on the edges of Beaverton and Tigard, about a 15 minute drive from downtown Beaverton, making it a convenient destination for many residents. The park offers parking at no cost, trails (including a wheelchair-accessible loop trail) and a small nature center that holds nature classes and is also available to rent for private events.

### **Fernhill Wetlands (Clean Water Services)**

The Fernhill Wetlands encompass approximately 100 acres of wetland, accessible to the public through 1.2 miles of trails. The wetlands are part of ongoing restoration and management by Clean Water Services, the Fernhill Wetlands Council and the City of Forest Grove. It is a popular location for walking and watching wildlife. Amenities include a parking area, public restrooms, and a picnic shelter. The master plan for Fernhill Wetlands includes a long term plan for a future learning center with space for a building, parking and access for school buses.



## **Hagg Lake (Washington County)**

Hagg Lake Park is a well-used recreational and natural area owned by the U.S. Bureau of Reclamation and maintained and operated by Washington County. Located 25 miles west of Portland and only 5 miles west of the Chehalem Ridge Nature Park, Hagg Lake features numerous picnic areas, two boat launching facilities, wildlife viewing areas, fishing, disc golf, and other recreational attractions. Hagg Lake is a popular hiking and mountain biking destination in the metropolitan region, and there are plans for a future campground.

## **Jackson Bottom Wetlands Preserve (City of Hillsboro)**

Hillsboro Parks and Recreation owns this 635 acre rehabilitated wetland area. Jackson Bottom Wetlands Preserve (JBWP) includes short trail loops and significant wildlife habitat, drawing birdwatchers and wildlife enthusiasts to its numerous overlooks. The site includes an education center building, picnic shelters, restrooms, and other visitor amenities. There is no entry fee, but a \$2 donation is suggested.

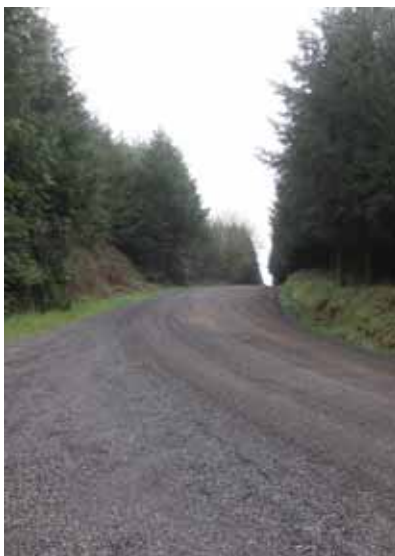
In addition, the neighboring cities of Forest Grove, Cornelius, and Hillsboro complement Metro's mission of providing access to nature by offering numerous parks and facilities that serve the nature-based recreational needs of their community members.



Kids at Jackson Bottom Wetlands Preserve



Example of a park access road with entrance monument.



Southwest Dixon Mill Road, looking east from existing gated access point

## Site Access

### Vehicular Access

Visitors to Chehalem Ridge Nature Park may arrive from any direction. Several regional transportation routes provide access for vehicles to this future park facility. Public road rights-of way meet the Chehalem property at six different locations; each providing potential opportunities to access the site. Each option was assessed for public access as well as use for maintenance and emergency access. Three roads were deemed unfavorable for public access.

- Southwest Vandehey, a private street which terminates shortly before reaching the park boundary.
- Southwest Gnos Road, a road with several sharp turns and occasional semi-truck use.
- Southwest Withycombe, a road having narrow right-of-way, a creek crossing and steep terrain.

The following routes were found to be feasible options for vehicular travel and access to Chehalem Ridge.

### North and West: Highway 47 and Spring Hill Road

- Three miles east from Highway 47, accessed from Spring Hill Road, Burgarsky Road is a straight, gravel, local road. Burgarsky Road extends 0.4 miles before reaching the park's northern boundary.
- Southwest Winters, a local roadway with visibility issues at the intersection with Southwest Blooming Fern Hill Road and ending in a steep gravel lane.

### South: Southwest Dixon Mill Road

- Southwest Dixon Mill Road east-west through the southern portion of the Nature Park. Three miles east from Hwy 47, there is an existing access point to the park; primarily used for restoration activities and guided tours;
- An existing gate on Dixon Mill currently provides access to the Park for authorized users. However, existing site distances, in both directions, at the gate are determined to be inadequate.
- Approximately 1.5 miles of Dixon-Mill are currently unpaved.

### East: Highway 219 and Southwest Unger Road

- Southwest Dixon Mill Road extends east and ends at Southwest Unger Road, which runs 4.5 miles to Highway 219, a major arterial connection to Hillsboro, the largest nearby city.

# Bicycle and Trail Access

No designated bike routes currently connect directly to Chehalem Ridge. However, Highway 47 currently includes marked bike lanes from Forest Grove to Gaston. The Tualatin Valley Scenic Bikeway passes approximately three miles north of the site, by Geiger Road and Fernhill Wetlands. Both these bicycle routes could provide future connections to Chehalem. The County Vineyard and Valley Scenic Tour Route, while primarily a driving tour, is a key recreational route through the area. It passes just south of the site on Southwest Laurelwood Road.

Planned regional trails and scenic bikeways will eventually provide greater pedestrian and bicycle access to Chehalem Ridge. In particular, the following existing and proposed trails will connect cyclists and pedestrians to the park from around the region:

## Highway 47/B Street Trail.

The closest dedicated bike and pedestrian trail to Chehalem Ridge is a short segment of path that runs along the north side of Highway 47 between B Street and Pacific Avenue in Forest Grove. A spur trail leads north from the south end of this trail to 16th Avenue, also in Forest Grove.

## Yamhelas Westsider/Hwy 47 Trail

This is a grassroots-supported rail-to-trail concept that advocates for a trail on the historic Southern Pacific 'Westsider' rail line into a 17-mile multi-use recreational trail running from north of Highway 99W at Gun Club Road near Lafayette, to just north of Gaston. This trail will link up with the State Highway 47 Bicycle Trail (see above) and Hagg Lake. The railway grade is gradual and will provide recreational opportunities for walkers, hikers, runners, bicyclists, and horseback riders. Access is readily available from the county roads it crosses and nearby Highway 47. This future trail could connect to the Council Creek Trail and then the Banks-Vernonia Trail and the future Salmonberry Trail.

## Council Creek Regional Trail

The Council Creek Regional Trail is envisioned as a multi-use pathway for pedestrians and bicyclists connecting the cities of Hillsboro, Cornelius, Forest Grove and Banks. Named for the scenic Council Creek that flows through these communities, the route offers views of both town and countryside. When completed, the 15-mile long trail will serve both recreational and commuting purposes. The trail will also increase access to jobs, schools, and recreational areas such as the Banks / Vernonia State Trail. The trail will also connect to Tri-Met bus routes and the MAX station in downtown Hillsboro.



The Tualatin Valley Scenic Bikeway attracts many touring cyclists during the summer months.



Yamhelas Westsider Trail concept map.

## Future Regional Trail Connections

Throughout the master planning process, Forest Grove elected officials, staff and community members expressed support for a future trail connection extending between Forest Grove and Chehalem Ridge. Although a specific location has not been determined, a connection between Forest Grove and Chehalem Ridge could provide habitat and water quality protection as well as serve as a non-motorized connection from the urban area to Chehalem Ridge.

The 2007 target area refinement plan for the Chehalem area includes the following objective: Support future recreational trail opportunities by securing potential trail connections between Wapato Lake and/or Gales Creek to Chehalem Ridge.

The objective of acquiring and protecting habitat connections between the upland forests of Chehalem and the bottomlands of the Tualatin River are also stated within the refinement plan. Such connections, if realized to both Wapato Lake and north to the Tualatin River, could also connect creating a trail loop linking several natural regional destinations.

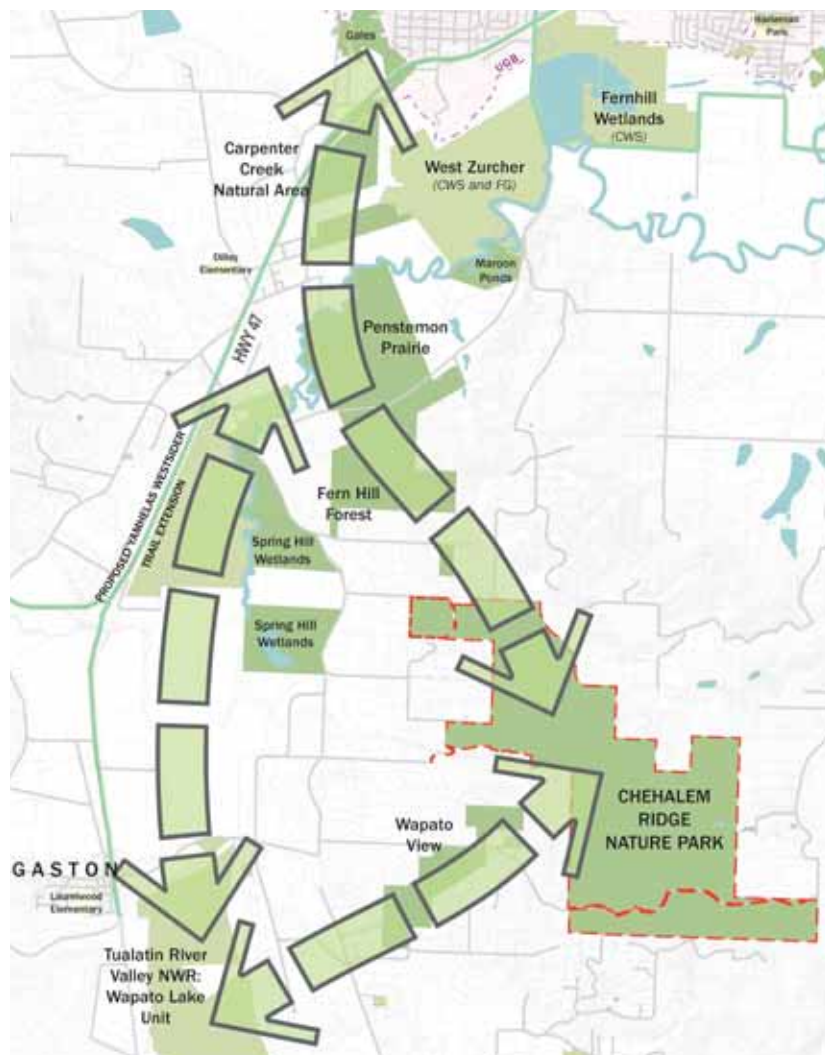


Figure 2.4: Metro already owns several natural areas between Chehalem Ridge Nature Park and Forest Grove and the Wapato Lake National Wildlife Refuge. Metro's objective is to acquire contiguous conservation areas between Chehalem and Gales Creek and/or Wapato Lake. Such connections could also create a recreational trail loop connecting each of the natural areas.



## Transit Access

The site currently lacks direct transit access. However, transit routes exist to nearby areas and could bring visitors in relative close proximity to the future Park, especially since transit can accommodate bicycles. The westernmost TriMet MAX light rail station in Hillsboro is about 10 miles from the site. Cyclists currently ride MAX to reach Hillsboro from Portland and then ride on rural roads to regional destinations like Hagg Lake and the Banks-Vernonia Trail. Using future regional trails described above, Chehalem could become a similar destination.

TriMet's bus line 57 serves Forest Grove, about five miles from the site. Farther north, from Banks, riders can catch the Washington County Bus Service to Forest Grove and connect with the Forest Grove Grovelink. From McMinnville in the south, Yamhill County Transit Area runs Route 33 from McMinnville to Hillsboro. This line stops in Gaston at the Gaston Market, three miles west of the site, making this the closest transit access point to the site (and within a 1-hour walk), albeit one that would need to use rural roads without shoulders. A cyclist should find this connection to be much more comfortable. (See Figure 2.2)

The private, non-profit organization, Ride Connection, provides transportation services throughout the Portland metropolitan area and Washington, Multnomah and Clackamas Counties. Although primarily focused on older adults and people with disabilities, Ride Connection offers its' free-of-charge services to the general public in rural Washington County.

During the planning process, tours of the site were offered to the public in both English and Spanish languages. Due to transportation concerns raised by members of the Latino community, the tours lead in Spanish gathered at a central meeting place in the city of Cornelius. A shuttle transported participants eight miles or fifteen minutes to the existing access gate at Southwest Dixon Mill Road. Future nature tours at Chehalem could better serve diverse populations and minimize transportation barriers by meeting at community centers or urban areas and providing a similar shuttle service.



TriMet MAX runs to downtown Hillsboro



Shuttle buses used for nature tours at Chehalem

## Site Roads

The property has a system of gravel roads, many of which were developed to access timber harvesting, that provide the main access to and through the property. These have been numbered to organize site management (Figure 2.9). Road 1A runs north-south, creating a main spine through the site. The road designated as 2A offers a loop off this main spine, with access to beaver ponds on Christensen Creek, a legacy oak tree, Iowa Hill and viewpoints to Mt. St Helens, Mt. Hood and the Tualatin Valley. The third major road, 3A, runs parallel to 1A at the top of the ridge and Spring Hill. Numerous dirt logging spurs intersect with these three main access roads. Some of the spur roads provide important access for long-term management activities across the property and have been numbered according to the main road they intersect. However, these “legacy” roads contribute to water quality issues and efforts are underway to decommission them. Some roads have already been decommissioned and no longer accommodate vehicles, but could become trail connections.

The proposed access master plan envisions the continued use of portions of Road 1A and 2A for site management, maintenance and emergency access. While portions of these existing roadways are steep, others will also be open to trail use. This is described in further detail in Chapter 5.



# Site Conditions

## Geology, Topography, Soils, and Water Resources

The Chehalem Mountains trend generally northwest from the Willamette River near Newberg to the Tualatin River near Forest Grove. They are composed of uplifted and folded Columbia basalts (Geologic Unit Tc), primarily found on the east slopes, overlying marine sediments primarily found on the west slopes (Geologic Unit Tsd).

The Nature Park slopes gently to the east from the ridgeline (which ranges from 900-1120'), and drops steeply to the west. The highest point on the site is approximately 1120' above sea level, at Iowa Hill. The lowest point is approximately 200' above sea level, on the west edge of the park near Southwest Burgarsky Road. There are considerable areas of steep slopes (over 25%) on the site, particularly in the northern and western parts of the site. (Figure 2.7)

The soils mapped in the project area (see Figure 2.8) are predominantly in the Laurelwood and Saum series which formed in wind-blown (eolian) deposits in upland areas. These are silty loams that develop under a forest canopy and have a high fertility. The Laurelwood soil unit is represented on over 60 percent of the property and includes the forests located on the former agricultural lands. According to the National Resource Conservation Service Soil Survey, the Laurelwood series is characterized by very deep, well-drained soils, making them highly favorable for forestry and agricultural use.

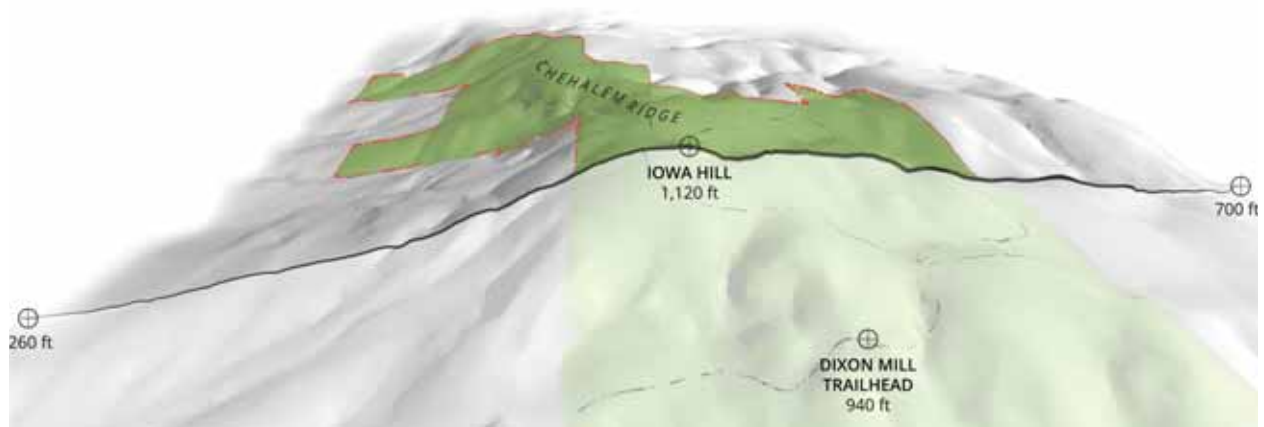


Figure 2.5: Site cross-section





Erosion from all of these soils is high in areas not protected by vegetation. The ridgetops of the Chehalem Mountains, particularly on the west slopes, have an unstable overburden of silt-clay soils. These soils are prone to slumping and sliding, and stream channels tend to define rapidly through the fine-grained material. A slide occurred along the southern boundary of the property in 1996 as the result of heavy rains. The areas most prone to slides and slumps appear to be at the junction of the two geologic units. (More information can be found in the geotechnical report developed for Metro, Preliminary Geotechnical Evaluation, Chehalem Ridge Property, Pacific Geotech LLC, July 2010).

Chehalem Ridge is an important source of clean water, acting as the headwaters to five perennial streams. To the west of the Chehalem Mountains is a narrow valley defined by the Tualatin River and its tributaries to the north. The watershed between these drainages is roughly south of Wapato Lake. On the west side of Chehalem Ridge, Cold Springs Creek and Harris Creek are the largest drainages. Several smaller unnamed creeks also drain the west side, including the creek that splits Metro's Wapato View property. On the east side of Chehalem Ridge, Christensen and Davis Creeks are the primary drainages, meeting the Tualatin further east in its course to the Willamette River. See Figure 2.6 for stream locations and names. Chehalem also has several springs and seasonal seeps. Four springboxes found at the property edges supply water to nearby properties. To the north of the property Springhill Water Company delivers water to area residents.

(Please refer to the 2014 Site Conservation Plan for more detail.)

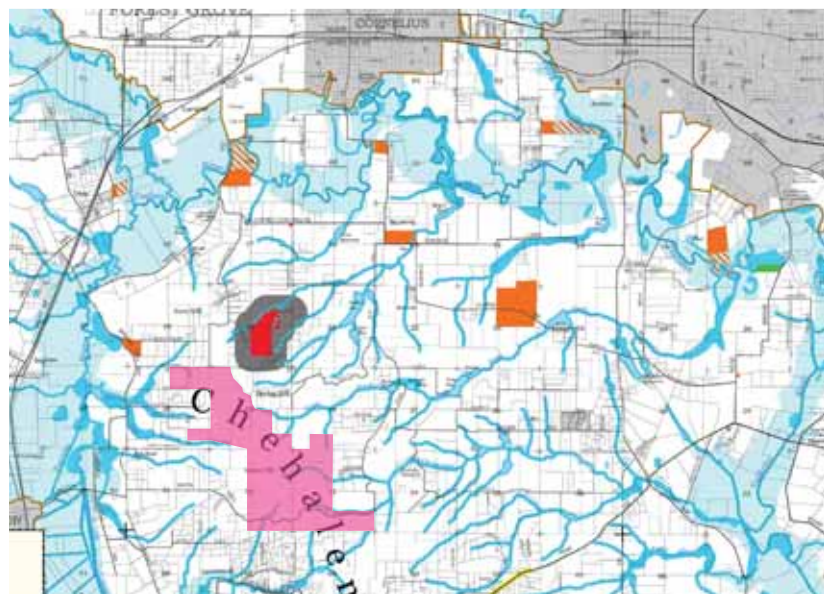
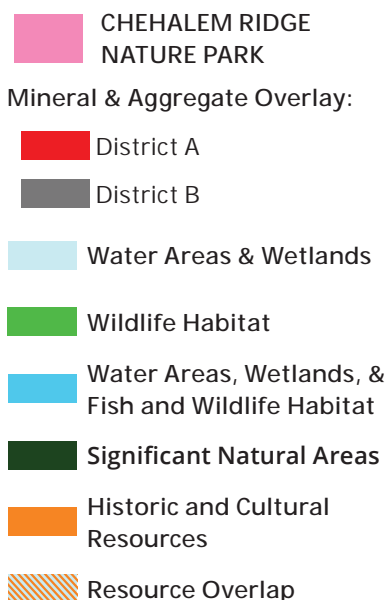


Figure 2.6: Washington County Rural/Natural Resource Plan  
(with park boundary shaded in pink)



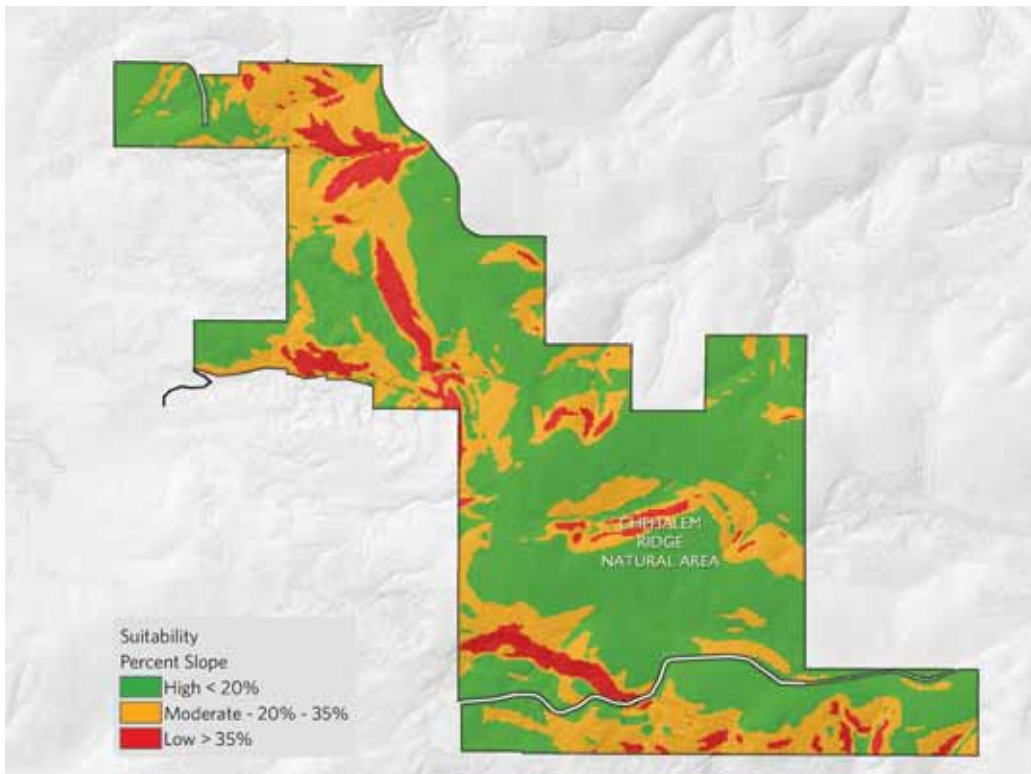


Figure 2.7: Site Slopes

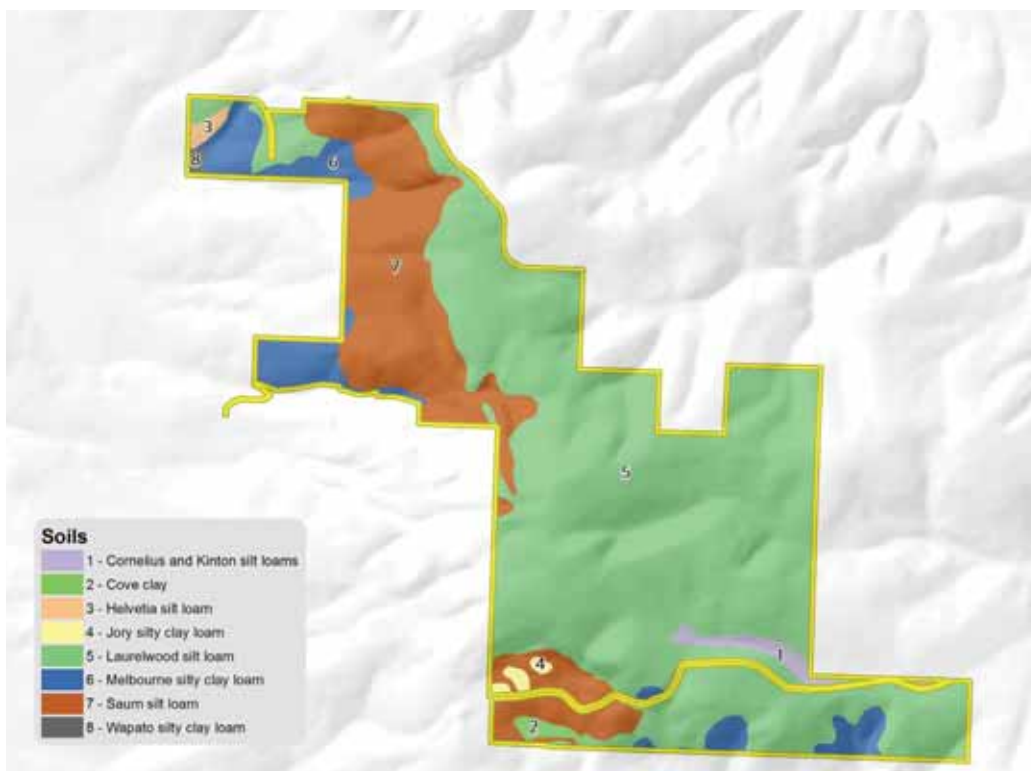


Figure 2.8: Site Soils



## Adjacent Land Uses

Chehalem Ridge is surrounded by rural residential homes and a range of agricultural land uses including pastures, crops, small tree farms and orchards. Major nurseries are located on either side of the park, including Fisher Farms to the west and Hochstein Nursery to the northeast. There are a growing number of vineyards in the vicinity, including Ardiri, A Blooming Hill, Plum Hill and Patton Valley vineyards (see Figure 2.2). A large quarry sits roughly one half mile to the northeast. Rural residential uses are inter-mixed with the agriculture land use, typically in five to ten-acre large lot developments.

## Utilities

A full summary of available utilities was prepared by KPFF Engineers in a memorandum, dated July 8, 2016. The following are key excerpts:

### Power

The site is not served directly by electrical utilities, other than PGE service to the Metro-owned house at the end of Southwest Burgarsky. Homes on the edge of the Park are also served by electrical lines, for example along Southwest Dixon Mill Road, which could theoretically be extended to new access points or trailheads into the park, if desired.

### Water

There is no water purveyor with service lines into the park property. The Metro-owned house at the east end of Burgarsky Road is serviced by well water. The Washington County Water Master suggested the house could be served by the Joint Water Commission, but it has been confirmed that it is not. Based on records research, it is our understanding that the adjacent properties falling north of Southwest Dixon Mill Road are served by private wells. There is a private water system, LA Water Co-Op, with infrastructure to serve properties as far north as Southwest Dixon Mill Road and the Laurelwood neighborhood south of the future park, but their supply main ends in Southwest Dixon Mill Road near the future park boundary.

### Sewer

There is no public sewer that serves the park property. The Metro owned house at the end of Burgarsky Road and the nearby developments are all on private septic systems.

# Site Character and Special Features

The large scale of Chehalem Ridge Nature Park provides the opportunity for a rich array of visitor experiences. This informed the shaping and location of elements of the access master plan, including trail locations, destinations, interpretive opportunities and basic site improvements. In concert with the Site Conservation Plan, these places also inform the designation of park areas that should remain undisturbed and without formal site improvements. (see Figure 2.9: Existing Site Features)

## Views

- Being a ridge, the site is unique in offering expansive views to both the east and the west.
- Views of Bald Peak from Iowa Hill and the southern edge of the property provide a visual link to the greater ridgeline and natural connection extending to the southeast.
- More intimate views of adjacent farmland from various points around the property act as wayfinding elements and reminders of the area's agricultural heritage.
- Views to the Tualatin Mountains and snow-capped volcanoes of the Cascade Range (Mt. Rainier, Mt. Adams, Mt. Hood and Mt. St. Helens) at several locations can provide potential future hiking destinations and overlooks with interpretive displays.
- The view west across the Tualatin valley to the Coast Range from a prominent overlook, provides a visual link to the Wapato Lake National Wildlife Refuge lands in the valley below. Key landmarks in the Coast Range include Trask Mountain (3,424') to the south, Gobblers Knob (3,051') due west and South Saddle Mountain (3,464') to the northwest.



The Chehalem Ridge offers views to several mountains, including Mt. St. Helens to the north.





Metro's restoration work is recreating early seral habitat in areas that were previously too densely planted with fir trees.

## Habitat

- Riparian corridors, including Christensen Creek and its tributaries, provide potential locations for interpretation amongst signs of wildlife, such as beaver dams, as well as natural systems regeneration.
- The oak-madrone woodland restoration area at end of Burgarsky is a unique habitat area within the property.
- Ongoing restoration work in different stages of progress, including thinning of fir plantations and oak release, offers a striking example to visitors of the benefits of such restoration. Volunteer restoration planting opportunities may provide a chance to contribute personally to site restoration.
- Patches of early seral habitat (low structured plant community) create opportunities for increased species diversity and bird watching.
- Metro's Wapato View parcel provides a potential habitat and possible trail connection to the southwest and the United States Fish and Wildlife Service Wapato Lake National Wildlife Refuge. Habitat restoration has begun in the oak woodlands and stream corridor on this parcel. While no near term access improvements are envisioned here, there should be opportunities to interpret the restoration for travelers on Southwest Dixon Mill Road.
- A habitat and possible trail connection to the Tualatin River is desired from the northwestern edge of the property.



The oak-madrone woodland is an impressive natural feature of the site.

## Edges

- Agricultural patterns, including nurseries on the west and northeast edges of the property provide a stark contrast with the adjacent natural area as well as a visual connection to current land uses.
- The tree plantation provides a stark edge to the NE of the property at the end of Gnos Road. Thinning activities occurred in 2016 in this location.
- Owners of the large residential lots on the edge of the park have expressed both support and concerns about aspects of the proposed plan (see Section 4, page 51) and will continue to be involved in the land use approvals process.

## Site Legacy

- Logging roads through dense mixed forest may provide potential routes for hiking, equestrian and biking trails, as well as emergency and maintenance access. Alternatively, interior roads may be fully or partially decommissioned to create larger, core habitat areas.
- Mature Oregon white oak trees provide beautiful landmarks and destinations as well as resources for wildlife.
- The legacy of former landowners can be seen in hand-made signs in the madrone restoration area and the old mill pond in the far southwestern corner of the park.



Chehalem Ridge Nature Park is frequently bordered by agricultural lands.



A reminder of the site's previous owners can be seen in the Oak-Madrone woodland area ("Iris Flats").



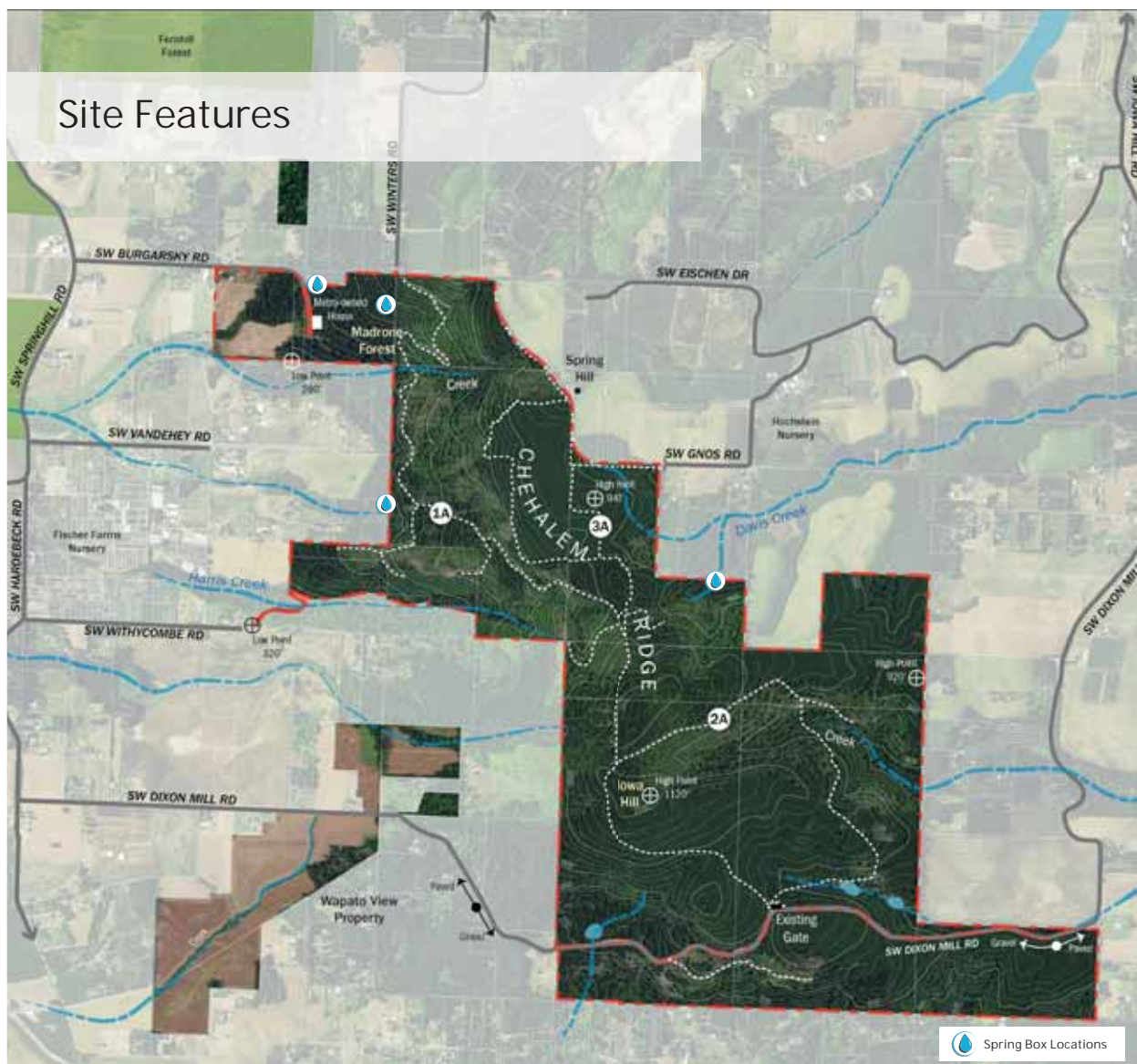


Figure 2.9: Existing Site Features



### 3. Needs Assessment and Park Opportunities

*The plan for Chehalem Ridge Nature Park must consider how to meet regional recreational needs and satisfy a range of public preferences. This plan seeks to use the results of a thorough public consultation as clear direction on resolving opportunities and challenges in the development of site alternatives.*



*Providing public access is a critical part of Metro's work to protect, restore and celebrate the landscape. Spending time outdoors supports healthy, active lifestyles and provides opportunities for peace, quiet and renewal.*

*2016 Parks and Nature System Plan*

## Potential Recreational Users

### Community Profile

The Chehalem Ridge Nature Park falls within Census Tract 330 in Washington County (referred to here as the study area tract). At about 37,000 acres of land area, the study area tract's population is 5,226, a population density of 94.7 people per square mile - markedly less dense than the closest cities of Cornelius, Forest Grove, Gaston, and Hillsboro, which have a combined population density of 4092.2 people per square mile.

Another distinct characteristic of the study area tract is its age composition. When compared to surrounding cities and census tracts, the study area tract has a significantly larger share of residents between the ages of 35 and 64 (45.5% as compared to 34.3% in Cornelius and 36.7% in Forest Grove, for example). About 30% of the population of the study area tract is between 50 and 66 years of age. Residents of the study area tract who are retired or approaching retirement may have different recreational needs and preferences than the younger, more diverse population found in the surrounding areas. Cornelius and Hillsboro have the youngest populations, with 30% and 27% under the age of 19.



Metro research determined the following profile highlights as they relate to public outreach. These suggest that the planning process and resulting improvements should be particularly attuned to the recreational interests of Latinos:

- A large percentage of residents from Latin America across Forest Grove, Cornelius and Hillsboro with up to 47% of residents in Cornelius speaking a language other than English at home, primarily Spanish.
- Forest Grove and Hillsboro both boast high educational attainment.
- Cornelius has a significant rate (47%) of people who speak a language other than English at home. About 93% of Cornelius's foreign-born residents are from Latin America.
- Hillsboro has a greater diversity of foreign-born residents than Cornelius, about half hailing from Latin America, a third from Asia and less than 10% each from Europe and Africa.
- Gaston presents the least diversity of language and countries of origin with predominantly Anglo English-speakers. Gaston also has the highest rates of poverty for those under the age of 19 and over the age of 65.



Finally, 2014 American Community Survey Census data show that the population of the study area tract has a median household income of \$64,896, slightly lower than that of Washington County overall, but higher than the nearby cities of Cornelius, Forest Grove, and Gaston. Among these nearby cities, the City of Hillsboro has the highest median household income at \$66,668 -- higher than both the study area tract and Washington County overall. The City of Forest Grove has the lowest median household income of \$48,365. This range of incomes in the surrounding area may also affect the type of recreation sought out by potential users of the future Chehalem Ridge Nature Park. It also highlights transportation needs as a potential barrier to accessing the future nature park.

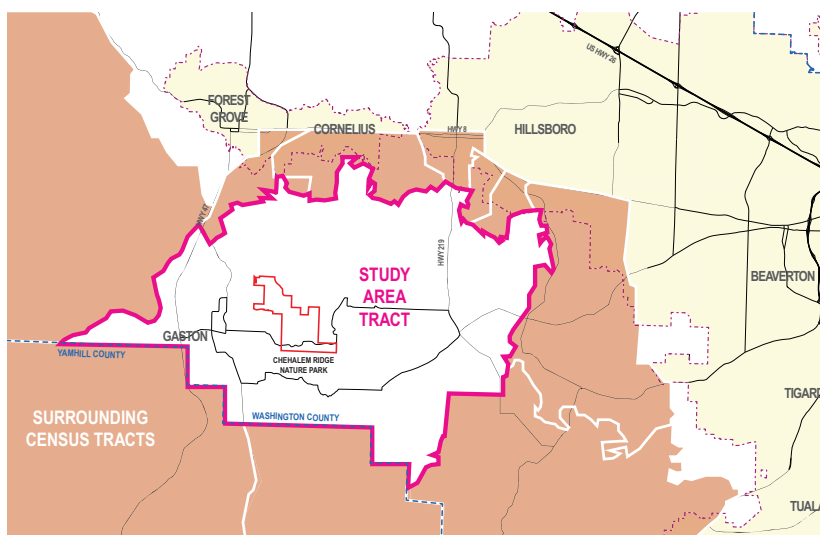


Figure 3.1: Study area Census Tract boundary

## Activity and Needs Data

To design Chehalem Ridge Nature Park so as to maximize benefits to residents of the greater region, while still meeting the scope of Metro Parks and Nature's role in providing nature based recreation, the project team conducted an evaluation of regional demand for outdoor recreation opportunities. Activity demand was analyzed by comparing participant locations in relation to activity availability. In this way, scarcities were determined in activity-specific opportunities such as hiking and picnicking, as well as geographical scarcities, such as what is least available in proximity to Chehalem, with respect to participant levels nearby.

This analysis mapped the existing supply of outdoor recreation opportunities within 25 miles of the Metro region (inclusive) and activity participant densities in the Metro region. Intersecting this information allowed development of a series of maps and tables that show relative and absolute scarcity and abundance of outdoor recreation for Metro residents, identification of valuable uses and likely use levels for Chehalem.

Relative to other parts of the Metro region, the western side of Metro's service area has lower supplies of several kinds of outdoor recreation opportunities (including trails for hiking, mountain biking and horseback riding, as well as general access to land for picnicking and wildlife watching). However, accounting for population densities within the Metro region often reveals more complex patterns of availability. Figure 3.2 provides an example specific to hiking, with similar maps for each activity type available in the report.

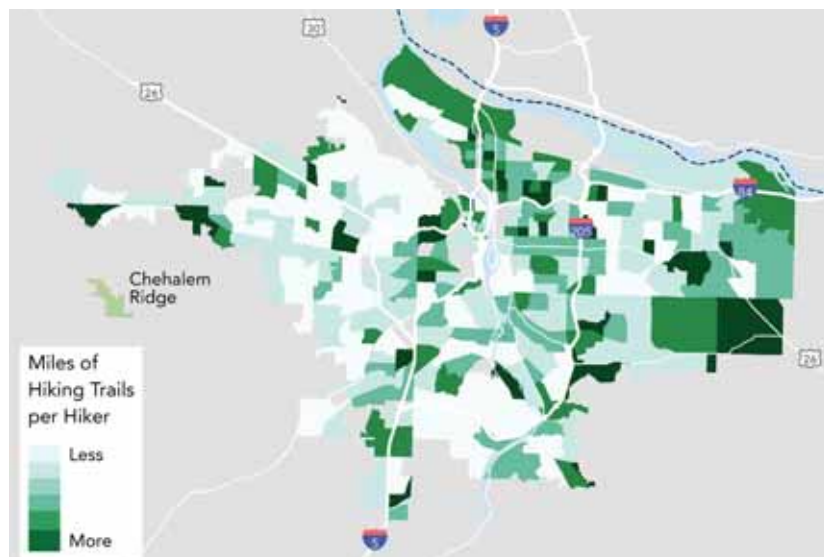


Figure 3.2. Supply of Hiking/Walking Trails in the Metro Region, Relative to Demand



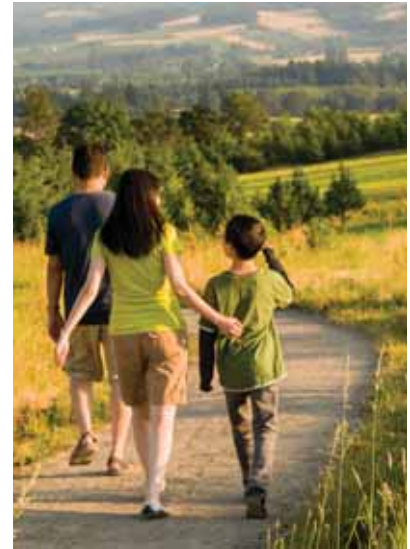
Each park and natural area in the Metro region represents a unique combination of features in terms of size, accessibility, proximity to water bodies, development levels, viewsheds, suitability for specific recreation activities and natural vegetation. Chehalem Ridge is comparable in many of these respects to the region's most popular and well-known parks and natural areas, particularly in terms of its size and elevation.

Metro is unique in its mission, its role as a park provider and the types of park experiences it provides. With a focus on access to nature in tandem with the protection of habitat and water quality, it is challenging to find parks and natural areas to serve as benchmarks for comparison. That being said, if each of the following trail uses were deemed appropriate for the site, then based on development levels observed at similar parks, Chehalem could have:

- 9.9 miles of general purpose hiking trails;
- 5.9 miles of trail open to mountain biking;
- 3.8 miles of trail open to horseback riding; or
- 9.9 miles of multi-use trails.

It is worth noting that based on Metro's role as a conservation-oriented organization and the scale of its recent nature park planning efforts, lengths of trails for Chehalem are likely to tend towards the low end of the benchmark ranges.

Approximately 360 thousand people live within a 30-minute drive of the Park, and over 2 million live within one hour's drive. Overall, Chehalem shows the potential for providing valuable outdoor recreation opportunities for the part of the Metro region currently experiencing the most acute scarcities in terms of supply and opportunities close to home. Expected growth rates in the western Metro region increase the demand and value that Chehalem can provide. Development at Chehalem Ridge will be carried out within the comprehensive mission to protect wildlife habitat and water quality while providing meaningful access to nature.



Walking, hiking, equestrian and mountain biking uses will need to be balanced.

*"More open trails in the woods surrounded all around by the beauty of nature. With the trees and the squirrel... Having a nice place to picnic in the opened field. Friends and family coming together, to snap a pic of the deer..."*

*Abril, age 15  
(Tour participant)*

## Community Engagement and Needs

Metro's park planners engaged with community members in a variety of ways in order to capture a diverse range of input. Staff provided five open house style events in English and two in Spanish. Well over one hundred community members took part in a series of site tours. Staff also hosted tables at community events, including festivals and farmers markets, in order to build awareness of Metro, its system of parks and nature, and the planning process for Chehalem Ridge. Lastly, three on-line surveys received over five thousand responses from community members across the region.

Survey data categorized by race and language provided insight to assist with decision-making and ensuring that the park addresses the needs of a wider section of the community. With Opt In panel respondents, participants are typically higher paid, white, and residents of Multnomah County. Approaching analysis as we have equalizes the weight of responses through percentages rather than a count of all responses (popularity) to ensure that we are able to hear from the diverse perspectives of the communities we serve and continue to strive to serve in meaningful ways.

This process revealed a lot about people's preferences for park activities and development. Similarities across groups included a strong desire for hiking and walking opportunities in nature (Figure 3.3). Clean restrooms are also a high priority for all people when visiting parks. Activities for families, youth and those living with disabilities were reported as being important to both people of color and Spanish speakers.

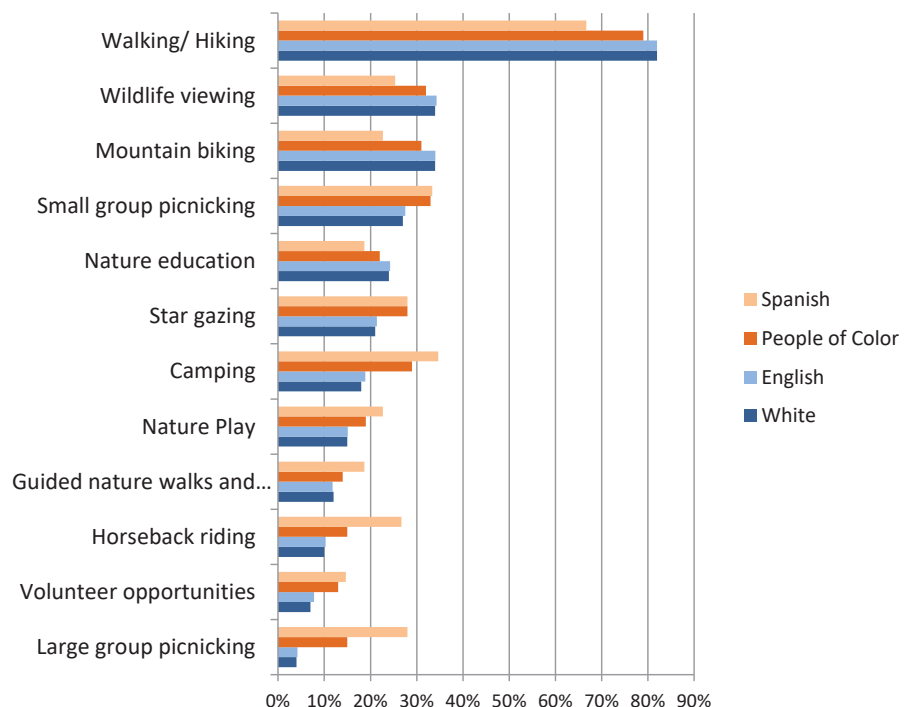


Figure 3.3. Community Activity Preferences

Restrooms, wayfinding and information rank amongst the highest priorities for amenities at Chehalem across all groups. Spanish speakers were found to place almost as much value on items including picnic tables, play areas and grills for cooking, as the previously mentioned amenities.

People of color and Spanish speakers are more likely to experience barriers to accessing parks and nature. These include not knowing where to go or having concerns about being safe in nature. A lack of transportation was also cited as an issue. In terms of travel to parks and natural areas, while most people expressed interest in a longer, scenic route, Spanish speakers reported a preference for the shortest most direct route to the new park (Figure 3.6). This aligns with transportation being reported as a barrier.

While all community members support the single passenger vehicle as a way to reach the park, multi-modal opportunities are also important. Strong support for biking, walking and shuttle service was found among all groups, but was stronger for those who completed the survey in Spanish. Over 70% of participants who attended a community event for Spanish speakers supported a shuttle service as an option for getting to the park compared with 37% support from the general population. This is not surprising given that Spanish speakers were found to have greater transportation barriers than English speakers when trying to access nature.

Regarding trail preferences, all groups reported having a preference for loop trails over linear trail opportunities. Some community members expressed concerns about shared use trails, however people prefer more miles of shared use trails over limited lengths of single use trails, by a margin of 2:1 (Figure 3.4). Community members generally show strong support for each of the different types of trail opportunities being planned at Chehalem.

Conversations with neighbors brought up questions about increased traffic on area roadways. Locating trails away from private property lines or providing fencing to discourage trespassing were also requested.

For additional information on community input received, see Appendix C.

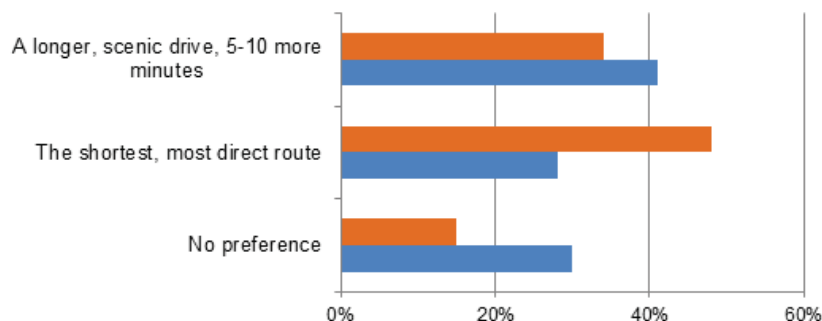


Figure 3.6: Access Preferences

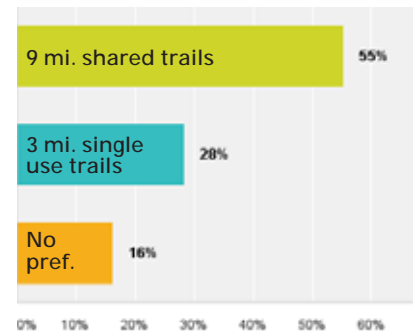


Figure 3.4: Shared Use Trail Preferences



Figure 3.5: Potential Visitation Levels  
(Q: How often are you likely to visit the Chehalem Ridge Nature Park after it opens?)



# Potential Activities

The following list of activities is derived from one generated by Metro's project team in an initial brainstorm on January 22, 2016 and then refined based on community input received at the Community Preview event held on February 24th, 2016. The list was also informed by early conversations with community members and project stakeholders. The evaluation criteria, based largely on Metro's Core Mission, suggest that the most compatible future site activities at Chehalem will feature minimal site disturbance.

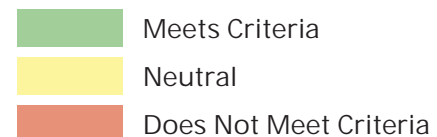
Suggested Activities	Evaluation Criteria				
	Core Mission			Operations Capacity	Feasibility/ Costs
	Habitat Protection	Water Quality Protection	Public Access to Nature		
Nature Viewing					
Volunteering					
Hiking/Walking					
Education and Interpretation					
View Opportunities					
Nature Play					
Picnicking					
Horseback Riding					
Off-Road Bicycling					
Star Gazing					
Camping					
Environmental Education Center					
Lookout Tower					

## Activities Not Compatible with Metro's Mission and Role in the Region

Soccer					
Hang Gliding					
Zip line					
Dog Walking *					
Hunting*					

\* Prohibited per Metro Code

Figure 3.7. Evaluation of Potential Activities at Chehalem Ridge



# Potential Visitor Experiences and Opportunities

The following are functional, natural and aesthetic considerations that can guide future site improvements at Chehalem Ridge Nature Park.

## Programming

Due to access challenges, zoning limitations or site constraints, Chehalem Ridge may be best suited for a limited level of development, with plenty of opportunities for solitude and personal reflection. Some programmed uses could include:

- Naturalist-led tours and environmental education
- Guided horse and bike tours
- Restoration and invasive species removal work parties and school group visits
- Ability of park to accommodate smaller events (such as Scouting meets, orienteering, bird counts, bike races, trail runs or star parties) will depend on Metro policies and parking capacity at the site
- Impacts to neighbors and habitat would be likely considerations.

## Design Elements

- Low impact to site; minimal road building and grading
- Sustainable design is an important consideration for a remote site that is undergoing such large scale restoration
- Visually unobtrusive within site and from off site (including the valley below and from the perspective of the Park's neighbors)
- Incorporating design cues from Tualatin Kalapuya culture, migrant laborers or regional Euro-American agricultural history
- Potential for site-specific elements such as bike racks, seating or tables, instead of standard 'off-the shelf' fixtures
- Invite user groups to consult on trail design and interpretive educational opportunities
- If any structures are built, seek high level of sustainable design

## Materials and Textures

- Colors derived from landscape
- Use of reclaimed wood and stone from site
- Use of sustainably harvested and sourced materials, including consideration for local sources
- Inspiration from texture of tree bark, basalt, site and context topography, beaver dam, birds' nests and wildlife tracks



Several guided tours of the Chehalem Ridge Nature Park were conducted over the course of the planning process.



Example of creek overlook at Orenco Woods Nature Park.

*"Getting out in nature is a healing experience, particularly for those who can't afford other activities."*

*Visitar la naturaleza exterior es una experiencia sanadora, particularmente para aquellos que no pueden costear otras actividades."*

*Community comment*

With the preceding site and context analysis, the planning team considered the following opportunities and challenges in the preparation of draft site alternative plans:

### Opportunities

- Large contiguous property
- Views of five Cascade volcanoes
- Habitat restoration demonstration and volunteerism for the public
- Environmental education
- Potential habitat and public access connections to a larger regional system of open spaces and natural areas
- Existing logging roads potentially suitable for trail use
- Flat, open site on south side of Southwest Burgarsky Road (former home and barn site)
- Proximity to new outdoor recreation opportunities for underserved communities in this part of region

### Challenges

- Access limitations, including direct access to the site from winding, unimproved roads which connect the regional communities
- Neighbor concerns with additional visitation to the site
- Some restoration activities and sensitive habitat may be incompatible with public access
- Steep topography, especially on the west side, poses trail construction and facility design challenges
- Lack of utilities
- Carrying capacity of site given demand for different uses, balanced with habitat conservation goals



Example of art piece at Scouters Mountain.





## 4. Site Alternatives

*Three alternative plans were explored for the Chehalem Ridge Nature Park, based on an assessment of site conditions, regional recreational opportunities, conservation goals and community needs. These alternatives were reviewed in a thorough public and stakeholder process to arrive at a preferred alternative or recommended plan.*



*"I see no downside to having access to the natural area. This is big news for those of us living in the area. (I live in Forest Grove and make the long drive to Cooper Mountain to hike with my family regularly.)"*

*Community Comment*

## Alternatives Development

There were several consistent elements between the three options prepared for Chehalem Ridge. These are described in the following pages. None of the options proposed access south of Southwest Dixon Mill Road. This area is considered to be of value for habitat, but due to its narrow width, slope stability issues, and lack of public roads to the south, it is not as appropriate for public trail access at this point. In the future, trail connections to the south beyond existing Metro boundaries could be added, but these are not being considered within the vision of this access master plan.

Although Metro owns several parcels in the vicinity of the site, such as the Wapato View property southwest of Chehalem Ridge, these are not contiguous to the site, and the current focus for these parcels is habitat restoration. Public access was not considered or proposed. In the future, the concept of additional trails that connect Chehalem with other Metro natural areas such as Fernhill Forest, the Wapato Lake National Wildlife Refuge or proposed regional trails such as the Yamhelas Westsider Trail may be considered.

In each alternative, a workshop and maintenance yard was proposed at the east end of Southwest Burgarsky Road, where a residence owned by Metro is currently situated. This facility of approximately ½ acre was considered as a workshop and other operational structures, a maintenance yard and a potential space for staff desk space. Programming for this has not begun but this facility is now being considered for the primary trailhead at Southwest Dixon Mill Road due to power and water being proposed at the Dixon Mill Trailhead and the desire of operations staff to be near the bulk of park activities.

Another consistent element in each alternative was the decision not to provide access from several public roads that approach the Chehalem Ridge. Southwest Vandehey Road stops short of the site boundary and Southwest Withycombe Road does not provide easy or safe access to the site at this time. Southwest Gnos Road provides direct access to the site but has shared private ownership and is a winding roadway shared with an active nursery operation. Southwest Eischen Road branches from Southwest Gnos Road but is not a fully improved right-of-way.



## Alternative 1: Dixon Mill Trailhead

Alternative 1 concentrated access improvements in the southern half of the site. Habitat protection and enhancement would be focused in the northern part of Chehalem Ridge, although such activities would occur throughout the park. A trailhead was proposed off Southwest Dixon Mill Road that would accommodate passenger vehicle parking and include a bus drop-off for large groups and students. An equestrian trailhead and parking lot was also proposed in this alternative. A multi-purpose shelter for use by groups was proposed, as were restrooms and a picnic area. In the vicinity of this trailhead, nature play facilities were proposed, either in one concentrated location or dispersed along a trail. From this trailhead, a natural surface, multi-use trail (hikers, cyclists and equestrians) would link several site features, including Christensen Creek and several viewpoints to the east, north and west. Maintenance and emergency access would be provided to the site from the north at Southwest Winters Road and from the east at Southwest Gnos Road, using existing former logging roads to penetrate the site and link to the multi-use trail system and the maintenance facility on Southwest Burgarsky Road.

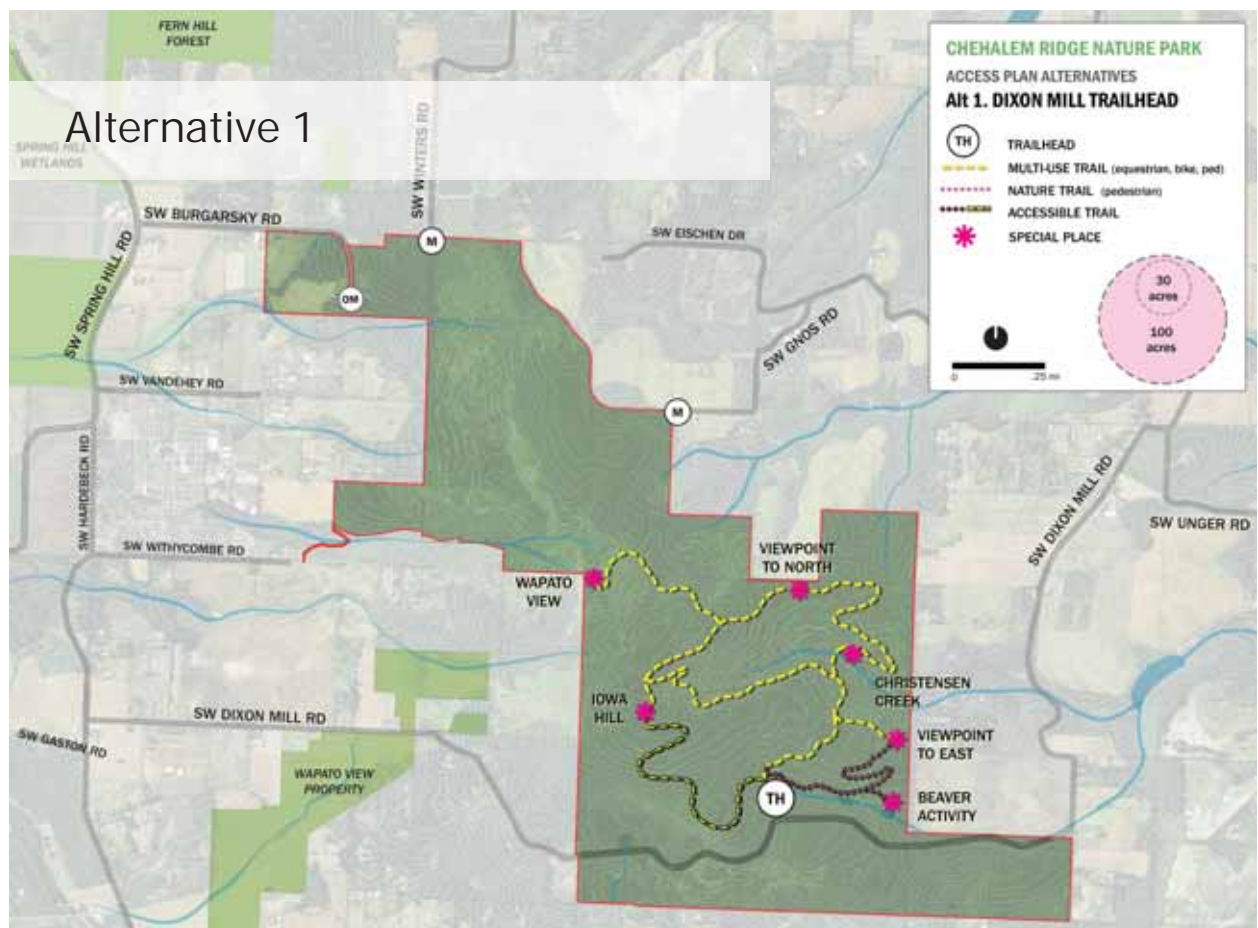


Figure 4.1: Plan Alternative #1

## Alternative 2: Winters/Burgarsky Trailhead

This alternative concentrated access in the northern half of the site. Habitat protection and enhancement would be focused in the south half, although such activities would occur throughout the park. A primary trailhead was proposed on Southwest Burgarsky Road with parking for passenger vehicles and an adjacent equestrian trailhead and trailer parking lot. This trailhead would include a multi-purpose shelter, restrooms and picnic facilities. A natural surface, multi-use trail would begin from here and loop through the north half of Chehalem, potentially re-using an existing former logging road on the west edge of the park. This trail would climb uphill to a new viewpoint to the west and join a ridgeline trail, with a spur south to Iowa Hill. A nature trail loop was proposed east of this spur to provide a more remote experience and access to Christensen Creek and viewpoints north. This ridgeline trail would also connect to the south end of Southwest Winters Road, which would not be improved with parking but would provide access for neighbors of the Park on foot, bike, or on horse. Maintenance and emergency access would be provided to the site from the east at Southwest Gnos Road, using former logging roads to penetrate the site and link to the multi-use trail system.

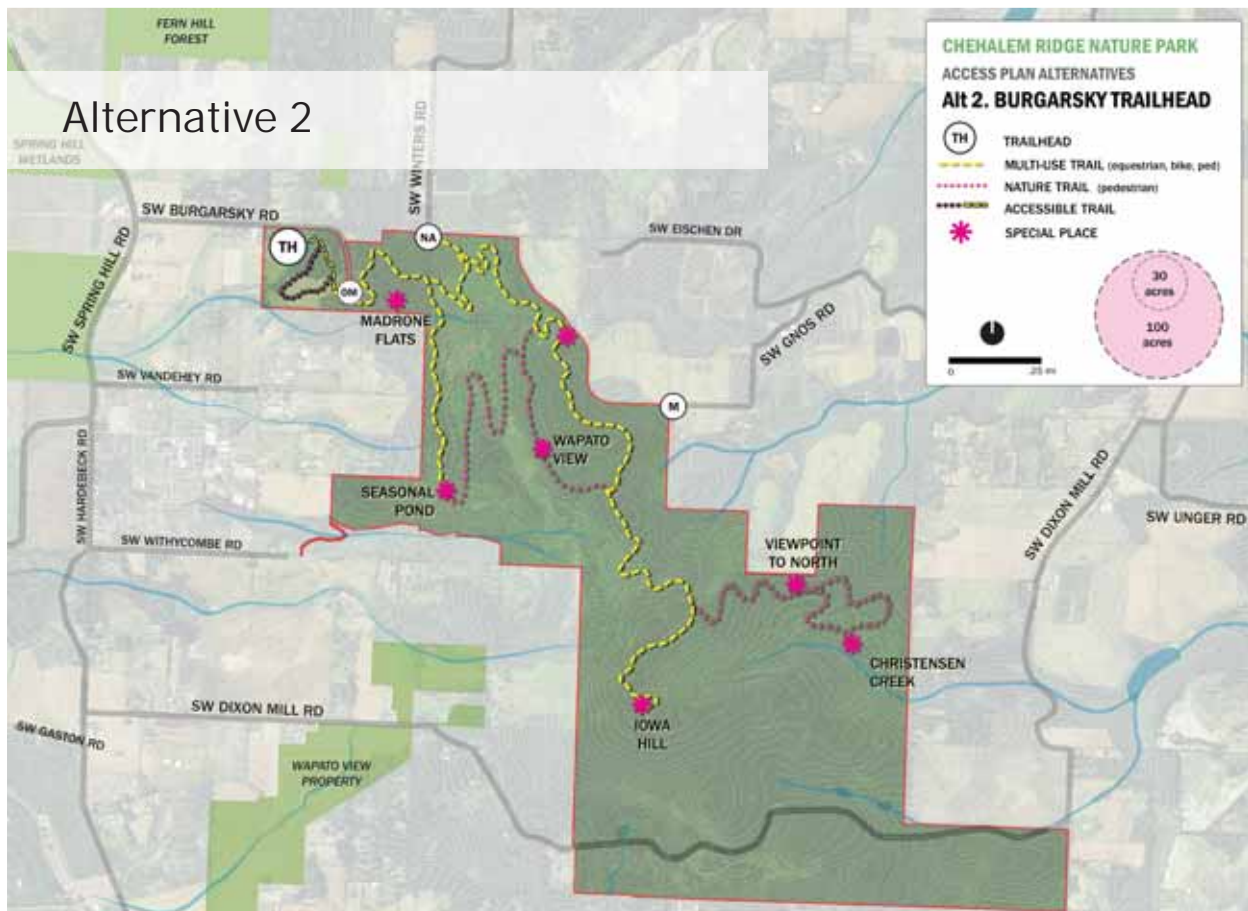


Figure 4.2: Plan Alternative #2

### Alternative 3: Ridgeline Trail

The third alternative proposed public access from the north and south, with a multi-use trail extending the length of the park, roughly following Chehalem Ridge itself, honoring the name of the park. Habitat protection and enhancement would be focused on the western slopes of the site, although such restoration activities would occur throughout the park. A primary trailhead was proposed off Southwest Dixon Mill Road. This trailhead would accommodate passenger vehicles, and include a bus drop-off for groups and students. An equestrian trailhead and parking lot was also proposed in this alternative as well as a multi-purpose shelter for use by groups, restrooms and a picnic area. In the vicinity of this trailhead, nature play facilities were proposed, either in one concentrated location or dispersed along a trail.

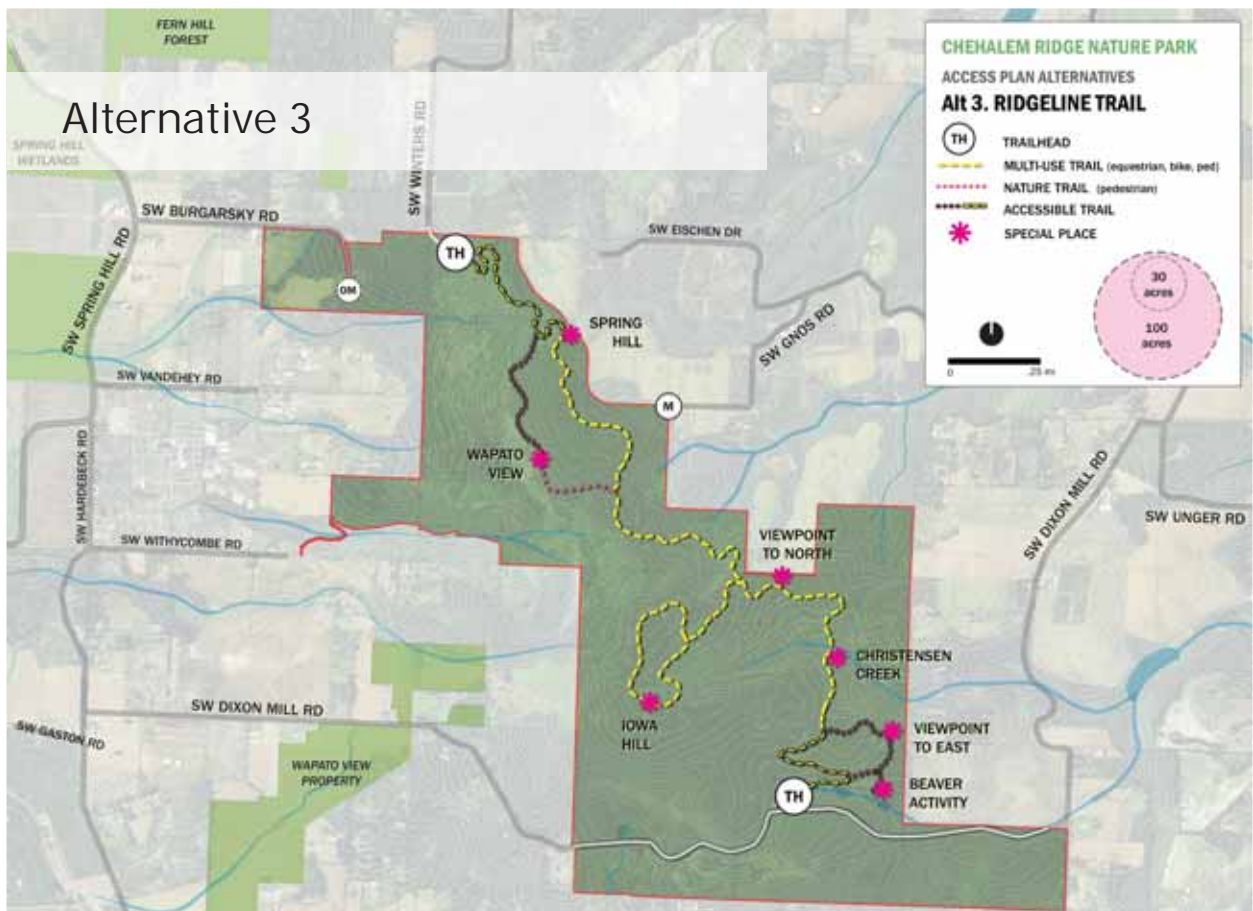


Figure 4.3: Plan Alternative #3

At the north end of the park a secondary trailhead could take two forms. As Southwest Winters nears the Chehalem Ridge, it becomes a narrow gravel road that appears to be more of a residential driveway (although it is public right-of-way.) In one option, this roadway could be extended into the park, with parallel parking spaces on the uphill side, similar to many simple roadside parking arrangements at US Forest Service trailheads in Oregon. This option proposed a vehicular turnaround and vault toilet at the end of the gated access road. Another option proposed that a new road be built from the south end of Southwest Winters Road along the northern boundary of the Park, within an existing unimproved road right-of-way. This road would be a steep climb and involve the expense of permitting and building an entirely new road (versus using the roadbed of a former logging road in the first option), although it would access a flatter area in the northeast part of Chehalem, allowing for passenger vehicle parking and a restroom.

### **Alternative Evaluation**

Public access options were evaluated to inform the overall alternative selection and refinement. Trailheads were evaluated against conservation goals, desired visitor experience and technical feasibility. This assessment found Southwest Dixon Mill Road to be the most favorable option for public access at the time of this writing.



# Recommended Alternative Selection

The three Alternatives were presented to the Stakeholder Advisory Committee (SAC) and Metro's technical team and leadership, followed by a community event in Forest Grove, the third of the project. At the community event, members of the public were asked to identify the strengths and weaknesses of each alternative. The goal of the exercise was to identify the best aspects of each alternative while also acknowledging aspects in need of improvement. The following points were expressed by participants:

- a preference for concepts that maximize the protection of habitat areas
- a preference for multiple access points to the park
- a northern trailhead would provide closer access to future visitors living in the urban areas including those for whom transportation is a barrier
- a desire for more trails, including existing roads as potential access before other site improvements are complete
- some concerns about the details of multi-use trail design and potential conflicts between user groups
- neighbor concerns about the possible use of local roadways for public access

Additional public input is summarized in Appendix C.

*"As a neighbor your plan is all that I was hoping for. Thank you!"*

*Dixon Mill neighbor*









## 5. Recommendations + Site Master Plan

*The recommended plan reflects the input of a varied group of stakeholders and interested community members. The plan proposes an appropriate balance of habitat protection and public access, while allowing visitors to experience much of the natural beauty of Chehalem Ridge in many safe, educational and interesting ways.*

*We are Oregonians.  
We are only visitors  
here and for this  
reason we are going  
to protect these  
lands.*

*Somos Oregonianos.  
Solo somos visitantes  
y por eso vamos  
a proteger la  
naturaleza.*

*Community Event  
Participant*

Based on public, stakeholder and Metro staff and leadership input and technical team refinements, the following elements were selected to be presented as the Recommended Plan:

- The ridgeline trail from Alternative 3 is considered to be a preferred way to experience the site, with a multi-use trail along most of the park's namesake ridge, providing a link to the multiple experiences the site has to offer and maximizing the opportunities for views in several directions. This trail alignment also provides a way to experience more of the site, with potential to traverse the length of the site and provide a longer 'out and back' trail experience.
- Habitat protection and enhancement is deemed to be best in Alternative 3, focused in large, contiguous blocks (ideally over 250 acres) on the western slopes of the site, although resource conservation would occur throughout the park.
- Habitat connectivity will be facilitated to the north, west, south, and along riparian corridors flowing east and west from the ridge.
- A trailhead will be established off Southwest Dixon Mill Road, which is determined to be the most feasible access location and is situated on an existing County Collector roadway which would likely not require widening or resurfacing to accommodate future park user traffic.
- A secondary trailhead is also desired in the northern portion of the site as a long term improvement to facilitate access from the urban areas and provide efficient access for maintenance and emergency response needs.

All three alternatives provided feasible operations and maintenance options and emergency vehicle access routes. The Southwest Dixon Mill Road trailhead was identified as a preferred location for a maintenance facility in support of efficient operations.

Based on the cost to implement the entire community vision and the limited available funding, the Access Plan will be implemented in phases beginning with the trailhead at the south and a set of trail loop options, including trails with gentler accessible grades, most with less than 5% slopes.

The Recommended Plan (see Figure 5.1: Overall Plan, Figure 5.2: North Enlargement Plan and Figure 5.3: South Enlargement Plan) is based on the elements above and a refined set of trail alignments.

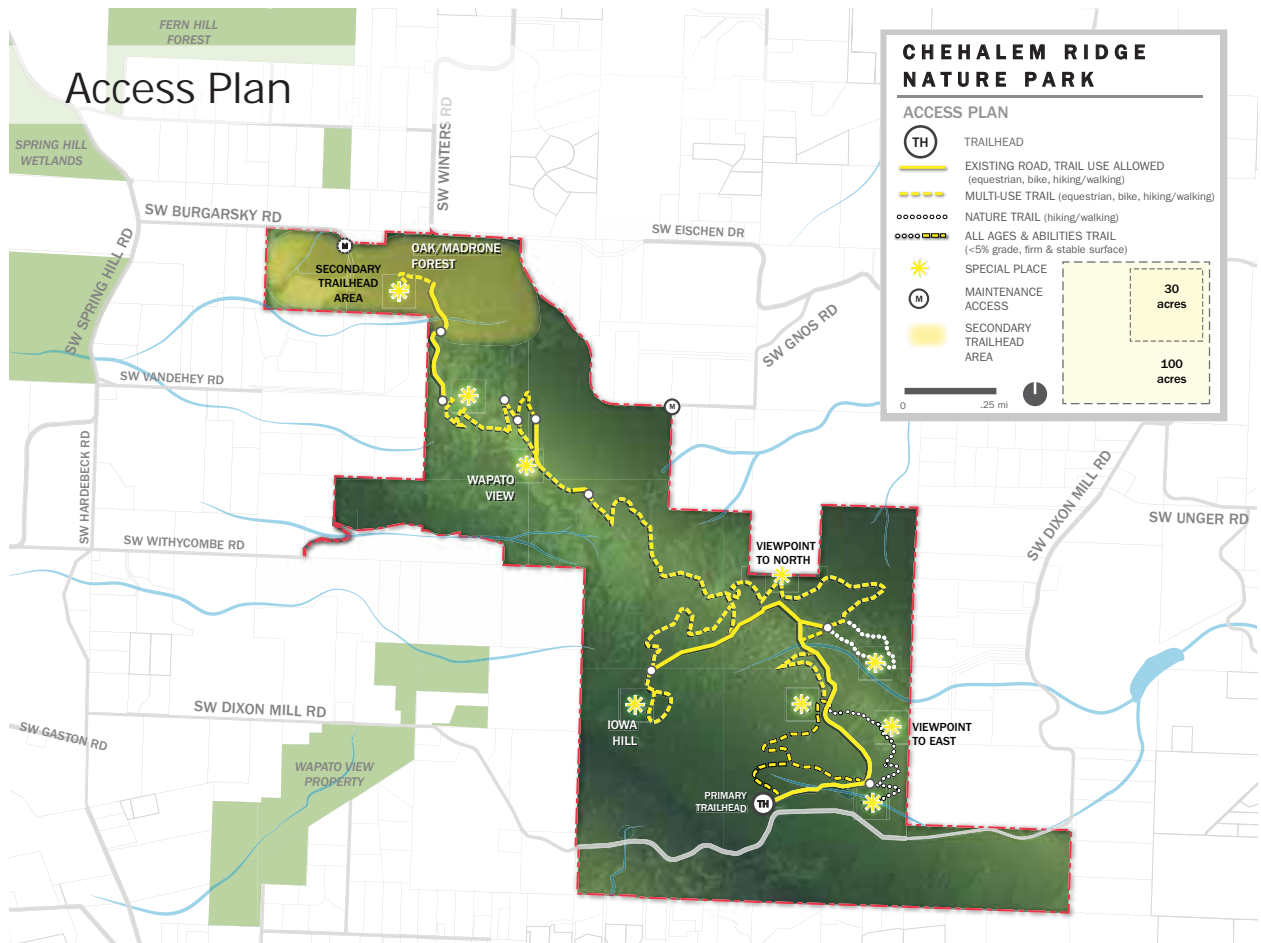


Figure 5.1: Chehalem Ridge Nature Park Access Master Plan



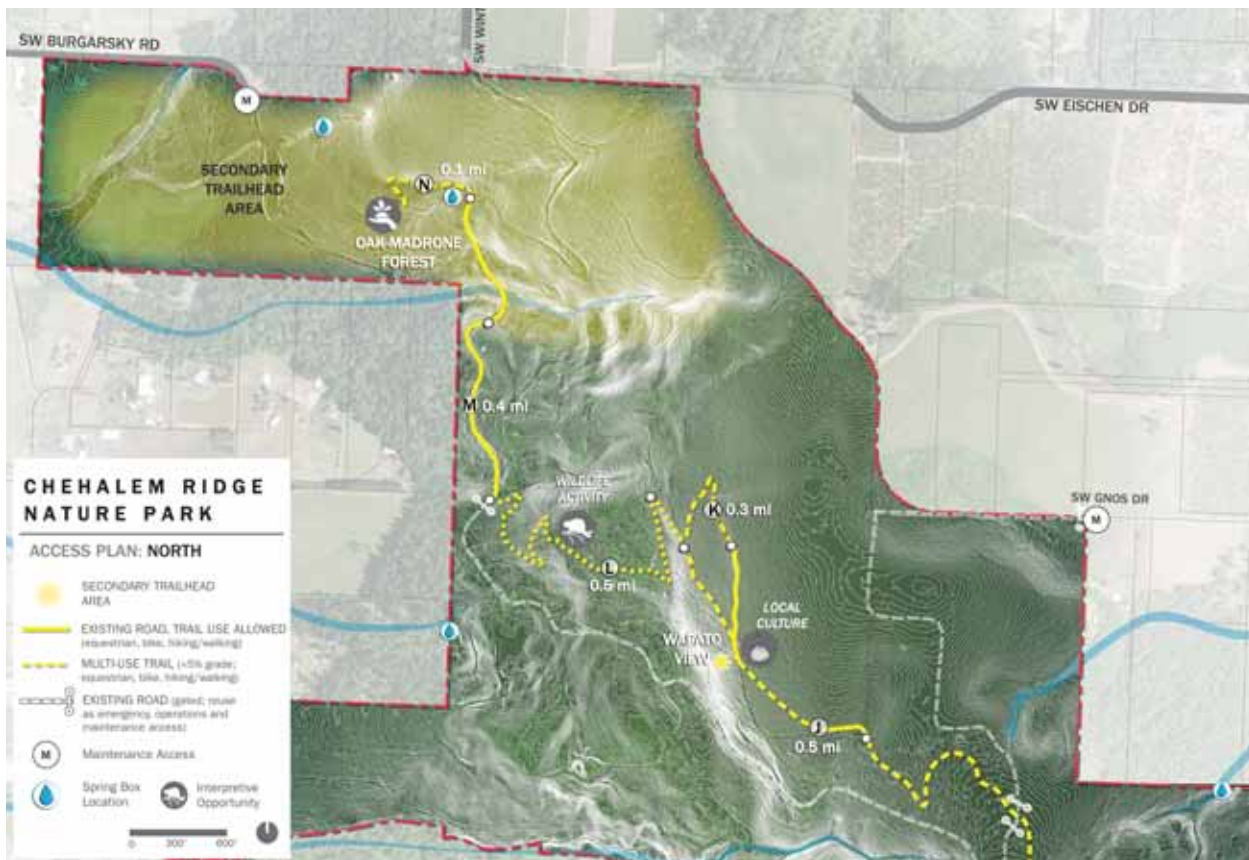


Figure 5.2: Chehalem Ridge Nature Park Access Plan. North Detail



Figure 5.3: Chehalem Ridge Nature Park Access Plan. South Detail



# Primary Trailhead

The primary trailhead will be located off of Southwest Dixon Mill Road, a County Collector, and will include a short gated access drive into the site, roughly 500' east from the current gate on Southwest Dixon Mill. The precise distance would be determined in a future design process that includes negotiation with Washington County staff. This trailhead (see Figure 5.4) would accommodate approximately 80 cars and include a bus drop-off for groups and students. An equestrian trailhead with room for up to six trailers was proposed adjacent to the vehicular parking.

An entry plaza with an information kiosk and bike racks would welcome users at the north end of the parking lot. A multi-purpose shelter (approximately 1,800 square feet) for general use by groups (up to 50 people) was proposed at the trailhead, as were restrooms and a picnic area with grills, which may include one additional, smaller (600 square feet) shelter. In the vicinity of this trailhead, nature play facilities were proposed, either in one concentrated location or dispersed along a trail. Given that the bulk of visitor improvements are concentrated at the south end of the park, a small workshop and fenced yard were proposed to facilitate operations and maintenance activities. The existing driveway would be closed to public use but retained for maintenance staff access.



Examples of regional nature play areas. Nature Play uses "...a blend of materials and experiences to create purposely complex interplays of natural and environmental objects."

*Oregon Natural Play Initiative*



Figure 5.4: Primary Trailhead



Example of soft-surface trail with shoulder area.

## Trails

There are two primary new trail types proposed for Chehalem Ridge: multi-use soft-surface trails and nature trails for walkers and hikers only. Both of these can be surfaced with compacted fine gravel to improve access for all users, but for much of the trail lengths, the paths will be mineral soils or dirt. On the Recommended Plan, most trails are shown at a 5% grade or less, with a short stretch of trail at up to 10% grade (Trail L) that is needed to traverse steep slopes in the northern half of the site with minimized habitat impacts. A third trail type is comprised of repurposed existing site roadways. The following are additional considerations and Best Management Practices for all trails designed and constructed at Chehalem:

- A 72" width is acceptable for multi-use trails but further from the trailheads, this width could be reduced to 36" in remote areas of the site.
- Full bench construction is preferred to a partial bench for stability of trail, particularly under equestrian use.
- In order to shed stormwater locally and avoid erosion issues, trails should be outsloped as well as designed with frequent grade reversals (every 30-50').
- An ideal trail system would separate mountain bikes when they are traveling downhill, but there are likely not enough trail miles to separate users at Chehalem Ridge.
- A loop is desirable for horses at trail termini or turn around point. Horses will perceive this as a continuation of the journey, rather than a cue to sprint back to the barn as happens with out and back dead end situations.
- As a standard practice, Metro builds trails with a firm and stable surface in order to accommodate a wide range of physical abilities. Metro recognizes fine crushed rock as meeting this criteria. The US Access Board provides the following guidance on trail surfacing: "Paving with concrete or asphalt may be appropriate for highly developed areas. For less developed areas, crushed stone, fine crushed rock material, packed soil, soil stabilizers, and other natural materials may provide a firm and stable surface."
- A trail difficulty rating system allows visitors to select a trail experience based on their level of ability. Trail ratings should consider surface material, grade, cross slope and distance between features. According to Access Recreation, only hard/paved surfaces are considered easy. Moderate level trails are those with: crushed rock surface, minimum 3 feet wide, running slopes at 5 - 8%, cross slopes 2% or less with resting areas a maximum of every 200 feet. Difficult trails are those that are compacted, crushed rock or natural surface, minimum 3 feet wide, running slopes sustained at 8 - 10%, cross slopes 3% or less, with resting areas a maximum of every 100 feet. Also, constructed or natural barriers may be present.





Figure 5.5: Existing site road (*not to scale*)

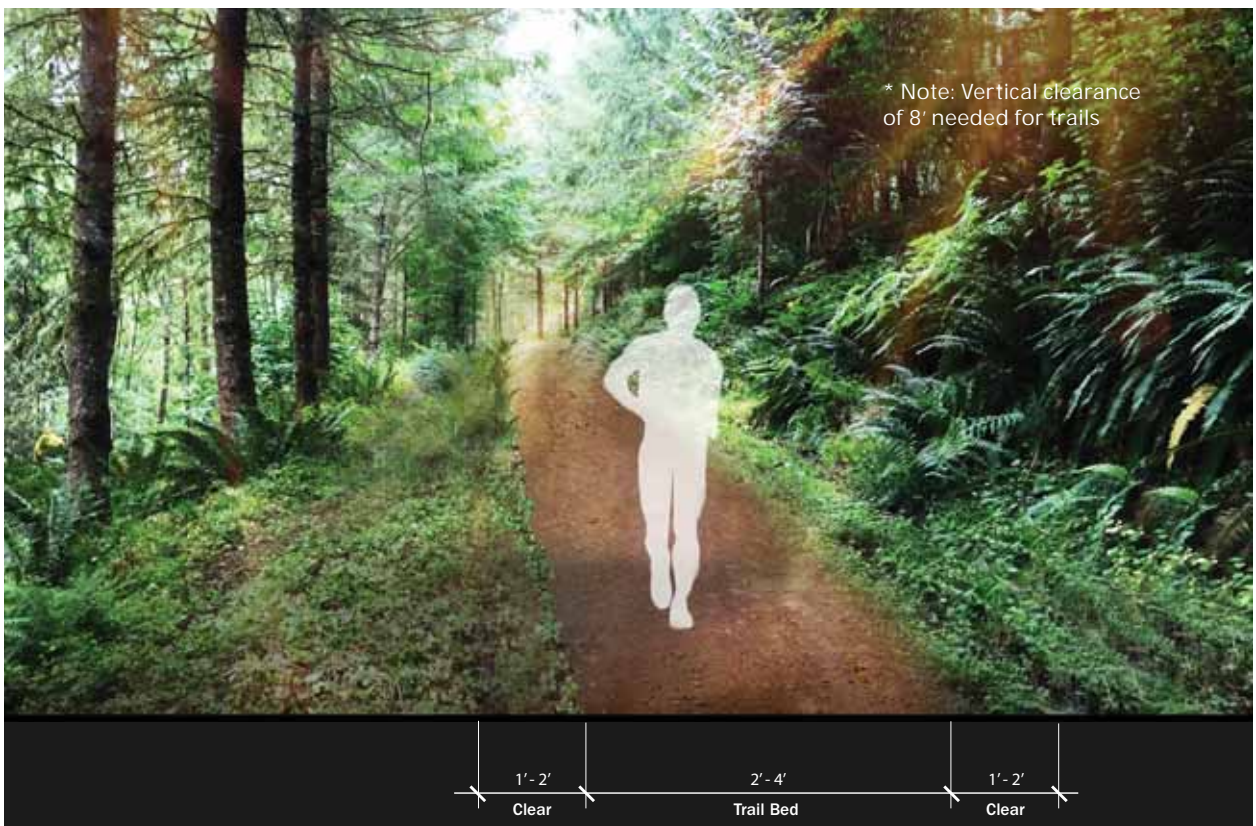


Figure 5.6: Proposed Nature Trail (*not to scale*)





Figure 5.7: Proposed Multi-Use Trail (*not to scale*)



Figure 5.8: Proposed Multi-Use, All Abilities Trail (*not to scale*)

Trail Segment	Length (mi) **	Type	Users	Approximate Width	Surface	Target Slope
(A)	1.5	Existing Road, Trail Use Allowed	  	10'-12'	Gravel	Varies
(B)	0.9	Multi-Use Trail (All Ages & Abilities)	  	6'	Crusher Fines	<5%
(C)	0.6	Nature Trail (All Ages & Abilities)		3'-4'	Crusher Fines	<5%
(D)	0.3	Multi-Use Trail	  	5'-6'	Native Surface	<5%
(E)	0.5	Nature Trail		3'	Native Surface	<5%
(F)	1.0	Multi-Use Trail	  	4'-5'	Native Surface	<5%
(G)	0.6	Multi-Use Trail	  	4'-5'	Native Surface	<5%
(H)	0.3	Multi-Use Trail	  	4' - 5'	Native Surface	<5%
(I)	0.8	Multi-Use Trail	  	4' - 5'	Native Surface	<5%
(J)	0.5	Multi-Use Trail	  	4' - 5'	Native Surface	<5%
(K)	0.3	Multi-Use Trail	  	4' - 5'	Native Surface	<5%
(L)	0.5	Multi-Use Trail	  	3'-4'	Native Surface	<10%
(M)	0.4	Existing Road, Trail Use Allowed	  	10'-12'	Gravel	Varies
(N)	0.1	Multi-Use Trail	  	5' - 6'	Native Surface	<5%

Table 5.1: Chehalem Ridge Nature Park trail types and design

*\* Note: Trail lengths and widths are approximate and are subject to change during the design process.*

## User Conflicts

Potential conflicts between user groups, was the most common concern raised by community members during the Chehalem Ridge master plan public engagement process. Research shows that user conflicts are often perceived more than actually experienced. Awareness that all trail user groups have similar goals and values when visiting nature can help reduce the perception of conflict. Trail layout and design can further help reduce conflicts between different user groups. Methods include: dispersing users at areas of concentrated use such as trailheads with trail options, providing adequate trail widths to allow for comfortable passing and including signs that describe proper etiquette or codes of conduct (such as who yields to whom). Active management including monitoring of trail usage and visitor education can further reduce the potential for conflicts. If conflicts become an issue despite these efforts, adaptive management approaches should be considered (see chapter 6).





Example of trailhead parking lot at Mt. Talbert Nature Park.

## Getting to the Park

Clear information will help visitors efficiently and safely make their journey to CRNP. Clear directional guidance, including travel options, should be provided within Metro's promotional materials for the park.

Physical directional or wayfinding signs help clarify appropriate routes for visitors to travel as well as instill confidence in visitors as they approach the park. Metro should consult with Washington County to determine the process for installing directional signs within public road rights-of-way.

Visitors should also be informed, before they visit, that the park is within a rural area with working farms and equipment. In Oregon, we all value the role of the local farmer and the access we have to fresh produce grown locally. It is important that park visitation not negatively impact the local agricultural industry. As park information is distributed, it should include awareness of the need to respect neighboring residents and businesses, including the local agricultural community.

## Maintenance & Emergency Access

Maintenance and emergency access would be provided from the southern edge of the property via the Dixon Mill access point, the eastern edge of the site at Southwest Gnos Road via an existing gate and road and from the northwest via Southwest Burgarsky Road, potentially using a future trail to penetrate the site and link to the multi-use trail system. While many existing internal gravel roads will be decommissioned, several will be maintained to provide maintenance and emergency access as shown in Figures 5.2 and 5.3.

## Secondary Trailhead

A secondary trailhead located in the northern end of the park is a priority for Metro and its goal of providing safe, equitable access to nature close to home. As part of the access master plan process, several locations for a northern trailhead were evaluated. However as funds are not currently available to build the second trailhead at this time, and recognizing that site conditions may change in the future, this plan does not identify a specific location for it. When funds become available to build a second trailhead in the northern portion of the nature park, Metro will undergo a master plan refinement process to confirm the specific location of the second trailhead. The master plan refinement will include a public engagement process. If Metro's land holdings in the area change prior to funding being identified, new properties may be included in the secondary trailhead location assessment.

## Restoration

Restoration work will be on-going at Chehalem Ridge Nature Park. In part because of the young age of the Chehalem Ridge forests and the recent history as a commercial timber farm, active forest management will continue across most of the natural area for decades. For example, within the next ten to twenty years, much of the forest will be thinned again. This second thinning will promote the development of tall, large diameter conifers and help maintain the hardwood trees such as willow and Pacific dogwood in the forests. The creation of additional standing dead trees (snags) and down wood for wildlife use will be a part of the on-going forest thinning. Most site roads will be decommissioned at least until the next thinning to reduce disturbance to wildlife and impacts to water quality.

Metro will continue to monitor and treat invasive non-native plants, maintain the access road system and consider other restoration work to enhance water quality and wildlife habitat.





## Nature Education Themes

Providing safe and welcoming access to the community at Metro's parks is essential to our mission. Metro's parks and natural areas are designed as places for all Oregonians to learn about and enjoy nature and to develop their own skills and identity as conservation leaders. Metro's nature education programs happen outdoors in our parks and focus on fostering nature connection through hands-on, experiential learning that is participant driven.

Given Chehalem's rich and diverse natural setting and history, there are many interpretive themes and educational opportunities that can be explored. Stories would be told on traditional sign panels as well as print materials or guided tours for all ages. During the community involvement process, community members expressed strong interest in learning more about local plants and wildlife followed by local history and culture. The following is a preliminary list of interpretive themes that should be fully explored through the preparation of a dedicated park interpretive program:

- Local Culture: migrant laborer contributions
- The Tualatin Watershed: the importance of clean water
- Washington County's agricultural legacy and farming culture
- Landscape in Transition: site restoration, natural processes and conservation
- Riparian Corridors: their role in protecting water quality
- Native People: the traditional homeland of the Tualatin Kalapuya People
- Local Wildlife
- Legacy Oaks
- Habitat Diversity: what it is and why it is important
- Volcanic Peaks: regional and local landmarks and their formation
- The Pacific Madrone tree

*"Having signs around and stating some facts about wild life, such as bird species, trees and shrubs... Having a bird look out area would also be nice."*

*Alejandra, 18 years old*

Metro should continue to work with interested parties including nature education providers, local historians, neighbors and culturally specific groups to develop placed based interpretive materials and programs for Chehalem Ridge. Nature education is particularly important to Metro's goals to enhance diversity, equity and inclusion at its parks. For people of color and non-English speakers, barriers to accessing nature include transportation limitations and safety concerns associated with being in nature. Metro guided tours at Chehalem should consider meeting at community centers and shuttling guests to the site. Also, having ambassadors or guides provide a welcoming and positive experience in nature is important to overcoming concerns or fears some people may have being in nature. Guides that reflect our community in language and diversity will help establish a level of comfort and trust early in an experience. Also, learning that being in nature is safe and how to experience nature while respecting and protecting the environment are important topics to be addressed with all visitors to the Park. Metro needs to continue to listen carefully to racially diverse community members and be flexible in creating solutions to education and access issues together.



## Special Places

Chehalem Ridge Nature Park's 1,230 acres offer countless opportunities to enjoy the sights, sounds, and textures of the natural environment. There are several places throughout the site that offer a particularly special or unique experience. When planning the system of future trails, the project team considered how to provide access to as many of these special places as possible while also protecting the natural assets of the site.

One of the most impressive views available from the Chehalem Ridge is at its highest point, Iowa Hill, where an oak tree has stood for decades, surrounded by the densely-planted Douglas fir forests. Metro has begun selective clearing, thinning, and management in this area for habitat reasons – but this also opens the area to stunning views of the valley and the Coast Range beyond. A trail connection to Iowa Hill will soon culminate in an overlook, with places to sit and interpretive information to allow visitors to pause and take in the view.

While Iowa Hill and other high points on the site provide expansive views, lower places at Chehalem offer their own unique experiences. The several creeks or drainages that flow through the park's ravines thrive with wildlife activity. For example, Christensen Creek is currently home to beavers, and a dam can be observed from the creek's edge. These habitat-rich areas are a great place for visitors to take a peek into the daily life of the critters living at Chehalem Ridge. As shown in Figure 5.10, a boardwalk overlook at a seasonal pond with low-impact footings would allow visitors to be immersed in the riparian habitat area while also defining the area open to visitors.



Figure 5.9: Proposed Iowa Hill Overlook

Other special places include viewpoints from the edges of the site (while maintaining ample setbacks so as to not encourage exploration onto private property), habitat restoration areas and the mature oak-madrone woodland at the northern terminus of the trail system. The network of trails that provide access to and between these destinations will also provide a pleasant experience, with occasional places to stop and rest, wayfinding to help with orientation and interpretive information. Different trail opportunities will offer a variety of experiences for hikers, walkers, equestrians and beginning skill level off-road cyclists. Figure 5.11 illustrates an intersection of trails within the park.



Figure 5.10: Proposed boardwalk at riparian area



Figure 5.11: Intersection of proposed park trails





## 6. Implementation

*The vision for the Chehalem Ridge Nature Park has tangible public support. The park will be built in a measured process over several years, considering careful use of public funds for further plan refinement and engineering. The plan will be submitted for thorough regulatory review and continued outreach to regional stakeholders. The vision for Chehalem Ridge is now one step closer to reality...*

# Phasing

The following improvements could comprise a logical Project 1 of improvements for Chehalem Ridge, pending available funding. This would include the following elements (see Figure 6.1):

- A trailhead at Southwest Dixon Mill Road
- Multi-use shelter and picnic area
- Site roadway repurposed as trail
- Multi-use trails
- Nature trails
- All-ages and abilities trails
- Wayfinding and regulatory signage
- Benches and overlooks
- An operations and maintenance yard

Subsequent phases, to be initiated once funds are identified, would include an expansion of the trailhead, additional trails, site interpretation, nature-based play opportunities and the secondary trailhead.

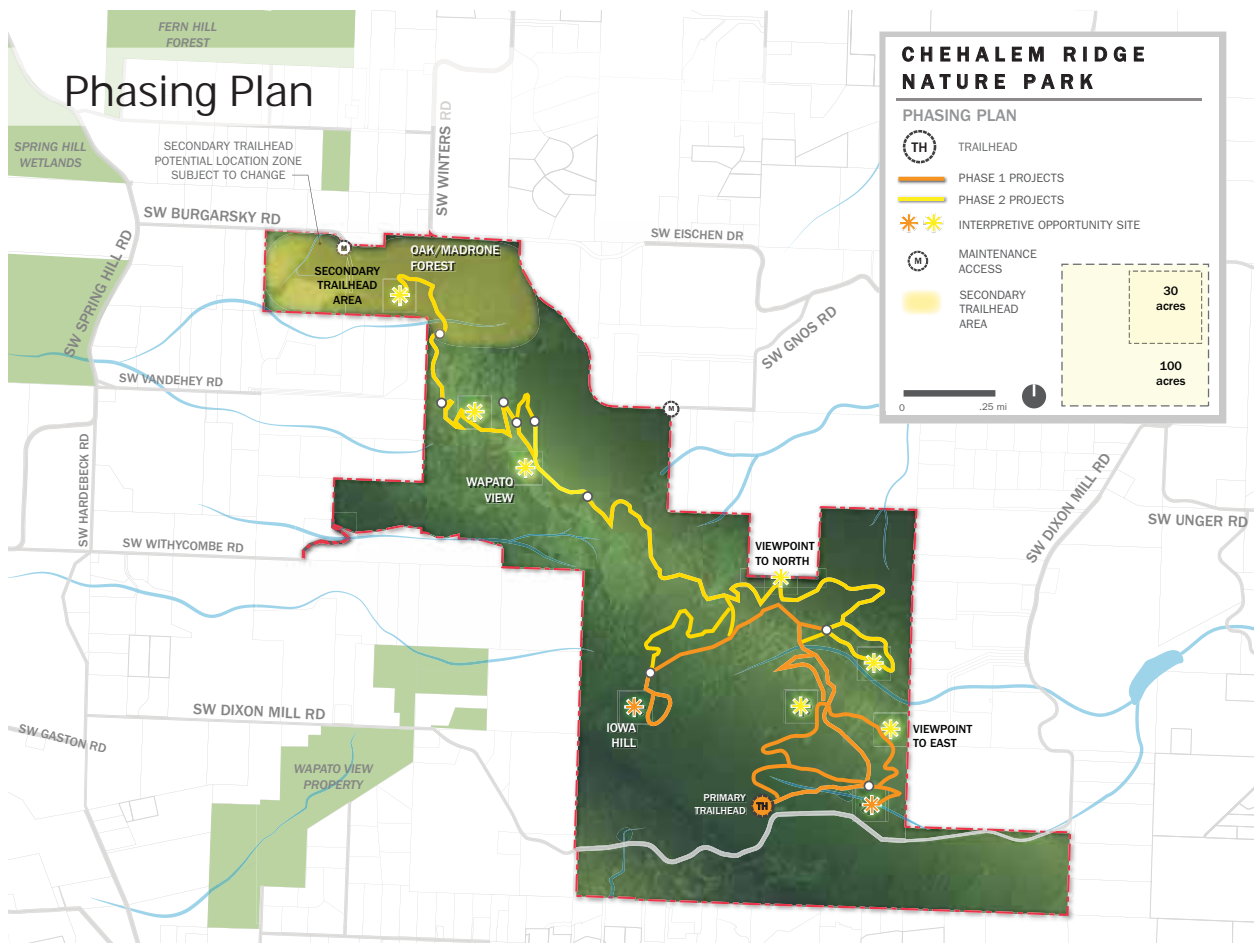


Figure 6.1: Proposed Phasing Plan

# Cost Estimate

The preliminary Project 1 (see preceding Phasing Plan) cost estimate below can be used as a tool to plan for funding and phasing. It is based on conceptual drawings (and 2017 dollars) and will be updated once detailed engineering drawings are prepared at a later date. Contingencies are conservatively estimated at 40% to reflect the conceptual nature of planned improvements.

Planning-level costs shown in this table were calculated using a range of potential costs per feature; therefore, costs are shown by the "high" and "low" ends of this range. Actual costs are expected to vary within this range depending on specified furnishings, areas to be graded, and other variable factors determined during the design and construction of improvements. Soft costs include design fees, permits, financing, legal fees, survey, insurance.

Preliminary Cost Range		Costs (LOW)	Costs (HIGH)
<b>PROJECT 1</b>			
<b>SW Dixon Mill Trailhead</b>			
Entry signs and gates		\$37,000	\$44,000
Gravel roads from SW Dixon Mill to trailhead		\$36,000	\$40,000
Vehicle parking lot		\$72,000	\$168,000
Stormwater area--planter and associated materials		\$40,000	\$54,000
Equestrian parking area		\$18,000	\$22,000
Operations & maintenance yard		\$75,000	\$105,000
Site Prep: Clearing, grubbing, earthwork and erosion control		\$209,000	\$290,000
Trailhead plaza, map and seat walls		\$66,000	\$100,000
Furnishings (benches, vault toilet, fountain, trash cans, picnic tables)		\$91,000	\$119,000
Multi-use shelter (1800sf)		\$160,000	\$240,000
Picnic area and planting		\$45,000	\$60,000
	<b>subtotal</b>	<b>\$849,000</b>	<b>\$1,242,000</b>
<b>Trails and wayfinding signs</b>			
	<b>subtotal</b>	<b>\$135,000</b>	<b>\$168,000</b>
<b>Overlooks and Interpretation (at riparian habitat area and Iowa Hill)</b>			
	<b>subtotal</b>	<b>\$87,000</b>	<b>\$128,000</b>
<b>Art (1%)</b>		<b>\$10,710</b>	<b>\$15,380</b>
	<b>subtotal</b>	<b>\$1,082,000</b>	<b>\$1,553,000</b>
<b>Utilities (water and electric service)</b>			
	<b>subtotal</b>	<b>\$168,000</b>	<b>\$407,000</b>
<b>Direct Construction Cost (rounded)</b>		<b>\$1,250,000</b>	<b>\$1,960,000</b>
<b>With added 4% 'Inflation/year for 2 years</b>		<b>\$1,352,000</b>	<b>\$2,120,000</b>
<b>Contingency and Contractor's Overhead and Profit (40%)</b>		<b>\$541,000</b>	<b>\$848,000</b>
	<b>Subtotal</b>	<b>\$1,893,000</b>	<b>\$2,968,000</b>
	<b>Soft Costs (30%)</b>	<b>\$568,000</b>	<b>\$890,000</b>
<b>Total Cost</b>		<b>\$2,461,000</b>	<b>\$3,858,000</b>

Table 6.1: Preliminary Project 1 Cost Range



# Operations and Maintenance

## PARK REGULATIONS

All rules and regulations at Chehalem will be consistent with Metro's Title 10, which outlines regulations "governing the use of Metro owned and operated regional parks and greenspaces facilities by members of the public in order to provide for protection of wildlife, plants and property, and to protect the safety and enjoyment of persons visiting these facilities."

For public security and safety, hours of operation and regulatory signs will be installed at each access point. An orientation map of the nature park will be installed at the trailheads to assist visitors and emergency and police response teams with way-finding. Regulatory signs will include public use restrictions on dogs, fires, camping, motorized vehicles, hunting, smoking, intrusive noise, plant collecting and other uses outlined in Title 10. Due to conflicts with wildlife, Metro's "no pets" policy will be enforced consistent with other Metro-managed natural areas.

## STAFFING

Once the Park is formally open, staff in several distinct program areas will be required to ensure successful maintenance and operation of the site. Key responsibilities for each are noted below.

### Rangers:

- Manage day-to-day operations of the site
- Maintain trails
- Provide enforcement
- Leading volunteer groups on maintenance and improvement projects

### Land Managers:

- Oversee and/or perform monitoring, restoration and enhancement projects
- Maintain natural areas
- Maintain natural surface trails and all trail clearance corridors
- Manage and clean up illegal dumping

### Scientists:

- Coordinate monitoring, restoration and enhancement projects

### Nature Educators

- Provide nature education opportunities to the public
- Work with community based organizations to develop their own skills and identify as conservation leaders
- Volunteer Coordinators
- Work with community groups on restoration and site stewardship projects



## MONITORING AND ADAPTIVE MANAGEMENT

Once this project is implemented, trails and trail use will need to be monitored for appropriate use, and to make sure that they function as intended. The system of trails and trail uses should be modified in the future to adapt to new information, new site conditions and lessons learned about how people and wildlife use the site.

Metro staff will proactively monitor for potential issues such as: unauthorized trails, conflicts between different types of user groups and soil erosion. If issues are found, Metro may adjust its approach to managing the site. Possible responses include activities such as: decommissioning unauthorized trails, implementing seasonal trail closures or alternating daily trail closures by user type.

## SAFETY AND SECURITY

### Access Control

Vehicle access will be controlled to prevent after hours use. Each vehicular entrance will be controlled with automatic gates, which will automatically lock after hours. Site boundaries are marked with carsonite posts to clearly delineate the public/private edge. Fencing will be considered and installed on an as-needed basis to control access in problem locations where other measures are not sufficient.

### Trail Monitoring and Maintenance

Routine trail maintenance conducted on a year-round basis will not only improve trail safety, but will also prolong the trails' longevity. The key to trail maintenance will be to institute regularly scheduled monitoring to identify trail problems early, and to catch and address "social" or "demand" trails. Monitoring can be a time consuming task. Trail volunteer groups will provide vital assistance in monitoring the site above and beyond what staff can provide.

During the first year after construction, and after the first heavy rains, close attention should be paid to drainage and erosion patterns on soft surface trails. It is common for trails to need additional maintenance and adjustment during the first season. Ongoing trail maintenance activities will typically include vegetation clearing and pruning along trails to keep passages and selected views open, erosion control measures, trail pavement surfacing and stabilization, bridge and culvert clearing and upkeep, litter and illegal dumping clean-up, replacing signs and closing "social trails" through the use of natural barriers and vegetation.



Multiple uses on trails will require ongoing monitoring and adaptive management.



Trail maintenance conducted year-round helps to improve trail safety and longevity.





Kiosk at Canemah Bluff Nature Park, describing park trails and regulations



Picnic shelter, Oxbow Regional Park

## Managing Parking

The parking lot at Dixon Mill Road will be designed to accommodate about eighty cars, including four ADA parking spaces. Overflow parking cannot be accommodated on Dixon Mill Road. Metro may need to coordinate with Washington County to install “no parking” signs so that people don’t park on the roadway. Parking rules will be strictly enforced by Metro staff and an on-contract security service if proven to be an issue.

## Rules Enforcement

Metro’s rangers also enforce and educate the public about Title 10 of Metro’s Code covering Regional Parks and Greenspaces. Title 10 provides regulations governing the use of Metro owned or operated Parks and Nature facilities by members of the public in order to provide protection for wildlife, plants and property, and to protect the safety and enjoyment of visitors. Title 10 restrictions include pollution, dumping, disturbing wildlife, accessing waters, camping, the consumption of alcohol, the use of fireworks, domestic animals and fires. Park hours, if not posted, are legal sunrise to legal sunset.

## Maintenance of Park Facilities and Amenities

Routine maintenance of the park will include cleaning the restrooms, litter pick-up and general monitoring. Routine seasonal maintenance of the nature park facilities will include upkeep of the restroom building, benches and picnic tables, signs, and mowing of grass areas.

## Fire Suppression Plan

Metro’s restoration work and long term management strategy includes identifying and reducing fire risks where possible. Additionally, an Incident Action Plan is developed for each site that includes information to assist Metro and cooperating agencies responding to a fire on Metro property. An Incident Action Plan has been developed for Chehalem Ridge and will be updated prior to implementing formal public access. We follow the Oregon Department of Forestry Industrial Fire Precaution Levels and restrictions, may close areas in very high fire conditions, may prohibit fires and smoking on properties during high fire conditions, and work with local fire prevention and suppression agencies.

# Partnership Opportunities

Partnerships and volunteers are valuable in all aspects of park management throughout the region and are essential in leveraging limited public funds. There will be a number of ways that partner organizations, community groups and individual volunteers can become involved at Chehalem Ridge Nature Park to enhance habitat quality for wildlife and help ensure safe and welcoming experiences for the public.

Metro regularly works with community and corporate groups to do service and teambuilding activities and with scouts and school groups to do hands-on service learning. Our volunteer coordinators often work with service clubs, faith-based organizations, school clubs or classes, youth groups, community-based organizations, book clubs, hiking or walking groups and singles or other Meetup groups. We are able to tailor service learning projects or nature education programs for groups of any size, age, purpose or ability, for projects or programs lasting one day to others that span years.

Key opportunities are described briefly below.

## Nature Education

Volunteer naturalists help expand program offerings beyond what staff alone can offer. Metro has a well-established volunteer naturalist program in place and relies on these very dedicated and highly trained volunteers to lead nature walks for the general public and civic groups, and to deliver outdoor education programs such as school field trips.

Relationships with existing nature education providers should continue to be fostered as a means of leveraging existing resources thereby expanding opportunities for all. In some cases, established groups need natural places in which to conduct their own education programs. Metro should continue to work with partners to meet their needs. Community groups can help Metro to activate Chehalem Ridge.

Groups which have already partnered with Metro to provide learning opportunities at Chehalem Ridge include: Pacific University, Tualatin Riverkeepers, Adelente mujeres, Centro Cultural, and Trackers Earth. Another group which has expressed interest in nature education programming at Chehalem is Adventures Without Limits, based in Forest Grove. Adventures Without Limits specializes in getting people of all abilities, levels and backgrounds outdoors while also having staff naturalists capable of leading inclusive and informative adventures into nature.



Metro naturalists worked with staff from Centro Cultural to develop nature education programs at Chehalem Ridge





## Stewardship

Volunteers are an essential means of expanding Metro's operations capacity at its parks and natural areas. Volunteer stewards care for site assets by providing "eyes and ears" above and beyond what staff can provide. Through walking and monitoring of the trails, volunteers can alert staff early to issues in need of attention. They can also serve as "ambassadors" for Chehalem, answering questions and ensuring that visitors are abiding by rules and trail etiquette.

Site stewardship agreements with organizations representing individual user groups are an opportunity to foster an ethic of taking care of the land, trails and habitat areas. Stewardship agreements would include responsibility to encourage appropriate use of trails and the site.

Groups that expressed interest in contributing to stewardship at Chehalem Ridge during the planning process include: Oregon Equestrian Trails, Adventures Without Limits, Trailkeepers of Oregon, and Northwest Trails Alliance.

## Restoration

Metro utilizes volunteers to assist in restoration efforts at its parks and natural areas. Opportunities to volunteer at Metro's parks and natural areas enhance our sites while building relationships and developing a sense of stewardship. Volunteers perform ongoing monitoring to help assess and evaluate the success of restoration and other management activities. Other volunteer activities may include planting native trees and shrubs, invasive plant removal, creating habitat for wildlife and native seed collection.



Students from Gaston High School work to rid Chehalem Ridge of invasive blackberry plants

Junior and senior level students from Gaston High School have already pitched in on restoration efforts at Chehalem Ridge. The Park will be a great asset for Gaston community members, including students and teachers. Efforts should be made to continue the partnership with Gaston School as well as other groups in order to leverage staff resources while building a sense of stewardship for Chehalem Ridge within our community.

## Public Agency Partners

The region is fortunate to have many capable agencies that provide valuable public services. Metro should continue to work closely with other providers of parks, trails and nature including: the local cities, Clean Water Services, Washington County and the U.S Fish and Wildlife Services. Working together, we can better achieve natural resource protection and our regional conservation goals, along with desired regional trail connections and a variety of diverse park and nature experiences.

Moving forward through the land use and permitting process, coordination with Washington County, the Oregon Department of Environmental Quality, Oregon Department of Fish and Wildlife and the Department of State Lands will be important.



Metro Councilor Kathryn Harrington at a Community Event with Jeffrey Dalin, the Mayor of Cornelius and Forest Grove Mayor Peter Truax.



## Infrastructure

The primary site engineering considerations involve utility provision at the primary trailhead at Southwest Dixon Mill Road.

### Water

Water service is desired for both cleaning and drinking. There is currently no water service to the trailhead location, so a new well would be needed or a water line would need to be extended uphill (from LA Water Cooperative supply), using pressure booster pumps. Some wells have been drilled along Dixon Mill Road, but there are some risks and costs involved, including not finding water in the initial drilling or not finding enough flow capacity to meet demand. To supply onsite distribution, there would be an option to either locate the tank at a higher elevation to provide gravity pressure with no onsite power required, or provide a second booster pump downstream of the storage tank, which would require onsite power. The flow rate of the pump supplying the onsite storage tank would not have to meet peak demand, but would refill the tank. The tank would be sized in balance with the refill rate to manage peak demands. The flow rate of the onsite pump would have to meet peak demands and pressure needs.

### Power

Power to the site would be used at the maintenance workshop building as well as to power any security lights and pump water in the event of a well. Any electrical needs at the trailhead would likely require an extension of service east along Southwest Dixon Mill from existing residences, a generator on site or photo-voltaic power sources and a battery. Preliminary discussions are underway with PGE.

### Septic

Vault toilets are assumed for the trailhead. Each of these sits atop an underground tank or vault, up to 1000 gallons in size, which is periodically pumped out, with the waste hauled off site to a wastewater treatment plant.

### Stormwater

With very little impervious surface proposed, it is not anticipated that much stormwater treatment will be required on site, but trailhead concept designs include space for natural infiltration. In an effort to provide consistency in enforcement, any new development will be reviewed by Washington County. The County will consider alternative proposals on a case-by-case basis where site conditions warrant a non-standard approach to managing stormwater. Grading and Erosion & Sediment Control will be designed in accordance with County standards. If project disturbance area exceeds one-acre, then a 1200-C permit through Oregon DEQ will be required.



# Land Use Permitting

The entire future park property is in unincorporated Washington County. Land use approval and permitting for all proposed construction will need to be approved by Washington County. The entire Chehalem Ridge property is located in Washington County AF-20 zoning (Chapter 344, Article III), in which park uses and associated development are permitted.

Washington County code prescribes the applicable local application and review process, including submission requirements, review standards, and decision procedures. County standards also require Metro to address transportation demands and impacts associated with the proposed nature park, as well as an analysis of existing infrastructure and needed improvements. This will be accomplished through a formal transportation impact statement that will aid the county's review.

For a project such as Chehalem Ridge, the report will likely consist of:

1. Trip generation estimates for the purpose of assessing the Transportation Development Tax and off-site impacts.
2. Sight distance analysis.
3. Discussion about circulation within the site/ parking area.

The final transportation improvement requirements will be established in the land use decision. Additionally, a Transportation Development Tax is imposed on all new development in Washington County.

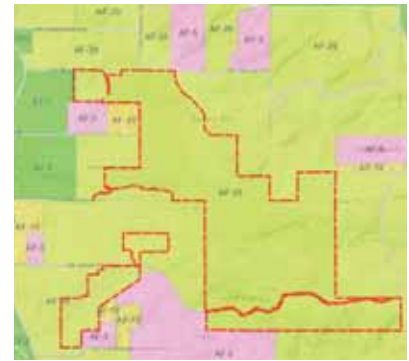


Figure 6.2: Washington County Zoning Map (excerpt)



Dixon Mill Road near the proposed entrance to the Park's primary trailhead.





## Appendices

**Appendix A: Precedent Facility Inventory**

**Appendix B: Plan Alternatives Evaluation**

**Appendix C: Public Input Summary**

## Appendix A: Precedent Facility Inventory

Table 1: CHEHALEM RIDGE NATURE PARK: PRECEDENT FACILITY INVENTORY					
Site	Owner	Area (ac)	Approx.Trail Miles	Overview	Amenities
<b>Tillamook State Forest</b>	Oregon Dept of Forestry	334,000	60 mi	Large natural area popular for mountain biking, hiking/backpacking, camping, swimming, and fishing. Extensive recreational facilities.	230 Campsites (developed/undeveloped, vehicular), restrooms, picnic sites, trails (mountain bike, hiking, horse), Off-Highway Vehicles
<b>Capitol State Forest, Olympia WA</b>	Washington State Dept of Natural Resources	91,650	166 mi of singletrack	15 miles from Olympia, WA, and easily accessed from hwy 101 and I-5. Popular destination for mountain bikers, hikers, and hunters.	Hiking, camping, mountain biking, hunting, fishing, All-Terrain Vehicles
<b>McDonald-Dunn Research Forest, Benton County OR</b>	Oregon State University (manages)	11,250	20 mi	Large forested area known primarily by locals - used for forestry research by OSU, also includes 20 miles of trails for hiking/biking	Hiking, biking, horseback riding
<b>Forest Park, Portland OR</b>	City of Portland Parks and Recreation	5,157	70+ mi	Beloved Portland refuge from urban life - and the largest urban park in the country	Day use trails for hiking/mountain biking/horseback riding, wildlife/birdwatching
<b>Tualatin Hills Nature Park, Beaverton OR</b>	Tualatin Hills Parks & Recreation Dept.	2,380	5 mi	Natural area with trail network	Day use trails, wildlife/birdwatching, restrooms, visitor center
<b>Stub Stewart State Park, Washington County OR</b>	Oregon State Parks	1,800	20 mi	Large forested area on the eastern edge of the Tillamook State Forest in the middle of the Banks-Vernonia state trail.	Hiking, backpacking, 136 campsites, 15 cabins, visitor center, RV hookups, restrooms and showers, horse camps, mountain biking
<b>Fernhill Wetlands, Washington County OR</b>	Clean Water Services	748	1.2 mi	Trails in large wetland area currently the focus of restoration projects	Walking, wildlife/birdwatching
<b>Tryon Creek State Natural Area, Portland OR</b>	Oregon State Parks	658	8 mi	Oregon State Park managed jointly by the Friends of Tryon Creek through a public-private partnership	Day use trails, 3-mile paved biking trail, 3.5 miles of horse trail, restrooms, nature center and store
<b>Jackson Bottom Wetland Preserve, Hillsboro OR</b>	Hillsboro Parks & Recreation	635	2.5 mi	Rehabilitated wetland area with significant wildlife habitat	Day use trails, picnic shelters, restroom, info kiosks, overlooks, and an education center building
<b>Graham Oaks Nature Park, Wilsonville OR</b>	Metro	250	3 mi	Natural area with trails, collocated with elementary and middle schools. Includes part of the Ice Age Tonquin Trail, a planned regional connector trail between Wilsonville, Tualatin, and Sherwood.	Day use trails, biking, picnic shelter, restrooms
<b>Cooper Mountain Nature Park, Washington County OR</b>	Tualatin Hills Parks & Recreation Dept.	231	3.5 mi	Upland natural area surrounded by primarily single-family residences that will continue to provide an important recreational and natural amenity to residents as further development occurs in the area.	Day use trails, wildlife/birdwatching, 2 restrooms, visitor center
<b>Tualatin River National Wildlife Refuge, Washington County OR</b>	US Fish & Wildlife Service	160	5 mi	Urban national wildlife refuge - rich and diverse watershed habitat very close to urban area. Key stopping point on the Pacific Flyway.	Day use trails, visitor center, wildlife/birdwatching
<b>Riverview Natural Area, Portland OR</b>	City of Portland Parks and Recreation	146	no official trails	City of Portland owns this natural area and plans to manage it from a conservation standpoint with a science-based approach - recreation is not the primary goal.	Day use trails, viewpoints, birdwatching, portable toilets.
<b>Henry Hagg Lake, Washington County OR</b>	Washington County	90	13.7 mi	Centered around Hagg Lake	Boat launches, fishing, hiking/biking trails, disc golf, observation decks. Day use only.
<b>Rood Bridge Park, Hillsboro OR</b>	City of Hillsboro Parks & Recreation	61	2.3 mi	Community park easily accessible by road from downtown Hillsboro	Walking, picnic tables/shelters, playground, tennis, garden, lawn areas, restrooms, drinking fountains.
<b>Bald Peak State Scenic Viewpoint, Yamhill County OR</b>	Oregon Parks & Recreation	26		Small forested area and clearing at 1,629 feet provides a view of the Tualatin River Valley	Day use - walking, picnic site, restroom

Estimated Visitation Rates	Parking	Budget/Fees	Notes
Unknown	Campgrounds include parking areas	Budget approx. \$6 million per year; revenue \$13 million. \$5/\$25 fees for single/group campsites, plus some additional vehicle fees	Much larger than Chehalem ridge but includes state park areas of comparable size, like Stub Stewart State Park.
800,000 visitors per year	Some campsites and trailheads offer free day-use parking. Parking facilities not adequate for current use	Free entry and use; first-come-first-served	
100,000 visitors per year	5 parking areas around perimeter	Free entry	
Approx 500,000 annually	On-street parking along some bordering streets. Limited parking at some trailheads.	Free entry	
650,000 visitors per year	Free parking	Free day use. Visitor center available to rent for private events.	
Day use: 92,052 visitors per year. Overnight: 52,149 visitors per year.	Parking available at campsites. \$5 day use parking; \$30 year-long parking permit; \$50 2-year parking permit.	\$21/night for tent sites, \$44/night for cabins.	Comparable size to Chehalem Ridge, but farther away from major urban areas. Potential opportunity for regional trail connections.
Unknown	Free parking	Free entry	Educational opportunities
535,000 visitors per year	Parking at visitor center	Free entry	
20,000 visitors per year for education center	Parking lot at entry	\$2 suggested donation.	Wildlife is an important draw.
80,000 visitors per year	Parking at entry	Free entry	conceptual connections to other natural areas, especially TRV NWR
Unknown	Free parking at visitor center	Free entry	
104,000 visitors per year	Free parking at visitor center	Free entry	
not yet officially open to public	Recreational	Free entry	
803,000	Parking with fee	\$6/day for parking	Mountain biking, boating, fishing hub for region.
Unknown	Free parking	Free day use; up to \$67.50 fee for use of picnic shelters for events	
Unknown	Small parking area	Free day use; faced potential closure due to budget deficit in 1996	Lack of success potentially because no water/restrooms; access challenges. Views are primary draw.



## Appendix B: Plan Alternatives Evaluation

### Alternative 1: Dixon Mill Trailhead

Alternative 1 concentrated access improvements in the southern half of Chehalem Habitat protection and enhancement would be focused in the north part of the site, although such activities would occur throughout the park. A trailhead was proposed off Southwest Dixon Mill Road and would accommodate 30-50 cars, and include a bus drop-off for groups and students. An equestrian trailhead and parking lot was also proposed in this alternative, adjacent to the vehicular parking. A multi-purpose shelter for use by groups was proposed, as were restrooms and a picnic area, which may include further shelters. In the vicinity of this trailhead, nature play facilities were proposed, either in one concentrated location or dispersed along a trail.

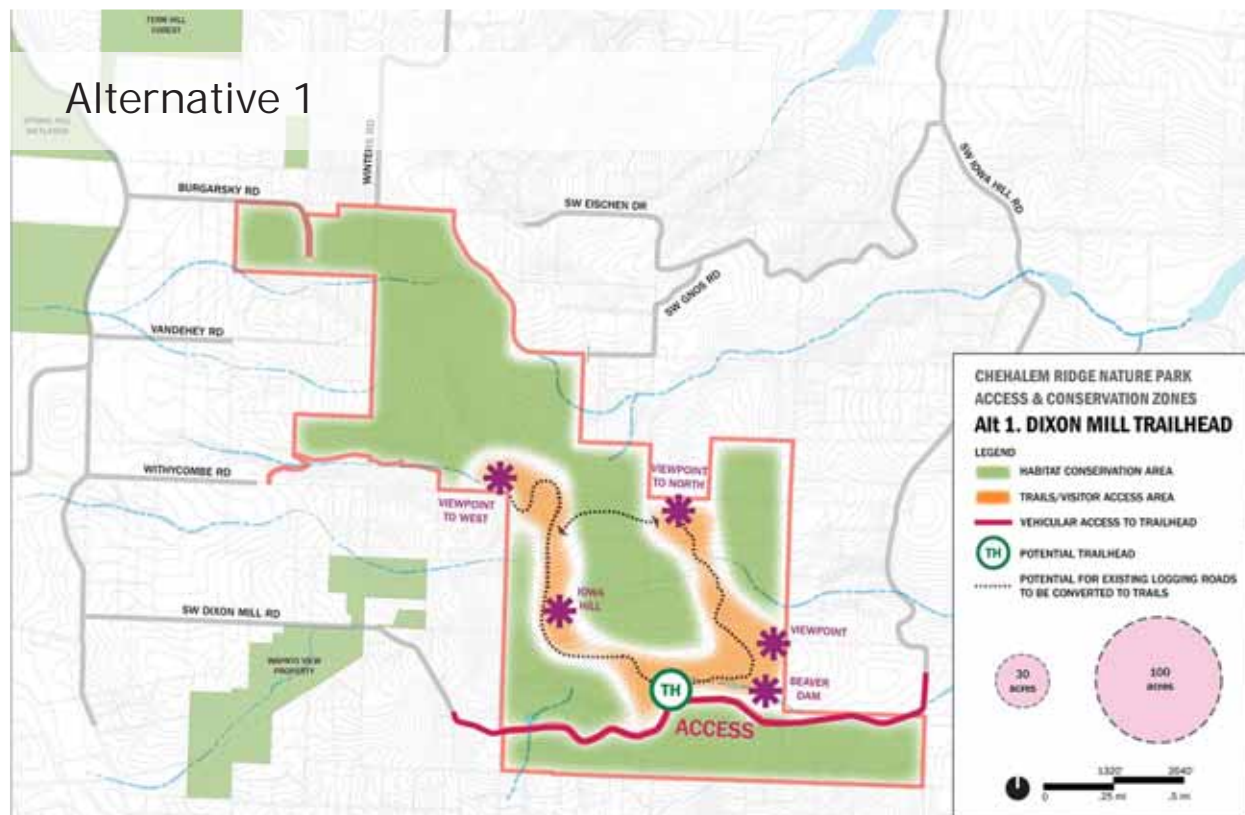


Figure B1: Process diagram showing Alternative 1, Dixon Mill Trailhead.

From this trailhead, a natural surface, multi-use trail (hikers, cyclists and equestrians) would begin and end, looping around the south of Chehalem Ridge and linking several site features, including Christensen Creek and several viewpoints to the east, north and west towards the Coast Range and Wapato Lake. A portion of this multi-use trail would have gentle grades and compacted crusher fine surface in order to be accommodating to visitors with a wide range of physical abilities. The trail would continue, linking the trailhead to a viewpoint at Iowa Hill. Near the trailhead, a pedestrian-only nature trail would loop along the southern fork of Christensen Creek to a viewpoint of a beaver dam, then switchback upslope to a viewpoint east to several volcanoes and reconnect to the multi-use trail.

Maintenance and emergency access would be provided to the site from the north at Southwest Winters Road and from the east at Southwest Gnos Road, using existing former logging roads to penetrate the site and link to the multi-use trail system and the Operations and Maintenance facility on Southwest Burgarsky Road.

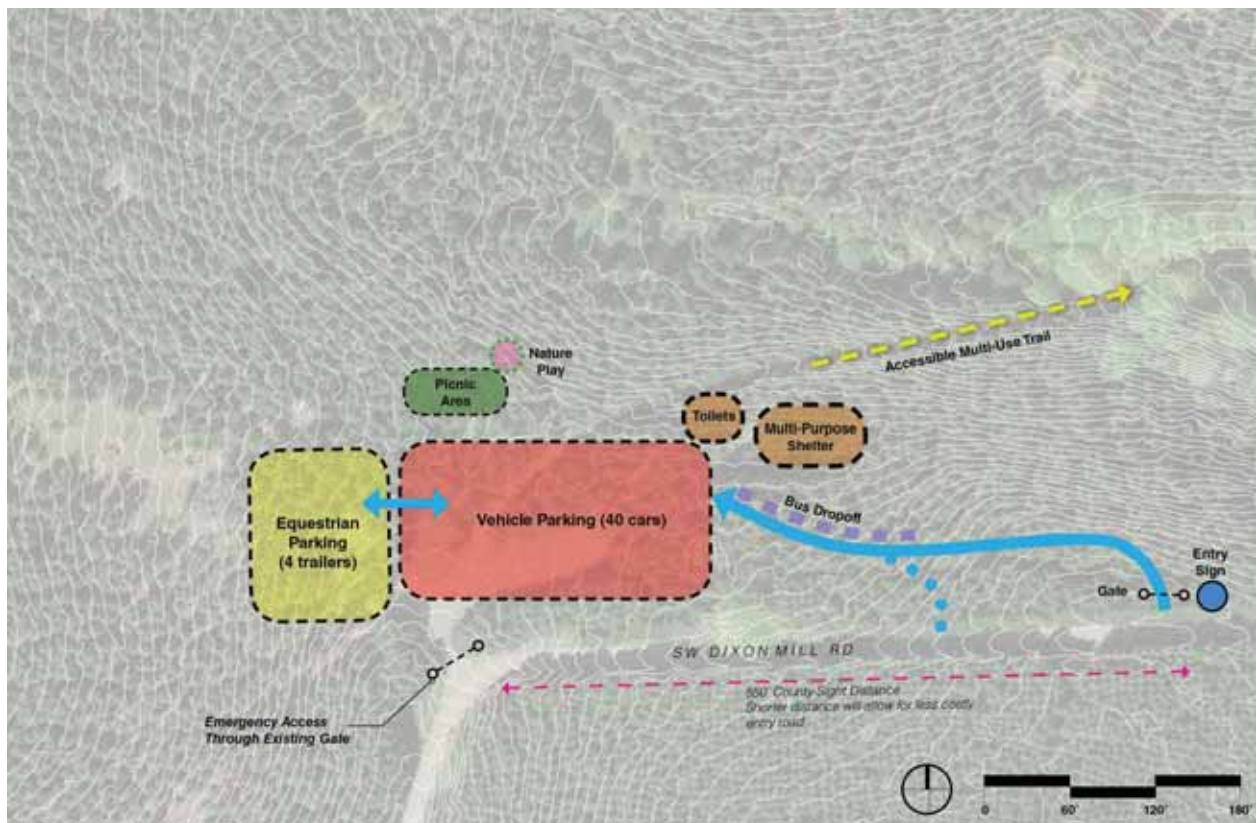


Figure B2: Diagram of potential features and amenities at the trailhead off Southwest Dixon Mill Road.

## Appendix B: Plan Alternatives Evaluation

### Alternative 2: Winters/Burgarsky Trailhead

This alternative concentrated access in the northern half of the site. Habitat protection and enhancement would be focused in the south part of Chehalem Ridge, although such activities would occur throughout the park. A primary trailhead was proposed on Southwest Burgarsky Road, next to the NW boundary of the park, but located to minimize disruption to existing residences. This trailhead would include a parking lot for up to 50 cars and an adjacent equestrian trailhead and trailer parking lot. A multi-purpose shelter, restrooms and picnic facilities would be arranged at the trailhead and a multi-use trail would begin from here, crossing the creek east of the trailhead and bypassing a proposed Operations and Maintenance facility at the end of Southwest Burgarsky Road.

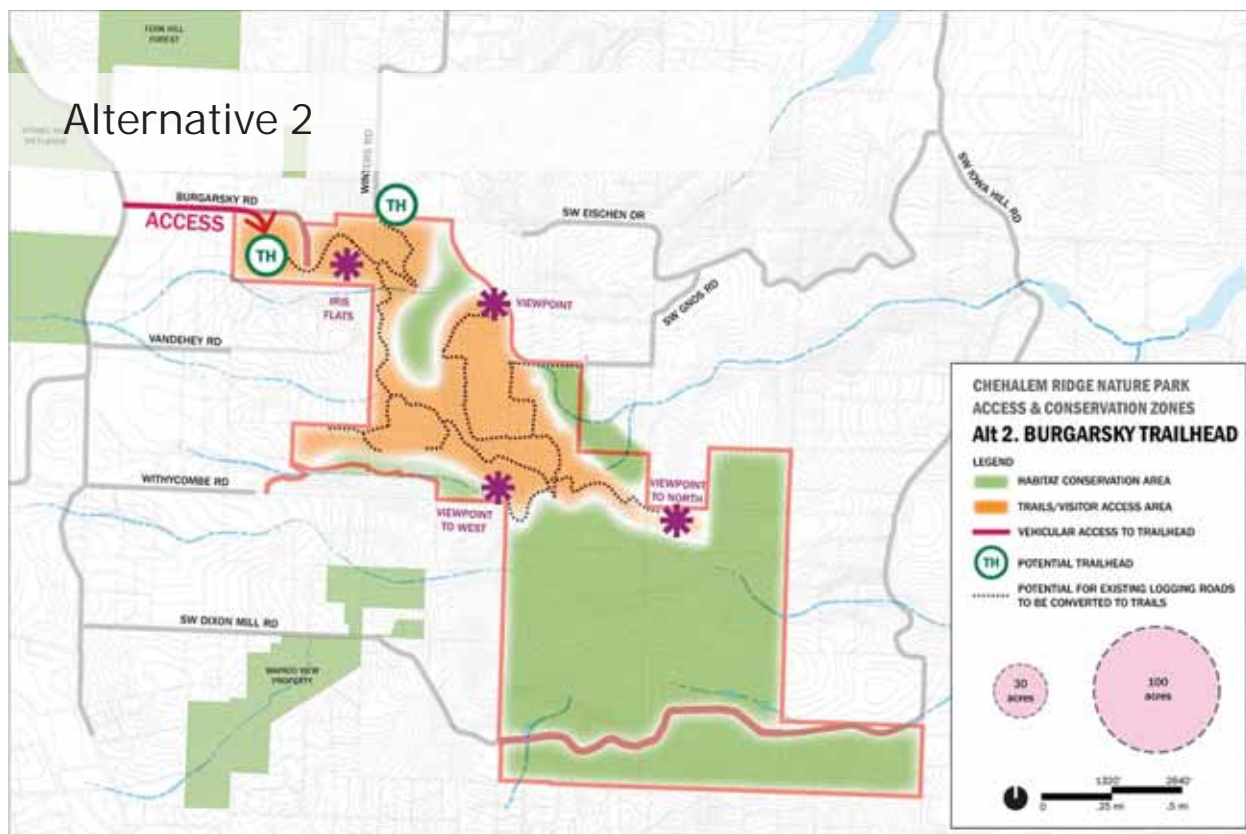


Figure B3: Process diagram showing Alternative 2, Burgarsky Trailhead.



A trailhead option was possible on the open slope west of the existing Metro-owned house at the end of Southwest Burgarsky. Access to the core of the Park from the trailhead described above was dependent on a trail bridge to be built over the unnamed drainage that flows southwest near that trailhead. The roadway on Southwest Burgarsky narrows east of this trailhead and may require widening and creek crossing improvements if the optional trailhead was pursued. Ultimately the trailhead location in future phases may be influenced by the comparative costs of a trail bridge (estimated at roughly \$100,000) versus roadway improvements (estimated at roughly \$200,000 for a gravel road, not including regular watering costs).

A multi-use trail would climb uphill from either of these trailheads, bypassing the proposed Operations and Maintenance facility and looping through the north half of Chehalem, potentially re-using an existing former logging road on the west edge of the park. This trail would climb uphill to a new viewpoint to the west and join a ridgeline trail, with a spur south to Iowa Hill. A nature trail loop was proposed east of this spur to provide a wilder experience and access to Christensen Creek and viewpoints north. This ridgeline trail would also connect to the south end of Southwest Winters Road, which would not be improved with parking but would provide access for the Park's neighbors on foot, bike or on horse. Maintenance and emergency access would be provided to the site from the east at Southwest Gnos Road, using existing former logging roads to penetrate the site and link to the multi-use trail system.

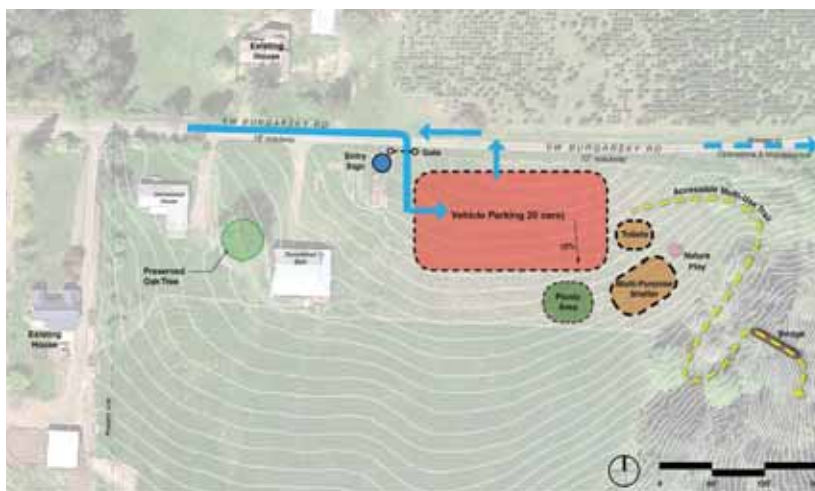


Figure B4: Diagram of trailhead option along Burgarsky Road showing potential amenities and features.

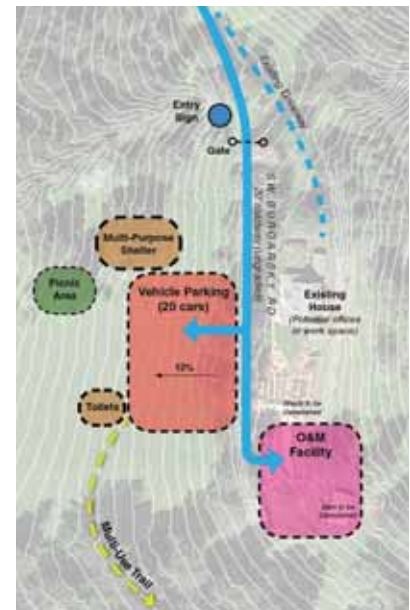


Figure B5: Diagram of trailhead option for the end of Burgarsky Road showing potential features and amenities.

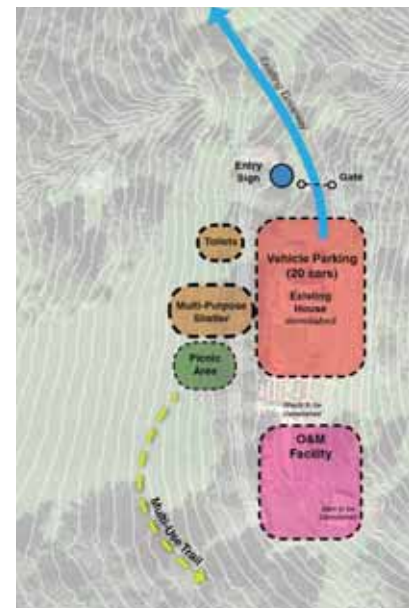


Figure B6: Diagram of trailhead option for the end of Burgarsky Road showing potential features and amenities.

## Appendix B: Plan Alternatives Evaluation

### Alternative 3: Ridgeline Trail

This alternative proposed public access from the north and south, with a multi-use trail extending the length of the park, roughly following Chehalem Ridge itself, honoring the name of the park. Habitat protection and enhancement would be focused on the western slopes of the Park, although such activities would occur throughout the park.

A primary trailhead was proposed off Southwest Dixon Mill Road, with a short access drive into the site, roughly 550' east from the current gate on Southwest Dixon Mill. This trailhead, a smaller scale version of the one proposed for Alternative 1, would accommodate 30 cars, and include a bus drop-off for groups and students. An equestrian trailhead and parking lot was also proposed in this alternative and this would likely be adjacent to the vehicular parking. A multi-purpose shelter for use by groups was proposed at the trailhead, as were restrooms and a picnic area, which may include further shelter(s). In the vicinity of this trailhead, nature play facilities were proposed, either in one concentrated location or dispersed along a trail.

From this trailhead, a multi-use trail (hikers, cyclists and equestrians) would extend north, linking several site features and viewpoints to the east, north and west towards the Coast Range and Wapato Lake. A loop accommodating to visitors with a wide range of physical abilities would include a portion of this

*Alternative 3 does not focus use on either the north or south halves of the CRNP to avoid compromising habitat conservation with a future north-south connector trail. It is better to plan for site wide access from the beginning to be able to protect large patches of habitat and regional connectivity.*

*Jonathan Soll, Metro*

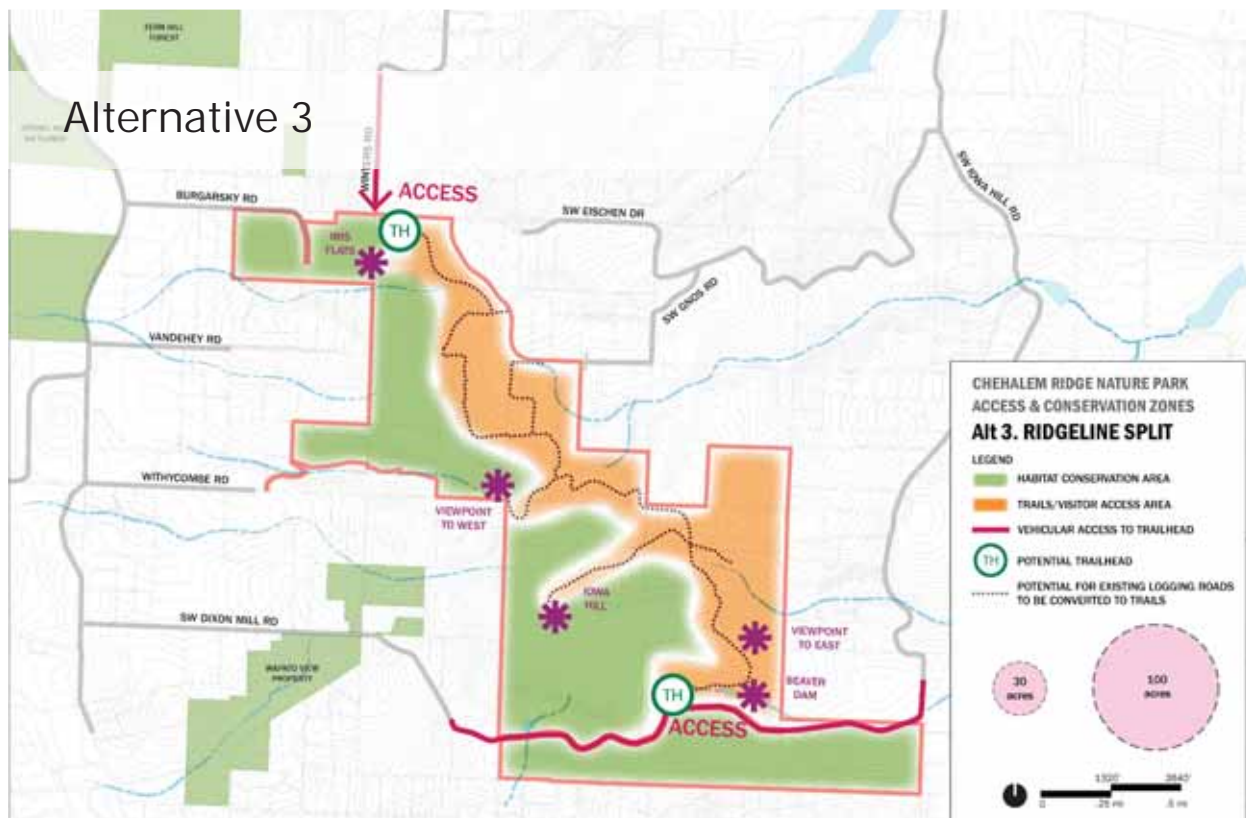


Figure B7: Process diagram showing Alternative 3, Ridgeline Split.



multi-use trail and a nature trail loop to the east that provided views to the east and access to a beaver activity area viewpoint.

North of this loop, the multi-use trail would descend to cross Christensen Creek. A spur loop trail to the Southwest would link to a viewpoint at Iowa Hill. Midway through the site, the main trail would split, with one leg along the west edge of the ridge at the top of a steep slope, providing views to the west. North of a proposed viewpoint, the trail would be accommodating to visitors with a wide range of physical abilities. The eastern leg of this ridgeline trail would extend to Spring Hill and then after connecting with the western leg, descend to a secondary trailhead at the north edge of the park.

This secondary trailhead could take two forms. Southwest Winters Road is paved for much of its length, beginning at an intersection with Southwest Blooming Fern Hill Road. The Southwest Blooming Fern Hill Road intersection with Southwest Winters Road has limited sight distances which may pose safety challenges. As Southwest Winters nears Chehalem Ridge, it becomes a narrow gravel road that appears to be more of a residential driveway (although it is public right-of-way). In one option, this roadway could be extended into the park, with up to 15 parallel parking spaces on the uphill side, similar to many simple roadside parking arrangements at US Forest Service trailheads in Oregon. This option proposed a vehicular turnaround and vault toilet at the end of the access road.

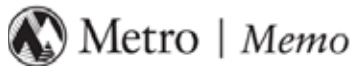
Another option proposed that a new road be built from the south end of Southwest Winters Road along the northern boundary of the Park, along an existing unimproved right-of-way. This road would be a steep climb and involve the expense of permitting and building an entirely new road (versus using the roadbed of a former logging road in the first option), although it would access a flatter area in the northeast part of the Park and allow for a small 20-car surface parking lot, also with a restroom.

Maintenance and emergency access would be provided to the site from the east at Southwest Gnos Road, and from the north at the Operations and Maintenance facility on Southwest Burgarsky Road, using existing former logging roads to penetrate the site and link to the multi-use trail system.



Figure B8: Trailhead option at southern extension of Winters Road





## CHEHALEM RIDGE NATURE PARK MASTER PLAN

### Stakeholder Input

#### Web Intake, Phone Calls, Chicas Tour, Community Event #1

Comment Period: Project Initiation – Visioning (December 2015 – March 2016)

Public input is an essential component of the master plan process. Throughout the Chehalem Ridge Nature Park planning effort, a variety of opportunities have been made for the public to contribute information, share ideas, evaluate options, express concerns and ask questions.

#### Desired Uses

- Strong support for a variety of trails at Chehalem was heard.
- Trails for walking, hiking, running, and quietly enjoying nature.
- Trails for riding horses. Support facilities such as separated (single use) trails, dedicated parking facilities and natural surface paths emphasized.
- Mountain biking facilities.
- Accessible trails to meet a wide range of abilities. A firm, well compacted surface is important to those with limited mobility.
- Access to accommodate visitors. Accommodations for vehicles (parking) and bicycle access.
- Camping including mention of cabins, yurts and rustic facilities.
- The site is bound to become a bird watching hotspot for the region.
- A place for star viewing, away from city lights.
- Viewpoints.
- Support amenities: shelters, picnic areas, benches, trash receptacles, drinking fountain, restrooms.
- Bi- or multi-lingual information.
- A play area for kids.
- Dog walking.
- Quiet, peaceful areas for meditating and relaxing.
- Volunteer offers for restoration and trail building work.

#### Education Interests

- Opportunities to learn about the plants, wildlife and restoration activities.

## Appendix C: Public Input Summary

- Group areas for tours, schools and educational activities.
- Accommodations for buses.
- Outdoor school.
- Guided walks led by naturalists.
- Environmental education classroom or facility.
- A partner supported research facility.

### Conservation Interests

- Multiple positive comments about the active restoration of the forest and streams.
- Keep the park as natural as possible with a minimum of development.
- Restore the site to native habitat.
- Minimize development of the site. Restore the area for the benefit of the wildlife.
- A very special and sacred place to visit. Visitors need to respect the site and Metro needs to actively manage it in order to keep environmental impacts to a minimum.

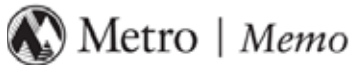
### Questions and Concerns

- What is a nature park?
- Can we access the site now?
- Will there be tours and how can I sign up?
- Where will vehicle access occur?
- How will user conflicts be addressed?
- Will there be a place for walking dogs? How will the no dogs policy be maintained?
- The nature park will be adjacent to agricultural fields. How will crop lands be protected?
- Will adjacent property owners continue to be able to access the property?
- How will increased use affect medical calls and incidents of fire and accidents?
- How will crime and fires be controlled?
- Who will patrol the site?
- How is the work funded?

## Appendix C: Public Input Summary

600 NE Grand Ave.  
Portland, OR 97232-2736

[www.oregonmetro.gov](http://www.oregonmetro.gov)



### CHEHALEM RIDGE NATURE PARK ACCESS PLAN

## Stakeholder Input Summary #2

Comment Period: Existing Conditions, Opportunities, Challenges and Needs  
(April - June 2016)

Public input is an essential component of the access plan process. Throughout the Chehalem Ridge Nature Park planning effort, the project team has and will continue to create a variety of opportunities for the public and stakeholders to contribute information, share ideas, evaluate options, express concerns and ask questions. During this most recent comment period, participants were encouraged to comment on preferred future activities at Chehalem, as well as site opportunities and challenges.

### Information and Input Opportunities

- 4/21: Presentation to Citizen Participation Organization 10, JBWP, Hillsboro
- 4/24: Information table, Latino Festival, Hillsboro
- 4/29: 6/10: On-Line Public Survey
- 4/30: Information table at the Dia de los ninos event, Cornelius
- 5/3: Committee for Citizen Involvement presentation, Forest Grove
- 5/11: Community Open House #2a, Spanish, Forest Grove High School
- 5/17: Community Open House #2b, English, Forest Grove High School
- 5/18: Presentation to Citizen Participation Organization 15
- 5/26: Farmer conversation with NRCS and TSWCD
- 6/1: Neighbor Conversation, Gaston High School
- 6/4: Table at State Parks Day and Stub Fest at Stub Stewart
- 6/8: Table at Adelante Mujeres farmers market, Forest Grove



## Appendix C: Public Input Summary

### Survey Responses

2,237 Surveys  
Completed

2,162 in English

75 in Spanish

The project team collected survey data from the public during from late April to early June 2016. The survey focused on people's interests in the outdoors, how often they visit natural areas, the benefits they perceive from visiting natural areas as well as challenges they have in reaching them.

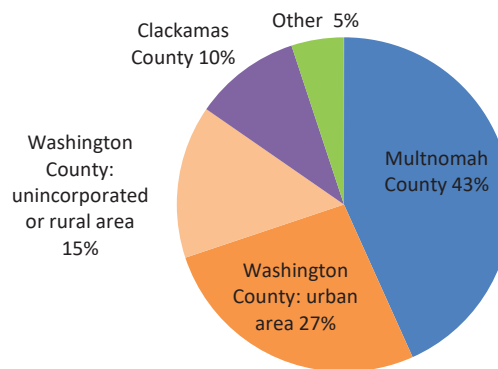
A total of 2,237 surveys were completed either on-line or in writing. 2,126 participants completed English language surveys and 75 participants completed Spanish-language surveys.

43% of respondents hailed from Multnomah County and 42% from Washington County (27% from Washington County's urban area, and 15% from unincorporated or rural Washington County). 10% of participants were from Clackamas County and 5% identified themselves as being from other areas.

Metro has a responsibility to ensure outreach and engagement in planning opportunities with underserved communities. Of the surveys received, 10% or 231 respondents, identified as a Person of Color (PoC).

41% of respondents were female, 31% were male, 27% preferred not to answer and 1% were transgender male, less than 1% were transgender female.

### Where Do You Live?



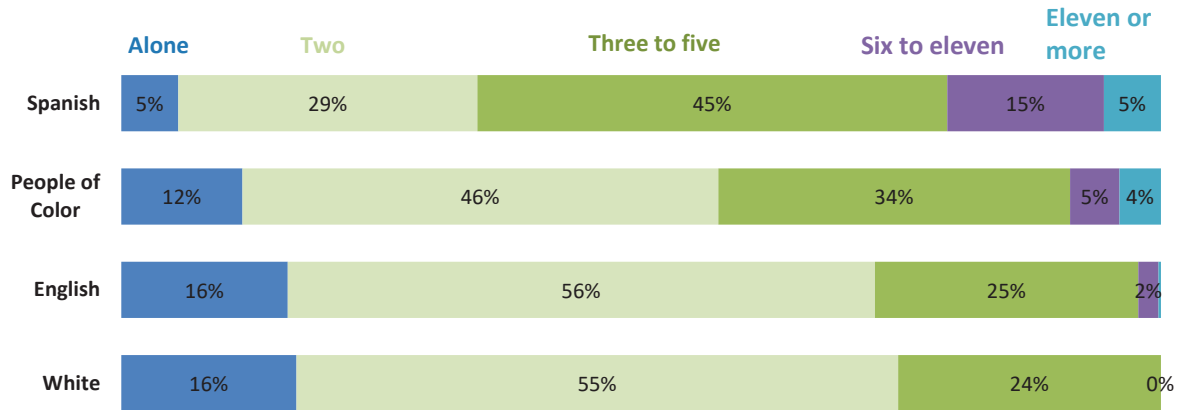
### Number in Group

The number of people going in a group when visiting natural areas varied, English speakers (56%) were most likely to go to natural areas with themselves and one other person, and the highest percentage of Spanish speakers, at 45% were most likely to go with three to five people. People of color were also most likely to go with one other person, at 46%.

Spanish speakers were least likely to go alone, at 5%, in contrast to English speakers at 16% and people of color at 12%. Spanish speakers (15%) were the only group to have more than 5% of people going outdoors with six to 11 people.

## Appendix C: Public Input Summary

### When you visit a natural area or nature park, how many people are typically in your group?



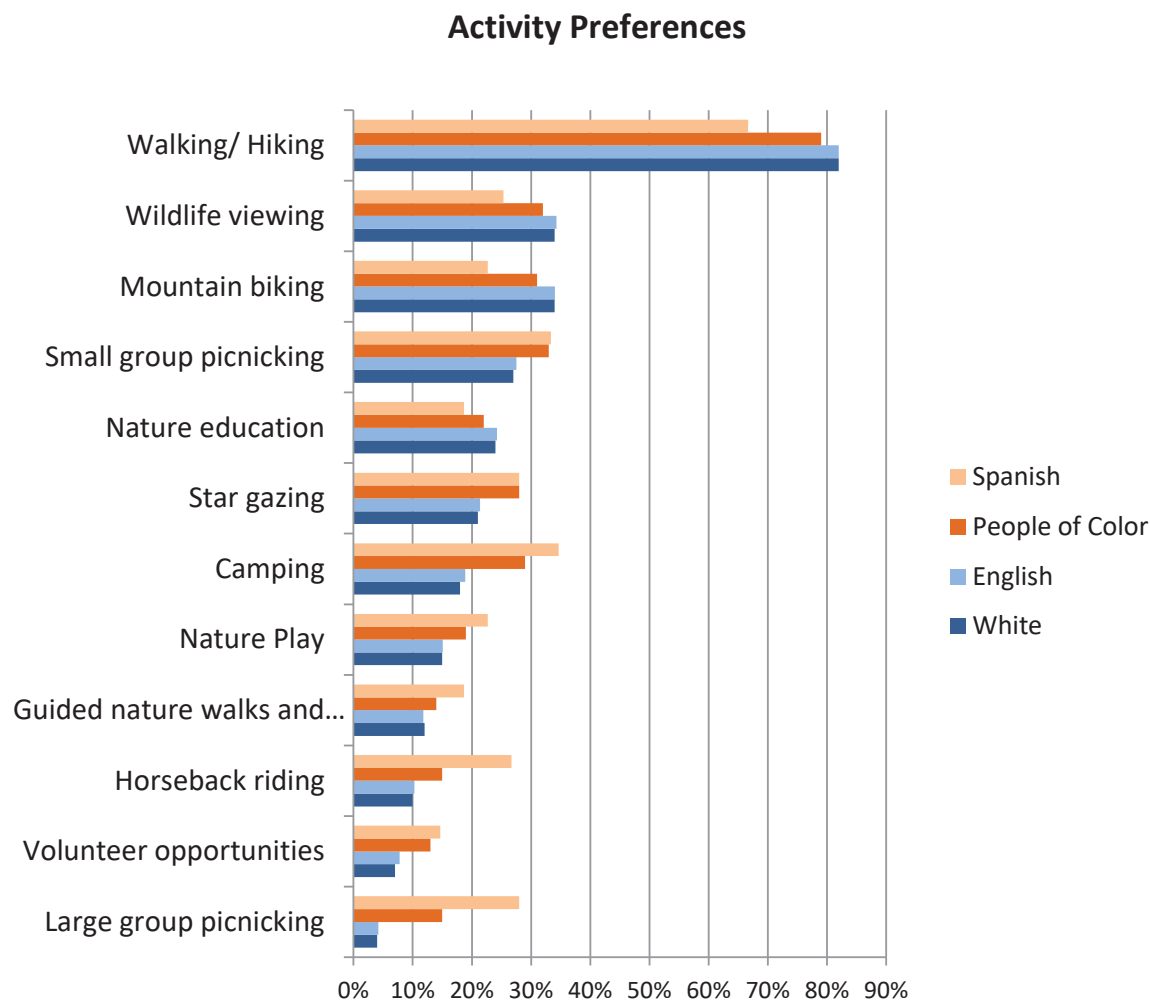
#### Activities

Walking and hiking were preferred activities in the outdoors across all groups, with 82% of English speakers listing it as preferred, 67% of Spanish speakers and 79% of people of color.

Spanish speakers and people of color were more in favor of camping, at 35% and 29%, in contrast to 19% of English speakers that selected it as a preferred activity. Spanish speakers also were interested in horseback riding, 27%, and large group camping, 28%, at nearly double the rate of both other groups.

Spanish speakers and people of color were more likely to be interested in nature play, volunteer activities, guided walks and star-gazing.

## Appendix C: Public Input Summary



Across groups, the top educational topic people would like to learn about at Chehalem Ridge was local wildlife, with more than 50% of each group selecting this. (52% English, 53% Spanish, 50% people of color)

### Concerns and Needs

Trash, noise and vandalism was a top concern of all groups about public access at Chehalem Ridge. The survey asked about the most important things metro can provide to help participants enjoy and appreciate nature. The top two responses across groups were public access to more parks and natural areas and clean restroom facilities.

### Community Conversations and Events

Conversations with members of the public, written-in comments on the surveys, as well as conversations with partners and key stakeholders yielded the following information and quotes around access, site opportunities, and site challenges.

## Appendix C: Public Input Summary

### Site Opportunities

- Stakeholders and community members are excited about access opportunities at Chehalem. Trails for walking and hiking are a top priority.
- Community members expressed enthusiasm for site restoration and long term conservation.
- The more kids we get outdoors in natural places, the better protected those places will be in the long term.
- I hope the trails are properly designed so that a variety of users can share the park with minimal impacts to the natural environment.
- Consider quiet areas for nature study and appreciation.
- Please provide infrastructure (shelters, equipment storage, etc,) for metro and others to provide nature education programs.
- Northwest Trails Alliance (NWTa) and Oregon Equestrian Trails (OET) have capacity to build and maintain trails. You should coordinate with them.

### Site Challenges

- Existing logging roads are not ideal for trail use. They don't take into consideration the visitor experience in terms of views or grade.
- Topography limits opportunities in the northern portion of the site. This would make it more challenging to accommodate school buses and vehicles with horse trailers.
- The site might not be large enough to attract riders from elsewhere. It is not a full day's worth of riding. Horses ride at a pace of 3 mph. Equestrians like to ride anywhere from 1-3 hours at a time if they are going to go to the effort of trailering a horse.
- Accommodating multiple types of users could lead to conflicts. Proper trail design and etiquette signs need to be used.

### Access

Public rights-of-way leading to the Chehalem Ridge property create potential opportunities for site access point along with a trailhead to welcome and orient visitors. Based on an initial assessment of the options, three roads are being considered for public access: Winters, Burgarsky and Dixon-Mill.

- Winters Road: Area neighbors do not believe the rural character of Winters is compatible with increased traffic associated with a public park.
- Burgarsky: One household stated opposition to Burgarsky being used as a public access point. The limited roadway width presents challenges with emergency response vehicles accessing homes along Burgarsky.
- Dixon-Mill: In general community members living near the south end of Chehalem would prefer that Dixon-Mill not become a public access point. Residents expressed concern that roadway improvements would lead to increased speeds and traffic volume as well as the frequency of through traffic. Neighbors also expressed concerns that existing roadway conditions and maintenance are not appropriate for additional traffic related to the future park.

### General Comments and Questions

- The more kids we get outdoors in natural places, the better protected those places will be in the long term.

## Appendix C: Public Input Summary

- Is access being considered for those with physical impairments? It would be wonderful to have relatively flat wheelchair trails with different options for length.
- How would the decision to pave an existing roadway be made?
- Chehalem Ridge is a great opportunity to provide space for some activities not always seen in your parks like equestrian and bike trails and leashed dog access.
- Thank you for allowing us to enjoy nature, wildlife, and the tranquility a no dogs policy ensures!
- Involve all segments of the public, including low income and different ethnicities in a meaningful planning effort and show the results in the completed plan.
- Getting out in nature is a healing experience, particularly for those who can't afford other activities. Entrance fees discourage usage by those who may need it most.
- Giving access to close parks where people can do things during weekdays is key! Thank you!

### Conclusions

#### **How we're similar**

Overall, survey data and conversations with different stakeholder groups, partners, and community members indicate interest and support for Chehalem Ridge. There is strong alignment in interests between groups of people, regardless of race, language or ethnicity when it comes to preference for hiking and walking in nature, closely followed by relaxing and rejuvenating in nature. Learning interests at Chehalem focused on local wildlife, habitat and the environment also align. All groups showed similarity in that most respondents spend time in nature at least once a month. Lastly, the majority of respondents believe it is important for Metro to provide more public access to nature.

#### **How we're different**

Spanish speakers and people of color indicate different barriers to accessing nature than the wider English-speaking public. These include, for example, not having adequate transportation to reach nature, or not feeling welcome or safe in natural areas.

Spanish speakers and people of color demonstrated the importance for their communities of social gatherings and time with friends and family in nature rather than going outside just for physical exercise or to be in nature for its own sake as English speakers preferred more strongly. Spanish speakers and people of color also indicated a stronger preference for more activities for children and families as well as accessible places for people of all abilities.

#### **Next Steps**

Continued commitment to increasing participation in communities of color and the Spanish-speaking community in western Washington County remain a priority for the Chehalem Ridge Nature Park Access Plan process. Diversity, equity and inclusion are critical to ensuring the development of a new nature park that is truly accessible to all communities and cultures. During the course of reviewing open comments in the survey, a handful of people questioned the collection of demographic data regarding race or ethnicity. The discrepancies in how people access nature and feel welcome in nature based on the data received highlights the need to know the people Metro serves, as well as clearly understand their specific needs. Metro and the project team aim to ensure a process that moves to reduce barriers in accessibility to nature so all people are able to access, enjoy, participate in and feel welcome in nature-related activities.



## Appendix C: Public Input Summary

### Memo



Date: Oct. 21st, 2017  
To: Chehalem Ridge Core Team  
From: Karen Vitkay, Project Manager  
Subject: CRNP Input Summary #3

---

### Introduction

Between Sept. 1 and Sept. 26, 2016, a public survey was conducted to inform the current alternatives phase of the planning project. The survey was made available to community members through various channels including both digitally and on paper. A total of 2,343 surveys were completed with 103 of those surveys being completed in Spanish.

Digital dispersal took place through the Opt In online opinion panel and through paid promotions using Metro's Facebook page and Centro Cultural's Facebook page. The survey was delivered in paper at the Sept. 8 community event in Forest Grove, and through Centro Cultural at various events during the month of September.

The survey included five questions, asking for people's preference on the following:

2,343 surveys  
completed  
10% by people  
of color  
4.4% in Spanish

- Preferred route of travel to Chehalem Ridge (a short and direct route, or a longer more scenic route)
- Preferred type of trail opportunities (loop or linear)
- Preferred destinations to experience (scenic view, diverse habitat, a wetland or waterway, or the highest elevation)
- Preferred trail type (multi-use and walking only trails, or only multi-use trails which would be inclusive of hiking, biking and horseback riding)
- Other comments

### Methodology

Survey data was analyzed with three organizing principles:

- Data question by race (person of color or white alone)
- Person of color was defined as anyone who selected any race other than white or more than one race, inclusive of white if selected.
- White alone was selected if only white was selected in the race category
- Data question by language survey was taken in (Spanish or English)
- Data question by survey type (web, in-person at Centro, in-person at community event)

## Appendix C: Public Input Summary

There was one additional analysis conducted for the question related to the type of route, which looked at the preference of route type by Washington County urban or rural resident dwellers.

Data was viewed as percentages within race, language and survey type, rather than a total count of each response in order to mitigate the factor that most survey responses were in English and taken by people who identified as white alone and through the self-selected Opt In online opinion panel, which does not reflect the diversity of viewpoints needed for decision-making at Chehalem Ridge Nature Park.

### Demographics

#### Race/Ethnicity

Overall, 10% of respondents were people of color, 79% were white alone, and 11% preferred not to disclose their racial or ethnic identity.

#### Language

While survey respondents were not asked about their primary language, 103 surveys or 4.4 per cent were completed in Spanish.

#### County

43% of respondents were from Multnomah County, 30% were from Washington County urban areas and 13% from Washington County rural areas, with a combined total of 43%, matching the Multnomah County responses. 10% were from Clackamas County and 4% from other areas.

Of all respondents, 45% of who identified as people of color were from Washington County urban areas and 90% of Spanish speakers were from Washington County urban areas.

#### Gender

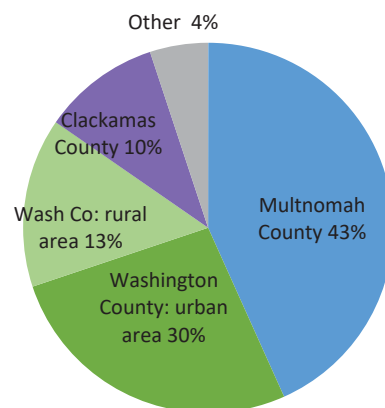
52% of respondents were female, 43% were male, 5% preferred not to say, and less than 1% of respondents were transgender female or transgender male.

#### Income

Most survey respondents' households earned more than \$50,000/year, with the highest amount of respondents' households earning between \$100,000 and \$150,000 a year.

When reviewed by people of color vs. white, Spanish speakers and people of color were more represented in households making less than \$75,000/year while English speakers and whites represented more households making over \$75,000/year.

**Where Participants Live**



## Appendix C: Public Input Summary

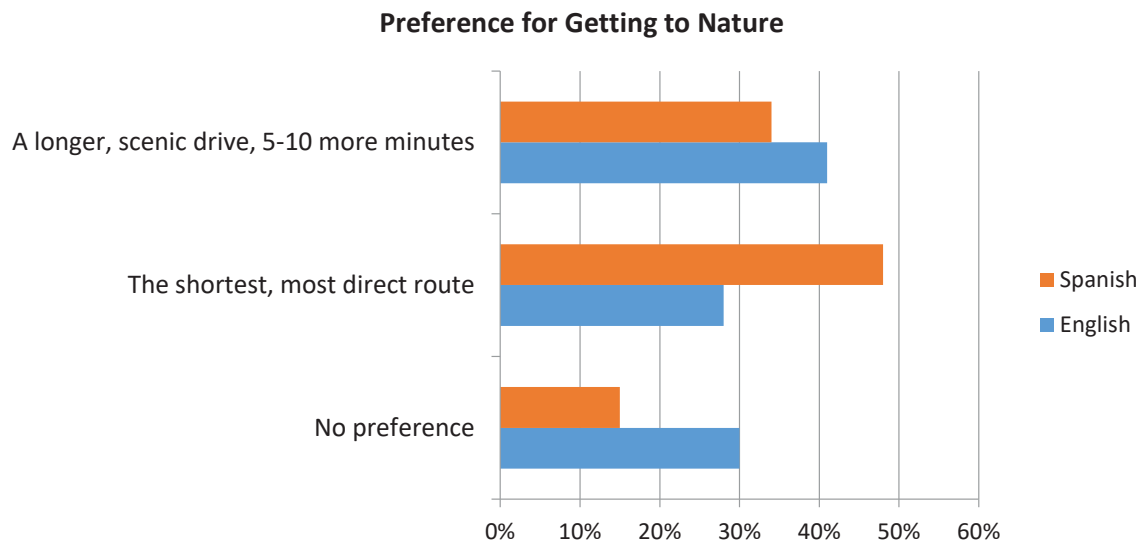
### Analysis

#### Getting to Nature: Direct or Scenic Route?

Rural and urban Washington County residents were fairly equal in their opinions related to route access to Chehalem Ridge. Slightly more than 37% of both types preferred a longer and more scenic drive to the new nature park, adding 5-10 minutes to their drive. About 30% of rural dwellers preferred the shortest and most direct route with about 32% of urban dwellers citing the same choice. About 32% of rural and 28% of urban dwellers had no preference.

People of color preferred the shortest and most direct route and the longer and more scenic route equally, at about 38%. Whites alone more strongly preferred the longer and more scenic route at 42%, and the short and direct route at 28%.

Spanish speakers preferred the shortest and most direct route at 48% with English speakers preferred the longer and more scenic route at 41%. Spanish speakers preferred the longer route at 34%, English speakers preferred the shorter at 28%.



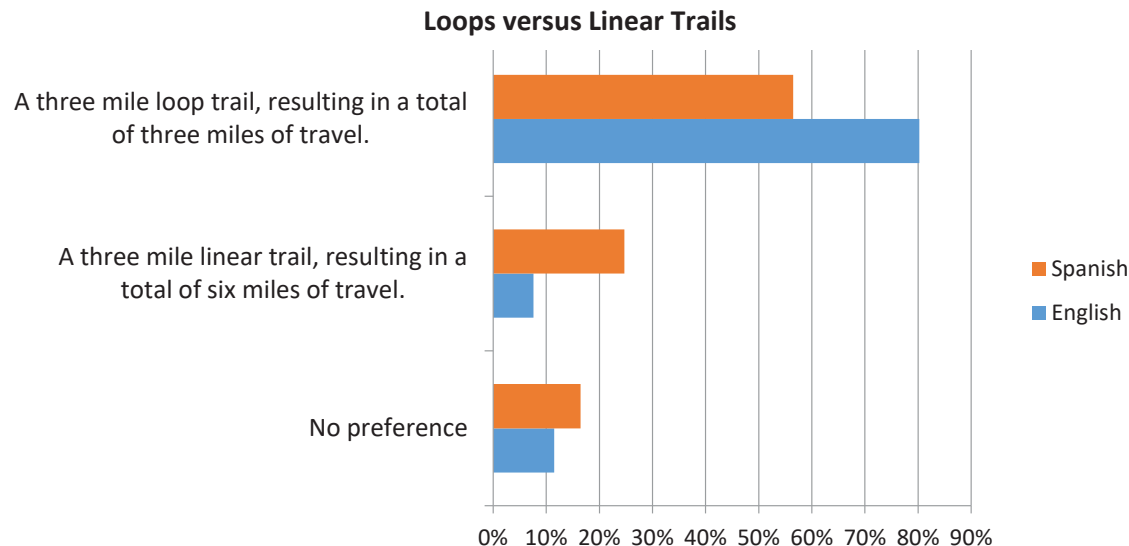
#### Route by Survey type (Online v. Open House v. Centro Cultural)

Centro Cultural survey takers overwhelmingly selected the shortest and most direct route, at 75%, with only 6% choosing the longer route. Online survey takers preferred the longer route at 41%, and the shorter route at 29%. Open house respondents preferred the longer route at 35% and the shorter at 18%. Open house respondents were the most ambiguous with 47% not caring either way.

#### Trails: Loops versus Linear?

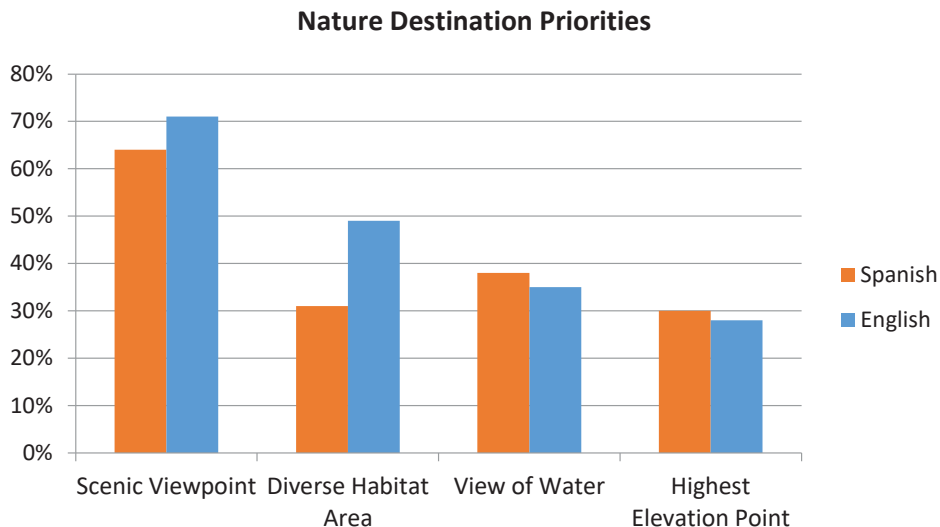
Some Spanish speakers prefer a linear trail, at 25%, though the majority of both language groups still prefer a loop trail system (56% Spanish and 80% English, respectively).

# Appendix C: Public Input Summary



## Destination Priorities

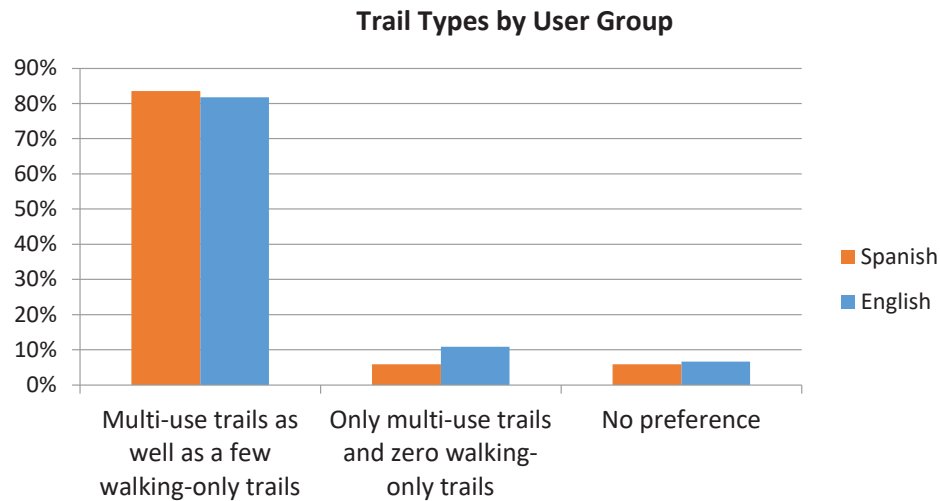
Across all race, language and survey types, the scenic viewpoint was far and away the preferred destination type for experiences. Diverse habitat and wetland or waterway were roughly tied in 2<sup>nd</sup> and 3<sup>rd</sup> place for destination choice, with the highest elevation point most often selected as the last preference for survey takers.



## Trails: Type by User Group

Across all race, language and survey types, the multi-use trail with a few walking trails was the overwhelming preferred selection with 70 % - 80% or more supporting it over multi-use trails alone per group.

## Appendix C: Public Input Summary



### Open Comments

Comments from the Spanish community emphasized the importance of **gathering places, places to eat, security** and most importantly, **places for kids to play, exercise and cool off during the summer**.

Examples (translated from Spanish) are:

- *Something special for the kids or adults with disabilities.*
- *Security is very important for visitors, also public restrooms.*
- *A fountain or place to refresh in the summer.*
- *Games for little kids and big kids that encourage exercise and having fun.*
- *Observe wild animals in their native habitat.*
- *That it has places like first aid and emergency staff or security. Or a number to call so you feel safe.*
- *A place for all ages that is ecological and preserves nature.*
- *Will the park be free? I think this is an excellent idea in our region, there is nothing like it near and we have to go to other places to find something like it with our family, thank you.*
- *An area for rest and games for kids and places to eat.*

Comments for the English-speaking community emphasized wanting to **hike or walk with their dogs** at Chehalem, **and both advocacy for more bike-specific trails** as well as comments around **not wanting to mix bikes, pedestrians and horses on the same trail**. There are also mentions of **protecting habitat, accessible trails that meet Americans with Disabilities Act standards, safety lighting, interpretive and bilingual signage** and **public restroom facilities**. A few examples are:

- *I hope that leashed dogs will be allowed on the trails!*
- *NO MULTI-USE TRAILS!!! They don't work and ruin a great hiking experience. Stub Stewart Park is nearby. Why the need to offer horseback riding and mountain biking? Especially with such a small trail system...*
- *Hopefully, some areas will be wheelchair accessible.*



## Appendix C: Public Input Summary

- *I would like to see: Picnic tables and benches. Adequate parking for horse trailers. Horse & hiking trails separate from bicyclists. Bathrooms. Camping areas, including corrals for horse camping. Potable water. Sewer dump site. Signage on trails.*
- *All signage in Spanish as well as English*
- *DOGS ON LEASH ONLY. PREFERABLY NO DOGS.*
- *Flushing toilets, picnic tables*
- *Having bicycles and horses on a trail with hikers makes a hike really uncomfortable for hikers with small children, the elderly and for those who choose to enjoy the scenery as they walk, instead of just walk fast.*
- *I'd really like to see more single-track / unpaved biking trails.*
- *It should have at least one mile of wheelchair accessible trails that are not shared with cyclists or horses.*
- *Optimize the park for wildlife, not just people. Keep much of the park off limits to people so that wildlife can be left alone.*
- *I ranked diverse habitat last because I think those areas should be as isolated as possible in order to protect them.*

## Conclusions

Breaking down data along lines of race, language and survey type provide insight into details based on specific demographics that assist with decision-making and ensuring that the park is addressing needs of a wider section of the community. With Opt In panel respondents, participants are typically higher paid, white, and residents of Multnomah County. Approaching analysis as we have equalizes the weight of responses through percentages rather than a count of all responses (popularity) to ensure that we are able to hear from the diverse perspectives of the communities we serve and continue to try to serve in more meaningful ways.

This survey data illustrates a number of commonalities -an overall preference for loop trails, for example as well as some differences, like how Spanish speakers prefer a more direct route to the park rather than a longer and more scenic route. Being able to review open comments also shows a different thread of focus. English speakers hone in on dogs, bikes, the environment and potential user conflicts, while Spanish speakers hone in on spaces for children and family, and ensuring there are places to gather as well being safe in nature. The master plan will strive to meet a majority of needs as best we can so that all people get something they need. This will help ensure the creation of a park that meets its highest and best purpose: truly being a place that everyone can enjoy and feel welcome, or *que son bienvenidos*.

## Appendix C: Public Input Summary

### Memo



Date: March 7, 2017  
To: Chehalem Ridge Core Team  
From: Karen Vitkay, Project Manager  
Subject: CRNP Community Input Summary #4

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### Introduction

A survey was conducted between January 5 and February 28, 2017 to inform the Chehalem Ridge Nature Park planning process. Elements of the recommended plan were shared and participants were asked to give feedback on their preferences and priorities for the new nature park. 988 surveys total were completed with 9% of respondents identifying as being a person of color. 3% of surveys were completed in Spanish.

988 surveys  
completed  
9% by people of  
color  
3% in Spanish

Community members were invited to take a hard copy version of the survey in Spanish or English at community meetings held on January 5<sup>th</sup> in Cornelius and February 16<sup>th</sup> in Forest Grove. The survey opportunity was also distributed via the Opt In Community Panel. Digital promotion to Washington County zip codes near Chehalem Ridge also occurred through Facebook notifications.

The survey included five questions, asking for people's preference on the following:

- *Visitor arrival modes*
- *Shared versus single use trails*
- *Level of support for proposed trail types*
- *Community priorities for park amenities*
- *Expected visitation frequency*
- *Optional demographic questions*

### Methodology

Data was viewed as percentages within language, rather than a total count of each response in order to mitigate the factor that most survey responses were in English and taken by people who identified as white alone and through the self-selected Opt In online opinion panel, which does not reflect the diversity of viewpoints needed for decision-making at Chehalem Ridge Nature Park.

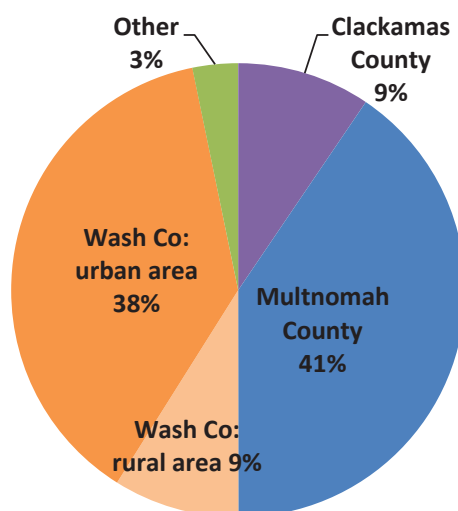
## Appendix C: Public Input Summary

### Demographics

Metro seeks to understand who participates in community engagement opportunities to ensure we are adequately reaching the diverse people and communities we serve. Optional questions were asked about where people live, gender, race/ethnicity, and income.

#### Location

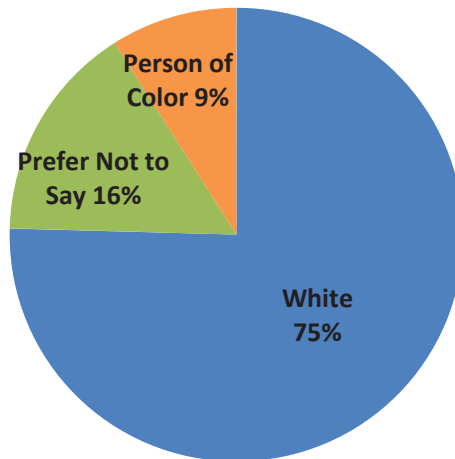
47% of respondents reported being from Washington County, with 38% being from urban areas and 9% from rural areas.



#### Race/Ethnicity

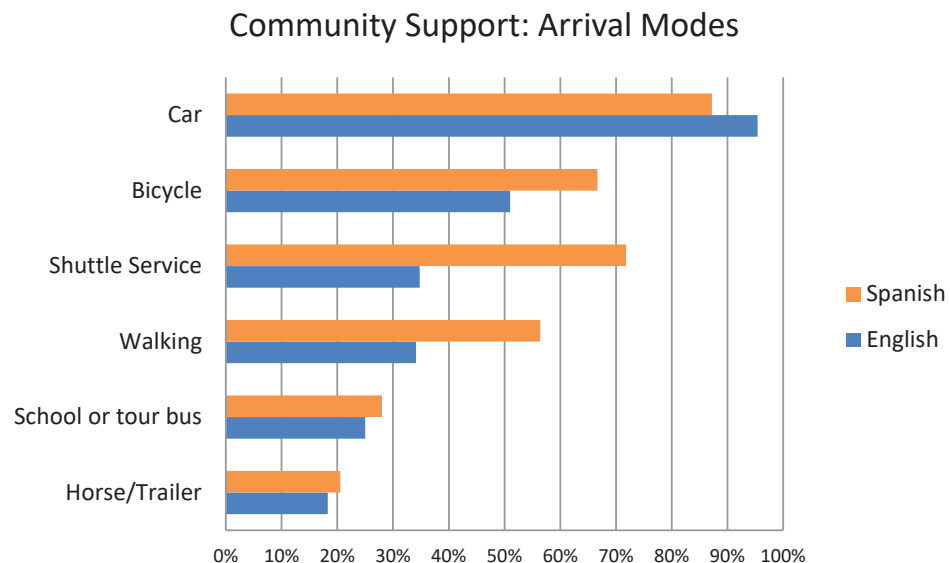
*The majority of respondents identify as white (75%). 9% of participants identify as a person of color. 16% of people who took the survey preferred to not answer the question.*

## Appendix C: Public Input Summary

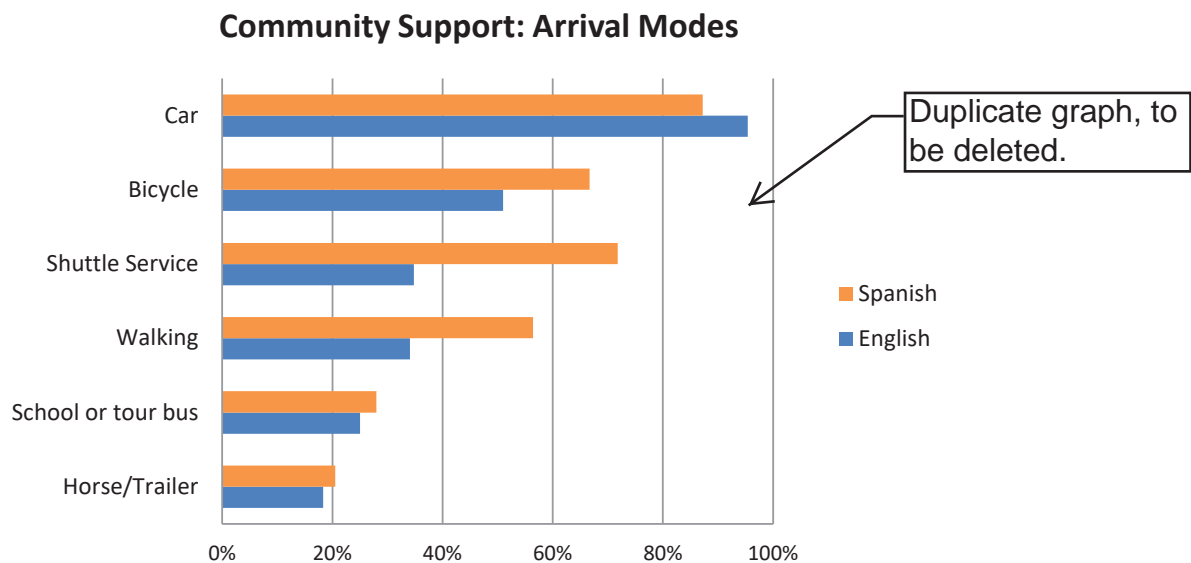


### Travel Modes

Question #1 asked about which modes of travel people supported for getting to the future nature park. While all respondents support the passenger vehicle as a travel mode, multi-modal opportunities were also found to be popular. While travel by bicycle and shuttle rank second and third for all groups, the opportunity for a shuttle service was found to be almost twice as important for Spanish speakers when compared with those who completed the survey in English.

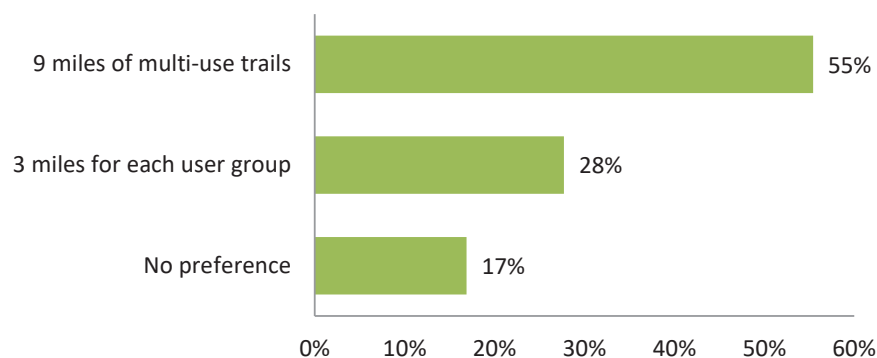


## Appendix C: Public Input Summary



### Community Preference: Trail Length and Type

When given a choice, survey respondents preferred access to more miles of multi-use trails over fewer miles of single use trails by nearly 2:1. This was an interesting finding given that the most popular concern on the open comment section of the survey focused on potential conflicts between trail user groups (ie hikers, cyclists and equestrians). Negligible differences were found between those identifying as white and people of color.





## Appendix C: Public Input Summary

### Community Support: Trail Types

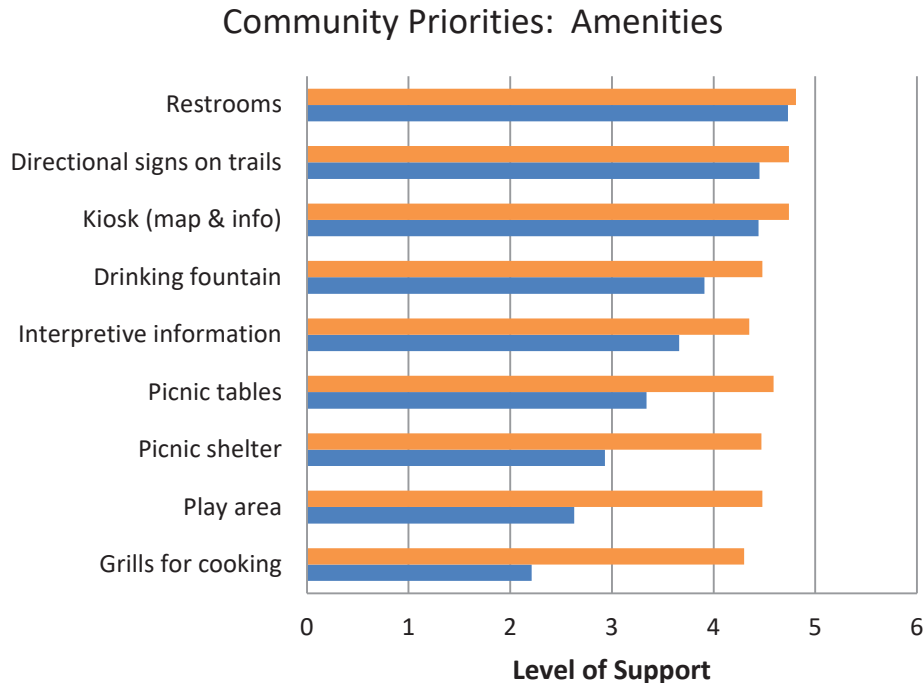
Four different trail experience opportunities are proposed for the Chehalem Ridge Nature Park. Survey respondents were asked to rate their level of support on a scale of 1 to 5 with a 1 indicating “do not support” and a 5 indicating an answer of “support.” All four trail types received a score of 4 or greater indicating a high level of support for each of the proposed trail types. The nature trails, open to those walking and hiking only, scored the highest. This is not surprising given the number of people throughout the region who rank hiking and walking as their favorite way to recreate. Negligible differences were found between those identifying as white and people of color.



### Community Priorities: Amenities

When asked to prioritize potential amenities for the site, all survey participants ranked restrooms, directional signs and maps as the three most important to their park experience. Noticeably, Spanish speakers also highly prioritize amenities such as picnic tables, play areas and grills for cooking.

## Appendix C: Public Input Summary



### Open Comments

Participants were also welcome to write in additional comments. We received over 300 written comments. They broadly fell into the following categories, which are listed from most common (top) to least common. Concerns about conflicts on trails between different user groups was the most frequent comment received.

Concern - Conflicts/Separation  
Support - Nature/Conservation  
Support - Dogs  
Support - Bikes  
Suggestion - Amenities  
Support - Horses  
Support - Hiking  
Suggestion - Trail Design  
Thanks/General Support  
Miscellaneous  
Safety  
Support - ADA  
Design Suggestion  
Concern - Access  
Concern - Dogs  
Concern - Misc  
Support - Multi-modal  
Concern - Neighbor

## Appendix C: Public Input Summary

### Conclusions

While all community members support the single passenger vehicle as a common way to reach the park, multi-modal opportunities are also important. Strong support for biking, walking and shuttle service was found among those who completed the survey in Spanish. This is not surprising given that Spanish speakers were found to have greater transportation barriers than English speakers when trying to access nature.

While many community members have concerns about shared use trails, people prefer more shared use trails over limited lengths of single use trails.

Community members are generally in favor of the different types of trail opportunities being planned at Chehalem Ridge Nature Park.

Restrooms, wayfinding and information rank amongst the highest priorities for amenities at Chehalem across all groups. Spanish speakers were found to place almost as much value on items including picnic tables, shelters, play areas and grills for cooking.

*Creating this access master plan required the commitment, support and involvement of many people who dedicated time and resources. The project team would like to thank the following individuals for their interest and involvement in developing a vision for Chehalem Ridge Nature Park.*

**Metro Council**

Tom Hughes, Council President  
Shirley Craddick, Council District 1  
Carlotta Collette, Council District 2  
Craig Dirksen, Council District 3  
Kathryn Harrington, Council District 4  
Sam Chase, Council District 5  
Bob Stacey, Council District 6

**Stakeholder Advisory Committee**

Jazmine Tellez, Guadalupe Ochoa - Adelante Mujeres  
Larz Stewart - Adventures without Limits  
Tom Gamble - City of Forest Grove, Parks  
Maria Caballero-Rubio, Juan Carlos González - Centro Cultural de Washington County  
Carol Murdock, Laura Porter - Clean Water Services  
Peggy Harris, - Citizen Participation Organization 15  
Dan Eischen - adjacent neighbor and local farmer  
Chuck Fondse - Northwest Trails Alliance  
Shari Woodcock, Dennis Monson - Oregon Equestrian Trails, Valley View Riders  
Lisa M. Sardinia, Stacey Halpern - Pacific University  
Aaron Shaw - Tualatin Soil and Water Conservation District  
Tom Nygren - Tualatin River Watershed Council  
Jon Pampush - Tualatin River Keepers  
Erin Holmes - U.S. Fish and Wildlife  
Stephen Shane - Washington County, Planning and Development Services

Materials following this page were distributed at the meeting.





Metro

# FY 16-17 balanced scorecard report

Aug. 15, 2017

# Balanced scorecard

- A set of general indicators of the health of the organization
  - Financial perspective
  - Customer service perspective
  - Business process efficiency perspective
  - Learning and growth perspective
  - Sustainability perspective
  - Diversity perspective



# Changes in FY 16-17

- Adjusted target for Customer Service-elected officials - from 95% to 80%
- New Efficiency measures for P5 and Zoo
  - P5 now consistent with OCC and Expo; new zoo benchmark data
- Adjusted Efficiency measure targets for PES



# Changes in FY 16-17

- New Safety measure
- Additional Sustainability measure
- Adjusted Efficiency measure targets for PES
- New and adjusted diversity measures



# Finance

**Goal: Achieve financial success through responsible, stable and efficient fiscal practices**

**Measure 1.1: General obligation bond rating**



**Measure 1.2: Adequacy of reserves by fund**



**Measure 1.3: Self sufficiency of visitor venues**



**Measure 1.4: Total cost of risk (TCOR)**





# Customer service

**Goal: Deliver an exceptional stakeholder and customer experience**

**Measure 2.1: Percent of elected officials that agree with the following: “Metro provides highly valuable services that have positive impacts on my constituents.”**



**Measure 2.2: Percent of Metro facility users rating their experience as good or excellent**



**Measure 2.3: Percent of employees that highly rate timeliness and quality of internal services**





# Business process efficiency

**Goal: Excel at core business processes to deliver value to our stakeholders and customers**

**Measure 3.1: Efficient use of public resources**



**Measure 3.2: Administrative overhead as a percent of total operating expenses**



**Measure 3.3: Percent of audit recommendations undertaken and completed by category**





# Learning and growth

**Goal: Establish a motivated, engaged and well trained workforce**

**Measure 4.1: Consecutive days with no lost-time accidents/Days away, restricted, job transfer**



**Measure 4.2: Sick leave (Non-FML) utilization per 1,000 hours worked**



**Measure 4.3: Percent of employees engaged in learning opportunities in the past year**



**Measure 4.4: Percent of employees agreeing or substantially agreeing with “I am proud to work for Metro/MERC.”**





# Sustainability

**Goal: Demonstrate leadership on sustainability through internal government operations, and to meet five environmental goals set by Metro Council**

**Measure 5.1: Annual water consumption**



**Measures 5.2 and 5.3: Total amount of waste (garbage plus recycling) generated annually**



**Measure 5.4: Percentage of waste recovered for recycling or compost**



**Measure 5.5: Electricity consumption**





# Diversity

**Goal: Demonstrate leadership in internal and external diversity practices**

**Measure 6.1: Percent of available MWESB contract dollars awarded**



**Measure 6.2: Our organization is taking sufficient action to address and manage diversity**



**Measure 6.3: All employees regardless of their differences are respected and valued for their contribution to our organization**







# Diversity

**Goal: Demonstrate leadership in internal and external diversity practices**

**Measure 6.4: Workforce has a similar experience with diversity across Metro**



**Measure 6.5: Workforce meets or exceeds the placement goals as set forth in the Affirmative Action Plan**



**Measure 6.6: Diversity at management, represented and non-represented levels**



**Measure 6.7: Demographics of people participating in public involvement activities**



# Balanced scorecard

Questions?

**oregonmetro.gov**







Metro

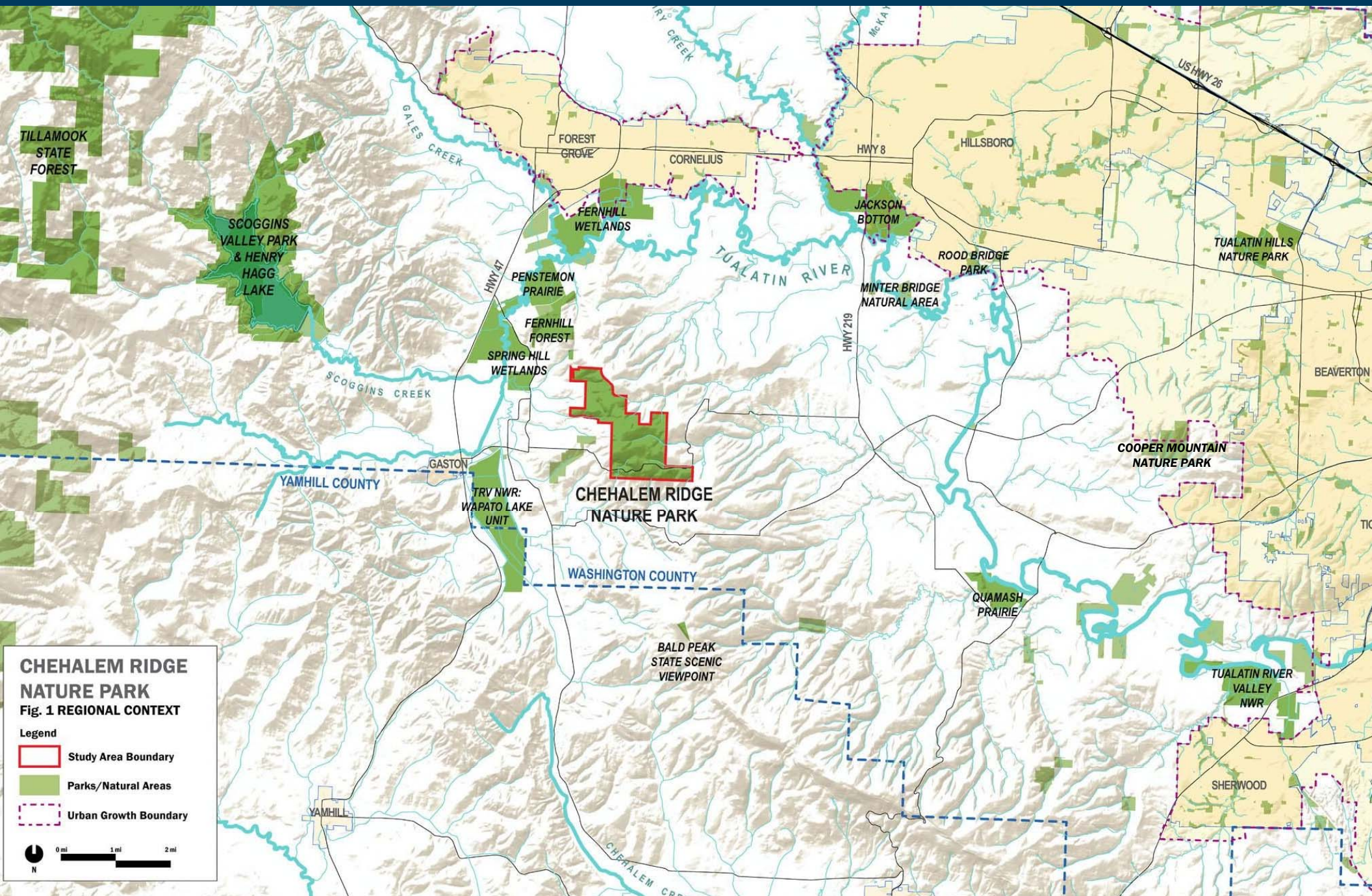
# Chehalem Ridge Nature Park

## *Parque Natural Chehalem Ridge*

Draft Access Master Plan – August 15, 2017



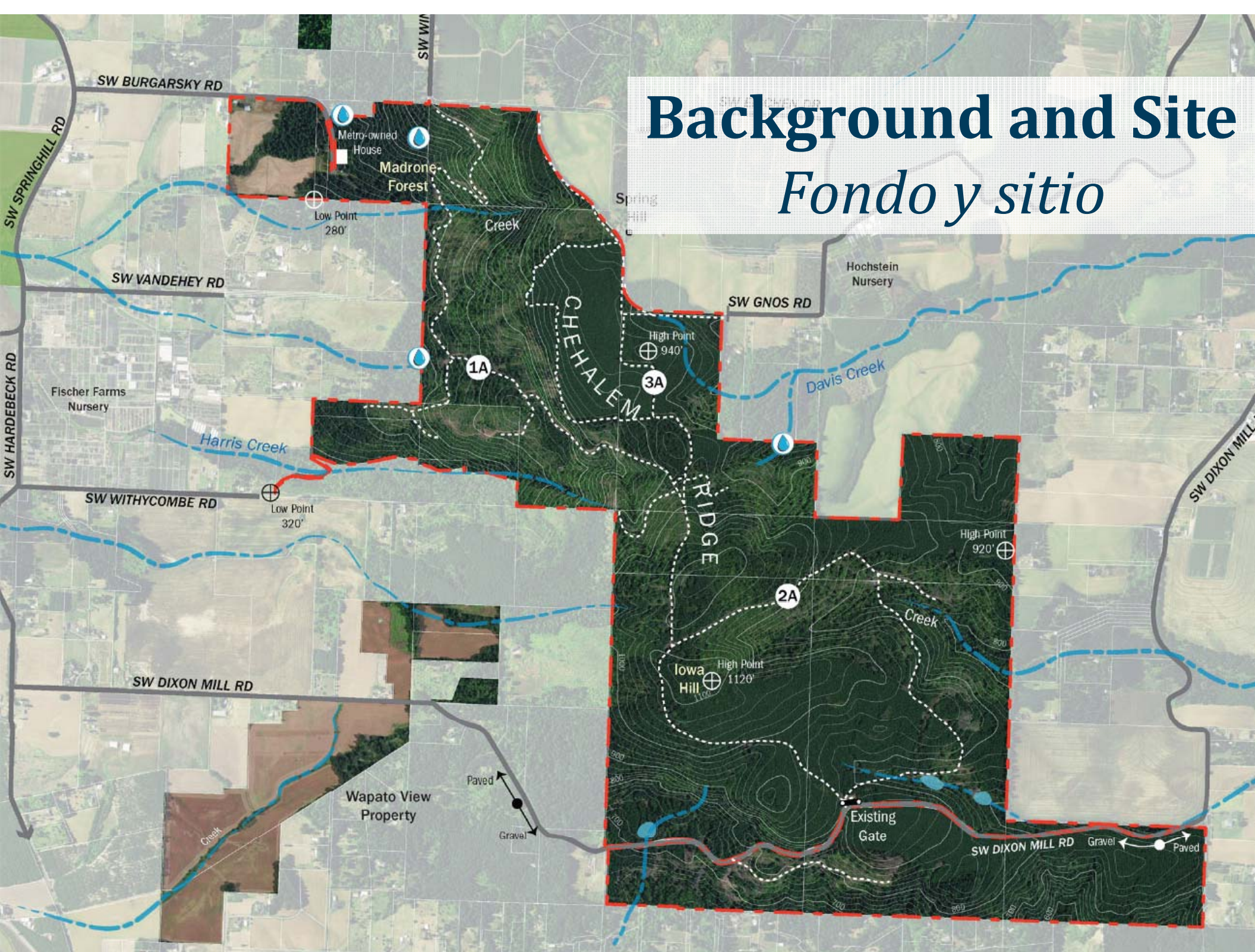
# Regional Context | *Contexto regional*





# Background and Site

## *Fondo y sitio*





# Restoration | *Restauración*



Forest thinning → Improved habitat quality

*Raleo del bosque → Mejora de la calidad del hábitat*



# Community Engagement

## *Participación de la comunidad*

- Community meetings | *Reuniones comunitarias*
- Engagement in place | *Participacion en el lugar*
- Partner led public site tours | *Organizacion asociada lidero caminatas del sitio*
- On-line public surveys | *Encuestas publicas en linea*  
[www.oregonmetro.gov/chehalemridge](http://www.oregonmetro.gov/chehalemridge)





# Stakeholder Advisory Committee

## *Comité consultivo de las partes interesadas*

- 
- Adelante Mujeres
  - Adventures Without Limits
  - Centro Cultural
  - City of Forest Grove
  - Clean Water Services
  - Citizen Participation Organization 15
  - Northwest Trail Alliance
  - OET/ Valley View Riders
  - Pacific University
  - Tualatin Soil and Water Conservation District
  - Tualatin Riverkeepers
  - U.S. Fish and Wildlife
  - Washington County



# What We Heard | *Lo que escuchamos*



**Nature Viewing** | *Observación de la naturaleza*



**Hiking/Walking** | *Senderismo/caminata*



**Nature Education** | *Educación*



**Off-Road Cycling**  
*Ciclismo todoterreno*



**Horseback Riding** | *Equitación*

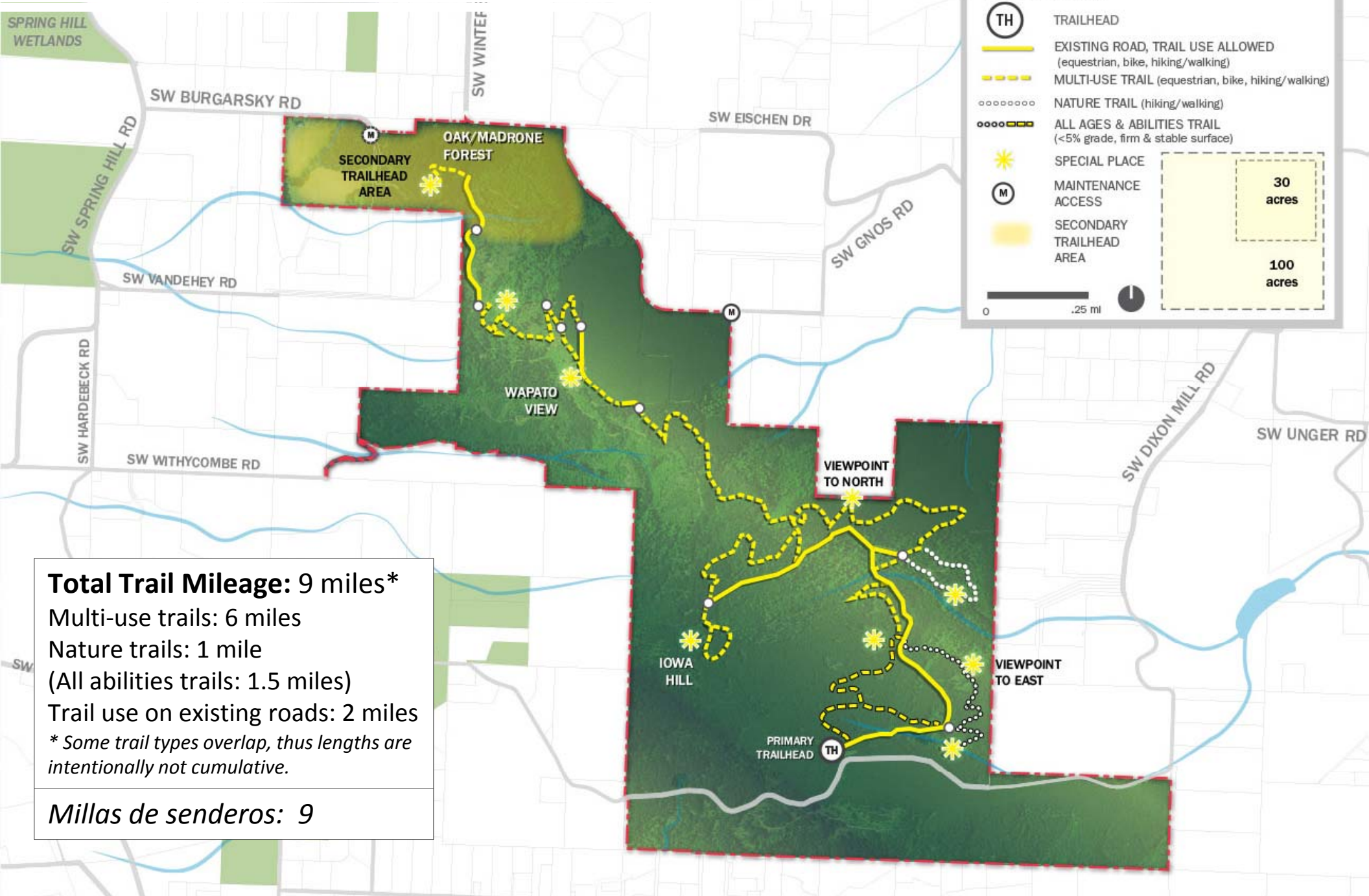


# What We Learned | *Lo que aprendimos*

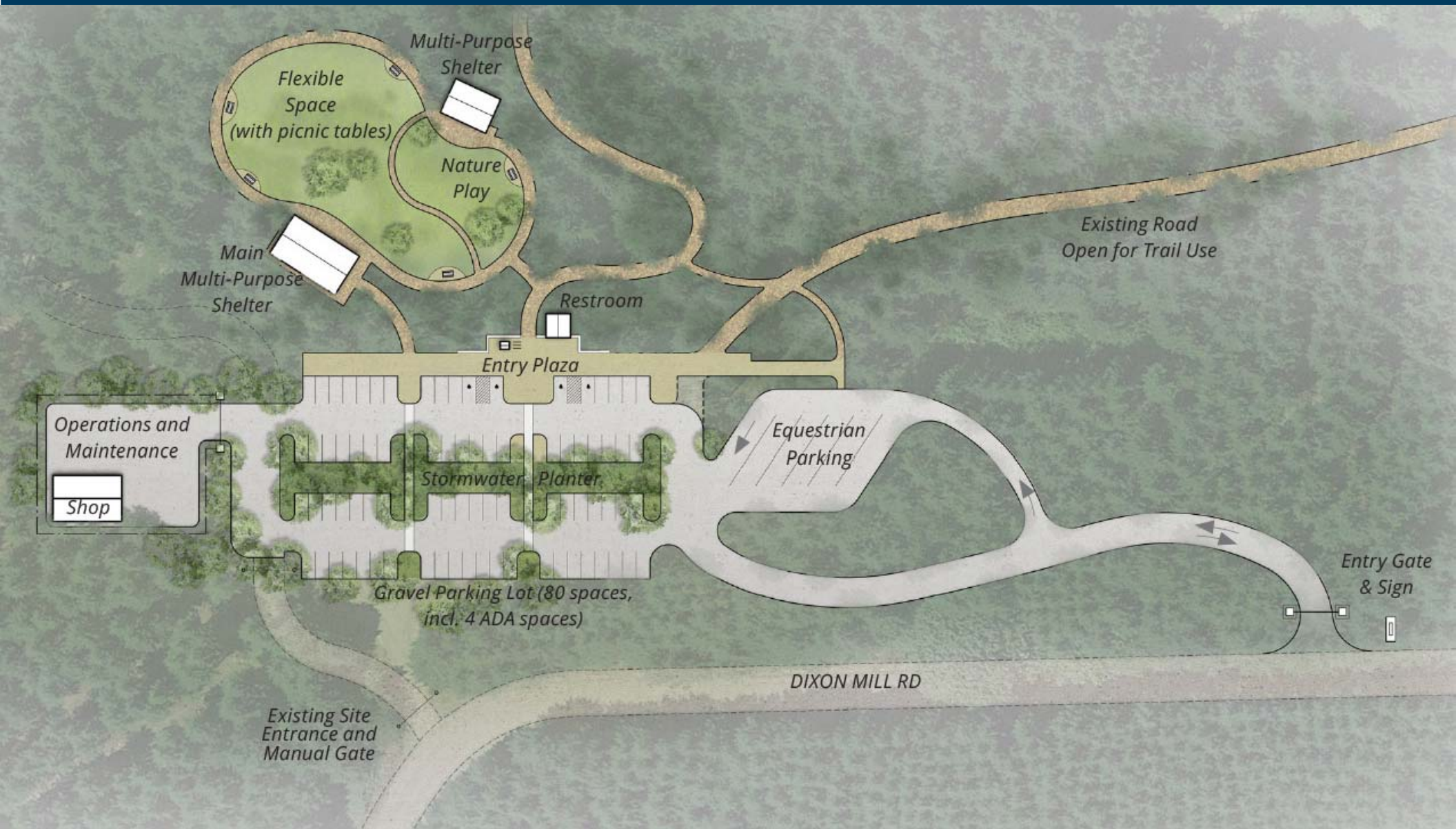




# Access Master Plan







# Primary Trailhead | *Punto de partida primario*

Dixon Mill Road





**Riparian Habitat Area**  
*Área de hábitat ribereño*





**Valley View** | *Vista del Valle*



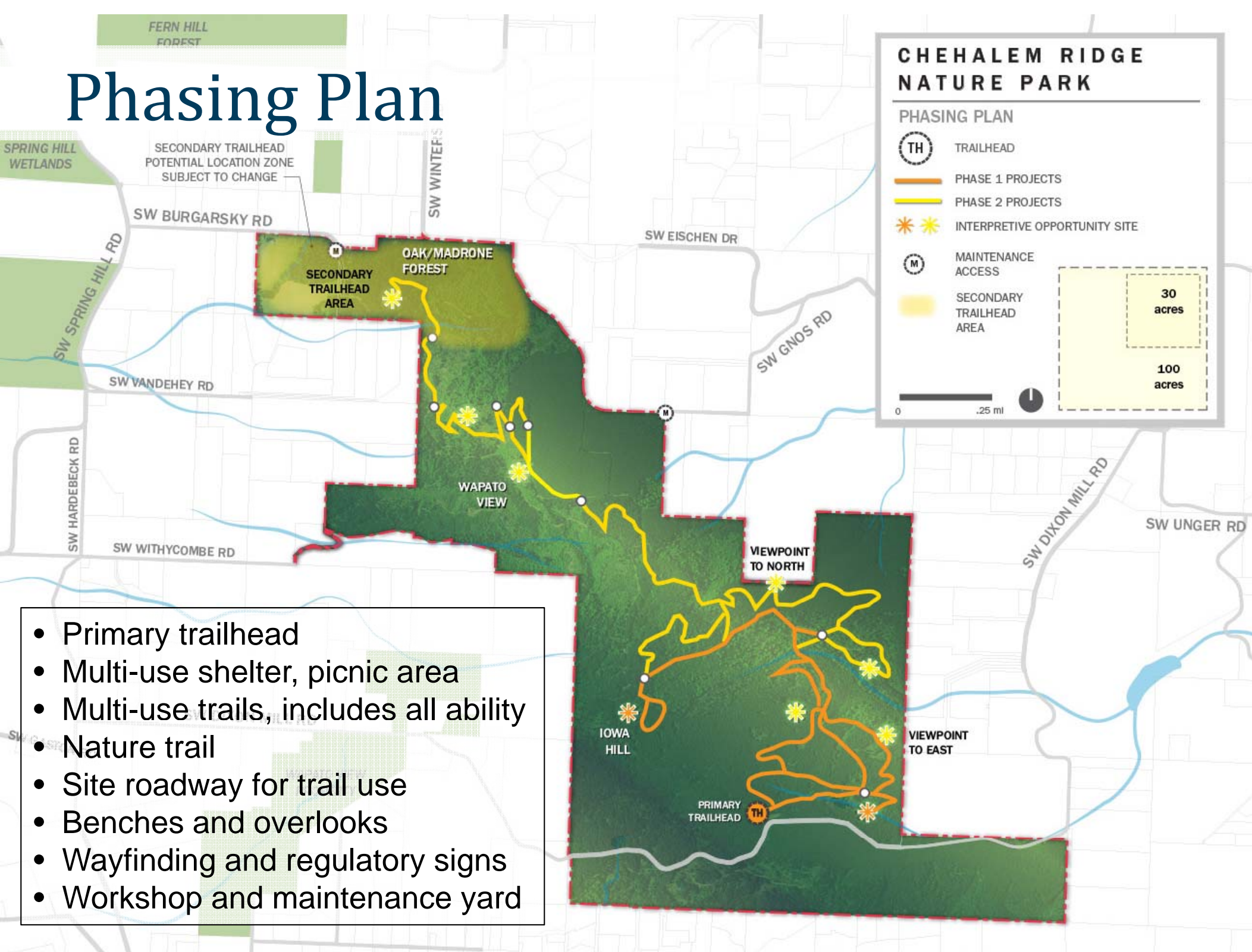
# Trails

- Family friendly
- For walking, hiking, off-road cycling, and equestrian use
- All abilities segments





# Phasing Plan



- Primary trailhead
- Multi-use shelter, picnic area
- Multi-use trails, includes all ability
- Nature trail
- Site roadway for trail use
- Benches and overlooks
- Wayfinding and regulatory signs
- Workshop and maintenance yard





# Next Steps | *Próximos pasos*

- 
- **Late August:** Public comment period
  - **August 26, Sept 23:** Public tours
  - **Mid October:** Proposed resolution meeting
  - **2018/2019:** Design engineering, permitting
  - **Summer 2019:** Ground breaking
  - **Early 2020:** Opening



# Discussion | *Discusión*

- Does the draft access master plan follow the intent of voter approved investments?
- Does the plan carry out the mission of Parks and Nature: *protect water quality and fish and wildlife habitat, and create opportunities to enjoy nature close to home...*
- Questions, comments or concerns?



**oregonmetro.gov**



# DRAFT

## **A message from elected leaders in the Portland metropolitan area**

Aug. 16, 2017

Contact: XXXXX

White supremacists gathered in Charlottesville, Virginia on Saturday carrying torches and chanting vile messages of hate toward anyone unlike them. They marched through Virginia on Saturday. They have marched through many parts of America, including Portland, since November. Two men in Portland lost their lives on a MAX train standing up to a white supremacist bullying two girls and now in Virginia three more lives have been lost. Wherever these extremists go, they stoke fear, ignite violence and try to further divide us. But the force of our love and care for our neighbors will triumph.

We have faced such hatred before, in world wars and in the struggle for civil rights. We stand here again, on the cusp of history, facing a choice.

Why hate when you can love? Why divide when you can connect? Why break when you can strengthen?

As leaders in the Portland metropolitan area, we embrace equity, justice and compassion. As people who call this country home, we feel responsible to live those values and condemn the racist extremists whose goal is to divide and oppress. We send our condolences to the people of Virginia and the families of those killed and injured as a result of Saturday's violence. We call upon all Oregonians to join us in condemning hateful extremism. We stand with communities of color, the LGBTQ community and religious groups who are in particular affected, and targeted, by this hate.

Working together, we can and will, overcome this blight. We can, and will, build communities that shun hate, offer equitable opportunity and see our differences as cause for celebration, not division. Each of us can take a stand against racism: by supporting community organizations, speaking up when we hear words of discrimination or oppression, and reaching out to support our neighbors who are most affected. We look forward to more dialogue and partnership with our diverse communities as we build a path toward equity and justice together.

For every torch that burns with hate, we must shine a light of love and equality that is a thousand times brighter.