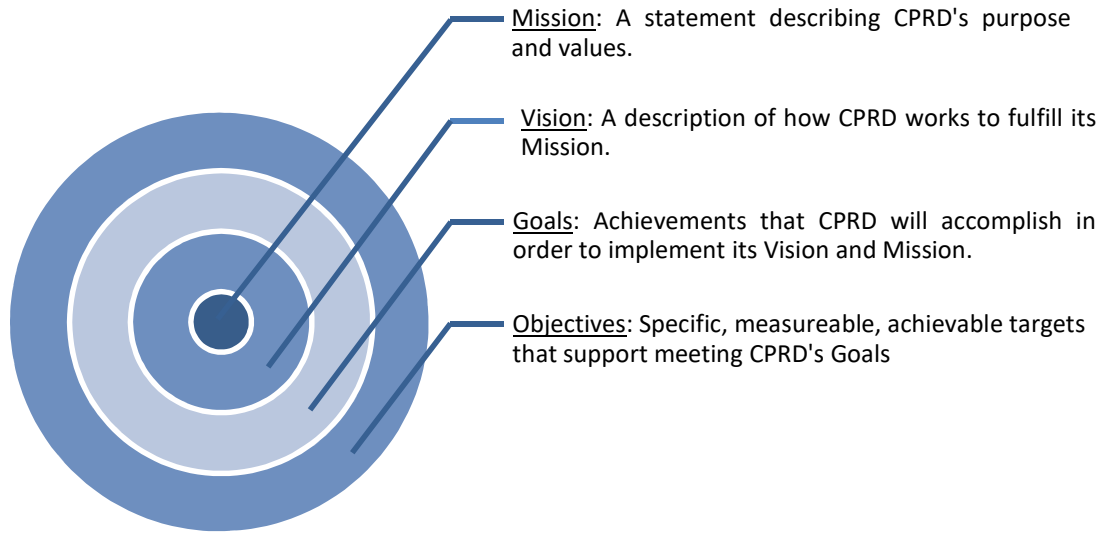


Chehalem Park and Recreation District

Strategic Planning Priorities

CPRD STRATEGIC PLANNING OUTLINE AND KEY TERMS



MISSION STATEMENT

To connect and enrich our community through parks, recreation, open spaces, natural areas, and educational opportunities.

CPRD VISION

1. Establish a Culture of Public Service that Promotes Continuous Improvement and Customer Service
2. Cultivate Public Understanding of the District's Facilities and Services
3. Invest in Partnerships that Create Social Capital and Opportunities for Success for All Age Groups
4. Promote Opportunities for Learning, Growth, and Innovation Within the Organization
5. Balance Plans for the Future with Responsiveness to Emerging Opportunities

CPRD STRATEGIC GOALS AND OBJECTIVES

1. Goal: Communicate the identity, mission, and public benefits of Chehalem Park and Recreation District
 - a. Objective: Take action(s) to improve relationships with volunteer and coaching communities before FY2026-27.
 - b. Objective: Create and share an annual report that raises accountability to the public before FY2027-28.



- c. Objective: Create a series of public engagement opportunities before FY2027-28.
 - d. Objective: Introduce and reintroduce mailings, activity guide publications, and merchandise that highlight CPRD's mission and identity before end of FY2025-26.
 - e. Objective: Establish strategic relationships with local partners including, but not limited to, City of Newberg, City of Dundee, Newberg-Dundee School District, and George Fox University.
2. Goal: Maintain and improve the District's existing neighborhood and regional parks
- a. Objective: Complete a Districtwide assessment of existing facilities before FY2027-28.
 - b. Objective: Evaluate expansion of volunteer activities into new forms of support for parks, facilities, and programs before FY2028-29.
 - c. Objective: Identify financing strategies to address park playground, bathroom, parking area replacements and improvements, and ADA-related accessibility enhancements before FY2028-2029.
 - d. Objective: Leverage the Chehalem Parks Foundation to support playground and bathroom replacements and upgrades in parks.
 - e. Objective: Establish park-level service standards and forward-looking monitoring schedule before FY2027-28.
 - f. Objective: Create a preventative maintenance plan for facilities and parks.
3. Continue to develop community programs
- a. Objective: Complete analysis of seasonal supply and forecasted demand for of sports fields throughout district before FY26-27.
 - b. Objective: Develop Renne Field before FY2027-28.
 - c. Objective: Complete or identify best alternatives for major renovation and restoration of Bonnie Benedict Preschool and Chehalem Community Center.
 - d. Objective: Increase annual volunteer base participation from 1,000 to minimum of 1,200 volunteers.
 - e. Objective: Complete an analysis of existing District properties capable of satisfying local needs for sports-related needs before the end of FY2025-26.
4. Goal: Complete all phases of Sander Estate Park's development
- a. Objective: Complete Phase 1 development before FY2026-27.
 - b. Objective: Complete Phase 2 development before FY 2028-29.
 - c. Objective: Work with the City of Dundee to modify the requirements of Phase 3.
 - d. Objective: Complete Phase 4 development of a community building and event space.



- e. Objective: Work with the Dundee Urban Renewal Agency to obtain urban renewal funding and identify additional grant opportunities.
- 5. Goal: Develop the District's trail network (Chehalem Heritage Trails) with a focus on creating connections to park and riverfront areas
 - a. Objective: Complete Phase 1 construction of the Newberg-Dundee Bypass Trail before FY2026-27.
 - b. Objective: Complete an analysis of existing District properties capable of satisfying local needs for bicycle uses before the end of FY2025-26.
 - c. Objective: Create a strategy for bicycle trails within the District.
 - d. Objective: Complete trail and bridge development at Ewing Young Park before FY2026-27.
 - e. Objective: Complete Phase 2 construction of the Newberg-Dundee Bypass Trail to connect the communities of Newberg and Dundee.
 - f. Objective: Incorporate trail system goals into the Newberg and Dundee Transportation Plan updates during the next update of each respective plan.
 - g. Objective: Review cost and strategies for Chehalem Heritage Trail Plan implementation as part of the District's next SDC Methodology Report update.
 - h. Objective: Develop a Districtwide trail system that includes bike (leisure, road, and mountain bikes), pedestrian, equestrian, multi-use trails, and safe routes to schools.
 - i. Objective: Review and consider zone changes for District-owned properties including but not limited to Bob and Crystal Rilee Park, Hwy 219 property, and Ewing Young Park.
 - j. Develop options for mountain biking that are accessible from urban area residences within District-owned properties as well as potential development areas on the Willamette River.
- 6. Goal: Develop a third nine and clubhouse at Chehalem Glenn Golf Course based on sustainable operations, community desires, and fiscal stewardship
 - a. Objective: Develop an additional nine holes for golf course with clubhouse.
 - b. Objective: Evaluate pricing and programming strategies to improve golf-related cost recovery.
- 7. Goal: Create non-motorized access to the Willamette River.
 - a. Objective: Work with designated board members to explore alternative access to Highway 219 property before FY2026-27.
 - b. Objective: Develop river access near Newberg and Highway 219 including campground, paddle launch, and site amenities as well as site access.



- c. Objective: Reopen a paddle launch in the Dundee area and develop a master plan for its use.
8. Goal: Develop Bob and Crystal Rilee Park as a regional recreation destination
- a. Objective: Implement the Bob and Crystal Rilee Park Master Plan.
 - b. Objective: Explore opportunities for increased “trail corps” service work on local trails and related facilities.
9. Goal: Complete development of the Chehalem Cultural Center and District
- a. Objective: Complete Chehalem Cultural Center improvements.
 - b. Objective: Support Chehalem Cultural Center (organization) in capital campaign fundraising to complete development of the Chehalem Cultural Center facility.
10. Strengthen the District’s administrative and fiscal operations
- a. Objective: Reformat the District’s budget before FY2026-27.
 - b. Objective: Report on cost recovery related to Special Services Division within the annual budget by FY2026-27.
 - c. Objective: Complete an updated SDC Methodology Report before FY2026-27.
 - d. Objective: Develop a robust Capital Improvement Program with asset value tracking capabilities before FY2027-28.
 - e. Objective: Increase coordination, utilization, and annual fundraising of Chehalem Park Foundation to more than \$100,000 in annual revenue before FY2030-31.
 - f. Objective: Increase utilization of grants and other funds from external entities as a reliable revenue source providing more than \$400,000 annually.
 - g. Objective: Identify strategies to mitigate escalating costs of Basic Services Division within parks, natural areas, and other sites.
 - h. Objective: Budget appropriately for fulfillment of the District’s Strategic Goals and Objectives.
 - i. Objective: Review personnel costs and benefits to maintain a stable workforce within budget.
11. Goal: Be responsive to opportunities for land banking and acquisition of properties for future parks and growth
- a. Objective: Complete a District Master Plan Update before FY2027-28.
 - b. Objective: Promote the Chehalem Parks Foundation for property, asset, and other donation types.
 - c. Objective: Review and update District policies including park rules and regulations, development and/or adoption of ordinance-based code, personnel use of District



properties (caretaker/housing), Districtwide ADA transition plan, and nonprofits operating under the CPRD umbrella (i.e., BMX, Chehalem Cultural Center, sports concessionaire, competitive, facility lease agreements)

- d. Objective: Continue to monitor Dundee and Newberg expansion and development on waterfront, and take initiative to expand park development along the river.

WORK PLAN FOR THE CHEHALEM PARK AND RECREATION DISTRICT STRATEGIC PLANNING PRIORITIES (2025)

Goals	ID	Strategic Objective	FY25	FY26	FY27	FY28	FY29	FY30	Beyond 2030
Communicate the identity, mission, and public benefits of Chehalem Park and Recreation District	1a	Take action(s) to improve relationships with volunteer and coaching communities before FY2026-27.							
	1b	Create and share an annual report that raises accountability to the public before FY2027-28.							
	1c	Create a series of public engagement opportunities before FY2027-28.							
	1d	Introduce and reintroduce mailings, activity guide publications, and merchandise that highlight CPRD's mission and identity before end of FY2025-26.							
	1e	Establish strategic relationships with local partners including, but not limited to, City of Newberg, City of Dundee, Newberg-Dundee School District, and George Fox University.							
Maintain and improve the District's existing neighborhood and regional parks	2a	Complete a Districtwide assessment of existing facilities before FY2027-28.							
	2b	Evaluate expansion of volunteer activities into new forms of support for parks, facilities, and programs before FY2028-29.							
	2c	Identify financing strategies to address park playground, bathroom, parking area replacements and improvements, and ADA-related accessibility enhancements before FY2028-2029.							
	2d	Leverage the Chehalem Parks Foundation to support playground and bathroom replacements and upgrades in parks.							
	2e	Establish park-level service standards and forward-looking monitoring schedule before FY2027-28.							
	2f	Create a preventative maintenance plan for facilities and parks.							
Continue to develop community programs	3a	Complete analysis of seasonal supply and forecasted demand for of sports fields throughout district before FY26-27.							
	3b	Develop Renne Field before FY2027-28.							
	3c	Complete or identify best alternatives for major renovation of Bonnie Benedict Preschool and Chehalem Community Center.							
	3d	Increase annual volunteer base participation from 1,000 to minimum of 1,200 volunteers.							
	3e	Complete an analysis of existing District properties capable of satisfying local needs for sports-related needs before the end of FY2025-26.							
	4a	Complete Phase 1 development before FY2026-27.							

Goals	ID	Strategic Objective	FY25	FY26	FY27	FY28	FY29	FY30	Beyond 2030
Complete all phases of Sander Estate Park's development	4b	Complete Phase 2 development before FY 2028-29.							
	4c	Work with the City of Dundee to modify the requirements of Phase 3.							
	4d	Complete Phase 4 development of a community building and event space.							
	4e	Work with the DURA to obtain urban renewal funding and identify additional grant opportunities.							
Develop the District's trail network (Chehalem Heritage Trails) with a focus on creating connections to park and riverfront areas	5a	Complete Phase 1 construction of the Newberg-Dundee Bypass Trail before FY2026-27.							
	5b	Complete an analysis of existing District properties capable of satisfying local needs for bicycle uses before the end of FY2025-26.							
	5c	Create a strategy for bicycle trails within the District.							
	5d	Complete trail and bridge development at Ewing Young Park before FY2026-27.							
	5e	Complete Phase 2 construction of the Newberg-Dundee Bypass Trail to connect the communities of Newberg and Dundee.							
	5f	Incorporate trail system goals into the Newberg and Dundee Transportation Plan updates during the next update of each respective plan.							
	5g	Review cost and strategies for Chehalem Heritage Trail Plan implementation as part of the District's next SDC Methodology Report update.							
	5h	Develop a districtwide trail system that includes bike (leisure, road, and mountain bikes), pedestrian, equestrian, multi-use trails, and safe routes to schools.							
	5i	Review and consider zone changes for District-owned properties including but not limited to Bob and Crystal Rilee Park, Hwy 219 property, and Ewing Young Park.							
	5j	Develop options for mountain biking that are accessible from urban area residences within District-owned properties as well as potential development areas on the Willamette River.							
Develop a third nine and clubhouse at Chehalem Glenn Golf Course based on sustainable operations, community desires, and fiscal stewardship	6a	Develop an additional nine holes for golf course with clubhouse.							
	6b	Evaluate pricing and programming strategies to improve golf-related cost recovery.							
	7a	Work with designated board members to explore alternative access to Highway 219 property before FY2026-27.							

Goals	ID	Strategic Objective	FY25	FY26	FY27	FY28	FY29	FY30	Beyond 2030
Create non-motorized access to the Willamette River	7b	Develop river access near Newberg and Highway 219 including campground, paddle launch, and site amenities as well as site access.							
	7c	Reopen a paddle launch in the Dundee area and develop a master plan for its use.							
Develop Bob and Crystal Rilee Park as a regional recreation destination	8a	Implement the Bob and Crystal Rilee Park Master Plan.							
	8b	Explore opportunities for increased “trail corps” service work on local trails and related facilities.							
Complete development of the Chehalem Cultural Center and District	9a	Complete Chehalem Cultural Center improvements.							
	9b	Support Chehalem Cultural Center (organization) in capital campaign fundraising to complete development of the Chehalem Cultural Center facility.							
Strengthen the District’s administrative and fiscal operations	10a	Reformat the District’s budget before FY2026-27.							
	10b	Report on cost recovery related to Special Services Division within the annual budget by FY2026-27.							
	10c	Complete an updated SDC Methodology Report before FY2026-27.							
	10d	Develop a robust Capital Improvement Program with asset value tracking capabilities before FY2027-28.							
	10e	Increase coordination, utilization, and annual fundraising of Chehalem Park Foundation to more than \$100,000 in annual revenue.							
	10f	Increase utilization of grants and other funds from external entities as a reliable revenue source providing more than \$400,000 annually.							
	10g	Identify strategies to mitigate escalating costs of Basic Services Division within parks, natural areas, and other sites.							
	10h	Budget appropriately for fulfillment of the District’s Strategic Goals and Objectives							
	10i	Review personnel costs and benefits to maintain a stable workforce within budget.							
Be responsive to opportunities for land banking and acquisition of properties for future parks and growth	11a	Complete a District Master Plan Update before FY2027-28.							
	11b	Promote the Chehalem Parks Foundation for property, asset, and other donation types.							
	11c	Review and update District policies including park rules and regulations, development and/or adoption of ordinance-based code, personnel use of District properties (caretaker/housing), Districtwide ADA transition plan, and nonprofits operating under the CPRD umbrella (i.e., BMX, Chehalem Cultural Center, sports concessionaire, competitive, facility lease agreements)							

Goals	ID	Strategic Objective	FY25	FY26	FY27	FY28	FY29	FY30	Beyond 2030
	11d	Continue to monitor Dundee and Newberg expansion and development on waterfront, and take initiative to expand park development along the river.							