

## Oregon Parks and Recreation Commission

February 11, 2015

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Agenda Item:	4c	Information
Topic:	Oregon State Parks Foundation Long Range Plan	
Presented by:	Chris Havel and Peter Mohr	

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The Oregon Parks and Recreation Department has a fundraising agreement with the nonprofit Oregon State Parks Foundation approved by the commission in 2014 under the authority of Oregon Administrative Rule 736-0025-0015. Peter Mohr, chair of the Oregon State Parks Foundation, will present the organization's newly-developed Long-Range Plan.

**Action Requested:** None.

**Prior Action by Commission:** Approval of agreement with Foundation, April 9, 2014, Item 4d.

**Prepared by:** Chris Havel



# OREGON STATE PARKS FOUNDATION

## **Long Range Strategic Plan 3-5 Years**

January 20, 2015

## **I. Executive Summary**

This Long Range Strategic Plan (the "Plan") shall guide the Oregon State Parks Foundation's (the "Foundation") commitment over the next three to five years to make a measureable, material difference in further conveying to the public the unique cultural and natural resources that are Oregon State Parks and creating more opportunities to maximize the unique value of such resources for the benefit of all Oregonians and others who visit this beautiful state. In order to attain these broader objectives, the Foundation will work to achieve the following three goals:

1. Further Connect Oregonians to their Parks;
2. Raise Funds for Key Projects; and
3. Grow the Foundation's Organizational Capacity.

To further connect Oregonians to their Parks, the Foundation will work closely with the Oregon Parks and Recreation Department ("OPRD") to explore and implement ways to provide greater access to and use of our state parks. Particular emphasis will be given to opportunities to work with other non-profits and schools to increase park participation among K-12 and collegiate levels and in underserved communities and populations.

The Foundation will continue to raise funds for capital projects that are important to Oregonians. To achieve this goal, the Foundation will work closely with partners, including OPRD, other non-profit organizations, and local leaders.

To grow the Foundation's organizational capacity, the Foundation will be committed to increasing revenues and building its organizational capabilities.

## **II. The Oregon State Parks Foundation**

Since 1995, the Foundation, previously named *Oregon State Parks Trust*, has provided more than \$8.5 million to preserve and enhance Oregon state parks. These funds supported many vital projects such as restoring Vista House at Crown Point, preservation and enhancement of Kam Wah Chung Heritage Site, helping to maintain Oregon's lighthouses, purchasing important property at Iwetemlaykin State Heritage Site near Wallowa Lake, and providing important program funding for enhancing projects such as "Let's Go."

The Foundation's successes have increased understanding about the Oregon State Parks system. Millions of Oregonians visit Oregon State Parks each year. The Foundation helps ensure that these treasures are preserved for generations to come.

The Foundation did not achieve these successes alone. The Foundation has consistently worked with its closest partner, OPRD, to add value to existing state sponsored programs, projects, and activities. In 2013, the Oregon legislature

strengthened the Foundation's partnership with OPRD by passing Senate Bill 196. The Oregon legislature recognized the important role non-profit organizations play in enhancing the state park system. Today this role continues to evolve, providing the Foundation access to technical and other OPRD resources previously unavailable, and providing OPRD the ability to rely on the Foundation to pursue a wide variety of related opportunities benefiting the public that otherwise exist beyond the expertise and operational capacity of OPRD. And while not all Foundation priorities may be a priority for OPRD, the Foundation will ensure that all of its undertakings are consistent with the Foundation's mission, vision, and values.

### **III. Mission, Vision, and Values**

The Foundation's mission is:

*To enrich the experience of Oregon state parks for generations to come.*

The Oregon State Parks Foundation enriches the state parks experience in four key areas:

- Preserving the cultural and natural heritage of our state parks
- Achieving healthy lifestyles
- Promoting environmental literacy
- Improving our reach to all Oregonians

The Foundation's vision is to ensure that:

*Every Oregonian has the opportunity to experience and value Oregon's world-class state parks.*

The Foundation's work is driven by the passion that Oregonians hold for Oregon's state parks and the significant contribution such resources can provide our communities, state, economy, and individual health and well-being. Further, Oregon's state parks are a vital part of our state's heritage, and the Foundation is committed to ensuring that the legacy continues for generations to come.

The Foundation is committed to executing the Plan in a manner that is consistent with the Foundation's values:

- Ensure that the legacy held by Oregon's state parks continues for generations to come.
- Foster a spirit of cooperation with park-based friends groups and allied non-profits.
- Pursue the Foundation's mission and vision statewide.
- Promote communication regarding state parks, programs and events with growing audiences to encourage participation and help create a new generation of park supporters and stewards.
- Increase recreational opportunities for visitors that lend to the maintenance of active, healthy lifestyles.

- Enrich the park experience and increase environmental literacy through interpretation and education.
- Take on projects that add tangible and lasting value to the public, increase public understanding, and promote cultural outreach.
- Maintain the highest professional standards and hold itself accountable to its mission and to the general public.
- Face the Foundation's future with optimism, secure in the knowledge that Oregonians are passionate about state parks and willing to encourage and support our work.

#### **IV. Long-Range Strategic Goals**

The Foundation will work to achieve the following goals during the next three to five years:

##### **A. Further Connect Oregonians to their Parks**

The Foundation will work closely with OPRD to explore and implement ways to provide greater access to and use of our state parks. Particular emphasis will be given to opportunities to work with partners, other non-profits, and schools to increase park participation among K-12 and collegiate levels and in underserved communities and populations. These efforts will include introducing current and future users to the skills and opportunities for learning what our state parks offer.

State parks have a strong role to play as a gateway activity to a healthy lifestyle. The parks serve as an important asset that links recreation and public health. By providing Oregon's youth with opportunities to learn recreation skills and gain an understanding of the environment in outdoor settings, the Foundation will build future support, establish personal connections with nature and public lands, and improve Oregonians' health and well-being.

Many Oregon children and families, especially those with lower incomes and people of color, often do not have easy access to participate in Oregon state parks' richness and heritage. In general, minorities are less likely than Caucasians to participate in outdoor recreation in the United States. *2013 Outdoor Participation Report*, The Outdoor Foundation (2013). As a result these underrepresented populations often forgo the health, social, and other benefits of outdoor recreation.

##### **B. Raise Funds for Key Projects**

The Foundation will continue to raise funds for capital projects that are important to Oregonians. To achieve this goal, the Foundation will work closely with partners, including OPRD, other non-profit organizations, and local leaders. The Foundation will continue to develop financial support for the capital projects it pursues by appealing to foundations, individuals, businesses, and others. Regardless of location, these projects often possess statewide appeal as they enhance the appreciation and knowledge of

significant cultural and natural resources within the State. One such project is the Cottonwood Canyon Experience Center to be developed at the newly established Cottonwood Canyon State Park.

Many projects that enhance park experiences are only possible if there is a demonstrated public interest and willingness in the community to work in partnership to bring them to fruition. While the Foundation anticipates OPRD to bring considerable resources to many of these projects, the necessary resources often require support from grants, donors, and other interested partners. The Foundation is uniquely positioned to lead or assist in meeting the need by developing strong partnerships with donors, communities, local governments, and granting organizations. By filling this gap, the public and park users realize the benefits discussed above that these projects provide. This is a critical boost to our state park system as it faces growing costs in times of dwindling revenue from its traditional sources of lottery and recreational vehicle registration.

### **C. Growing the Foundation's Capacity**

In order to achieve the first two goals, the Foundation is committed to increasing revenues and building its organizational capacity. There are numerous, meaningful, and beneficial projects in the pipeline. These projects, however, can only be successful if the Foundation increases its revenue sources to a level that creates a more predictable financial environment to properly support them. By creating more financial certainty, the Foundation's capacity to support all of its goals and work will only increase.

### **V. Framework for the Foundation's Involvement**

The Foundation's involvement will vary by project. Depending on the project, the Foundation will lead, participate, or support.

- The Foundation will **lead** various projects, activities, or initiatives, or be responsible for planning and delivering the intended results. This will likely require key partnerships and relationships that the Foundation will seek out and develop. Examples might include fundraising for a specific capital project or program. Undertakings such as these will require the full commitment of the board and staff.
- The Foundation will **participate** in activities or projects where the Foundation is a significant and visible partner. Its prominence in the partnership brings visibility to The Foundation's mission and benefits Oregon's state parks. For example, the Foundation might be one of many partners in a regional effort that results in some desired outcome for our state park system and furthers the Foundation's vision.

- There may be opportunities that promote this Plan but do not, or should not, require the on-going, active participation of the Foundation. The Foundation may choose to **encourage and support** these activities and their sponsors without taking on a prominent or active role. These activities will require minimal obligation of Foundation resources. Examples may include the endorsement of an event or project being led by another organization that has general benefit but little direct benefit to The Foundation's vision.

## VI. Conclusion and Implementation of the Plan

The following framework will act as a general guide to the implementation of the Plan.

<b>What Is Necessary</b>	Strong partnerships with OPRD, friends groups and other non-profits, businesses, non-profits, communities, and Oregonians	Organizational structure that supports the Foundation's work	High performing and committed Board and Staff
<b>What We Do</b>	Preserve cultural and natural heritage of Oregon's treasures	Enrich the experience of Oregon state parks for generations to come	Ensure that all Oregonians have the opportunity to experience and value Oregon's world-class state parks
<b>What Happens</b>	<ol style="list-style-type: none"> <li>1. Key treasures are purchased and/or protected</li> <li>2. Visitors gain appreciation of their value</li> <li>3. Growing participation in interpretive programming</li> </ol>	<ol style="list-style-type: none"> <li>1. Growth in park use</li> <li>2. Growth in representation of broader ethnic, economic, and age-based categories</li> </ol>	<ol style="list-style-type: none"> <li>1. Visible support and appreciation for parks and their values evident in the public</li> <li>2. Growth in financial and membership support for Foundation's mission</li> </ol>
<b>Success Achieved</b>	Oregon's state parks serve a more socially and economically diverse population	Oregonians take pride in the natural, cultural, and historic values of Oregon's state park system. Oregonians sense of stewardship and responsibility for these great resources increases.	Oregon's state park system is second-to-none in connecting citizens to the stories, places, and resources that represent Oregon's treasures.

Please see the following page for a diagram showing how the Plan will be implemented.

## **Long Range Plan**

Broad general direction



## **Goal**

What we want to achieve



## **Strategy**

How we are going to achieve the goal



## **Activity**

Specific projects, activities, events and actions to accomplish the goal