

A close-up photograph of bamboo stalks and leaves, with a dark green overlay at the top containing text.

Explore Washington Park

BOARD PACKET

January 9, 2025

2:00 - 4:00

Mt. Hood Room, World Forestry Center

Explore 
WASHINGTON PARK

AGENDA

AGENDA ITEM	ACTION	LEAD
Welcome		Heidi Rahn
Consent Agenda October - November Financials November Minutes	Vote	Heidi Rahn
Annual Visitor Report	Info	Meghan McCloskey
ZooLights Report	Info	Mike Murawski
Setting the stage Washington Park Purpose and Principles Washington Park Strategic Operations Plan	Info	Heather McCarey
Funding Model Study Final Draft	Info/ Feedback	Nathan Jones Seed Fundraisers
Transportation Access Plan Final Plan	Vote	Heather McCarey
Adjourn		Heidi Rahn

Attachments

- 1 Consent Agenda Items
November Minutes
October - November Financials
- 2 Annual Visitor Report, 2024
- 3 Washington Park Strategic Operations Plan - Overview
- 4 Funding Model Study - Final Draft
- 5 Transportation Access Plan: [Final Plan](#) and [Feedback Chart](#)
- 6 Programs Report

Next Board Meeting

March 13, 2-4 pm
TriMet, 101 SW Main

Consent Agenda



Consent Agenda

All items in the consent agenda can be found in [THIS](#) folder.

FINANCIALS

October 2024 [Financials](#)

November 2024 [Financials](#)

MINUTES

November 2024 Meeting [Minutes](#)

Annual Visitor Report



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Annual Visitor Report

PROCESS

2024 marks the 11th year of this annual report. Since developing the survey in partnership with Portland State University in 2014, we have maintained consistency in core survey questions to allow for year-over-year comparison.

This year, we expanded the scope by surveying visitors during off-peak times in February, in addition to the traditional August peak season, offering valuable insights into seasonal differences in visitor behavior.

REPORT

You can find the [FINAL REPORT HERE.](#)

Printed copies will be provided at the board meeting.

Washington Park Strategic Operations Plan - RECAP

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Washington Park Strategic Operations Plan - RECAP

Park Purpose:

To connect people with the culture, diversity, and wonder of nature.

Park Principles:

We are caretakers of the natural world.

We eliminate barriers that exclude.

We embody the nature of Portland.

We are stewards of exploration.

We are One Park - a community of destinations.

Washington Park Strategic Operations Plan

Since it's formal approval by the EWP board in 2021, the WPSOP has guided EWP's work. As laid out in the WPSOP, EWP has developed the following board-approved plans:

Brand Identity System / Wayfinding - completed and approved in 2022






Washington Park Marketing Plan - complete and approved in 2022

Washington Park DEI Access Plan - completed and approved in 2023

Washington Park Transportation Access Plan - in progress, to be finalized in 2024

Washington Park Funding Model Study - in progress, to be finalized early 2025

These plans are guided by the WPSOP vision and the Park principles and support each other in their strategies.

 Identity Build a system to support a clear mental model of the Park		 Marketing & Communications Increase awareness, visits and stewardship of One Park		 Access & Circulation Make it easy to enter and explore the Park		 Visitor Services Provide tools and services for park-wide visitor experiences		 Internal Organization Adapt internal systems to serve future growth and funding	
New Park name	Brand-identity System	Park-wide Marketing Plan	Park-wide DEI Plan	Wayfinding Plan	Transportation and Access Plan	Visitor center(s)	Enhanced Maintenance & Amenity Plan	Funding Model Study	Internal Org and Culture
Request for PP&R to lead a discussion about a Park renaming process and what it entails in terms of: <ul style="list-style-type: none">TimingPublic EngagementDecision MakingEWP Board's role	Build a graphic identity and naming system to support One Park mental model and celebrate the community of destinations <ul style="list-style-type: none">Park logomarkNaming and visual lock-up with the Park and InstitutionsPark VoiceBrand application (website, social media, merchandise, etc.)	Streamline a park-wide marketing plan and calendar <ul style="list-style-type: none">Develop park-wide and cross-institutional offerings to increase first-time visitsDevelop a park-wide membership plan	Develop a plan to build relationships and partnerships to include and empower the BIPOC community <ul style="list-style-type: none">DEI plan to include local Indigenous group(s) to share Indigenous history and heritage of this land within the Park	Wayfinding Audit <ul style="list-style-type: none">Visitor Flow Analysis (pedestrian, bicycle, auto, transit)Visual Brand System and Communication Hierarchy (Park, Institutions, entrances, zones)Strategy and Proposed Toolkit (maps, sign types, digital tools, entrances and gateways)Preliminary Design and Prototype TestingFinal Design and Implementation Plan	Study of offsite parking options and viability to inform Park projections on (1) parking (2) mode-split and (3) attendance <ul style="list-style-type: none">Establish parking projections for the next 5-10 years including mode-split and attendance goalsPrioritize the Master Plan phasing strategy project list (transportation projects with asterisks on pages 75 and 77 of Master Plan - SEE APPENDIX D)	Test a kiosk at Stearns Canyon entrance as a continuation of the EWP visitor service program with a focus on providing: <ul style="list-style-type: none">An overview of the ParkPark ExpertiseInformation on unique experiences and amenities Consider: <ul style="list-style-type: none">Transition plan to permanent visitor center(s)Semi-permanent, year-round visitor center as interim step	Develop quality standards for the park along with a maintenance plan to ensure ongoing progress and upkeep. <ul style="list-style-type: none">Consider:<ul style="list-style-type: none">Year-round restroomsAffordable food optionsAccessible trails and servicesIvy control goalsEnhanced water and rest areasPark-wide wifi	Identify a sustainable funding model to meet current and future needs of the Park. Specifically address funding diversification and plans for: <ul style="list-style-type: none">Capital improvement projects proposed in the Master PlanEnhanced visitor services and infrastructureOn-site and off-site parking solutions The funding model study should also identify a clear process for fund allocation proposals and decisions	Clearly define roles, responsibilities and project priorities for PP&R, EWP and the EWP Board (recommended on an annual basis) <ul style="list-style-type: none">Commit to diverse representation of the communities the Park serves on the EWP BoardInvest in educating, inspiring and connecting employees, staff and volunteers throughout the Park

Funding Model Study

Final Draft





2025 Funding Plan

Background:

In 2021, the Explore Washington Park (EWP) board unanimously approved the Washington Park Strategic Operations Plan (WPSOP). This plan outlined a 5-10 year strategy to execute a number of organizational priorities, one of which was increased access to the park and its partners. A comprehensive Transportation Access Plan (TAP) was created to capture these key areas of capital and operational need. In follow up, a study was completed to identify funding sources to address the TAP strategies.

Introduction:

Explore Washington Park has reached an inflection point based on capacity in a few key areas. This creates the need to augment current income received from parking meter revenue, with additional sources of income which may include among others: grants, individual contributions, bonds measures, etc.

Funding Study:

The EWP Funding Study has guided our work to date in identifying likely sources of funding for operational and capital strategies as identified within the Transportation Access Plan. The following funding plan is the outcome deliverable from that study conducted the latter half of 2024. Funding for items outside the TAP, such as upgraded restrooms, will need to be explored in the future.

Funding Outcomes:

The following list of Strategies were identified as top priority by the Transportation Access plan and affirmed by the Board of EWP in November of 2024. The associated timeframe refers to target implementation 0-5+ years from CY 2025.

TAP Strategy	0-2	3-4	5+
Formally secure access to offsite parking	X		
Expand coordinated transportation marketing and promotion efforts	X		
Provide subsidized transit passes for all ticketed venues.	X		
Establish a fare-subsidized MAX travel zone between Sunset Transit Center and Washington Park.	X		
Evaluate feasibility of new parking at Sherwood Field	X		
Advance parking management recommendations from the parking toolkit	X		

Update and optimize onstreet parking design and regulations throughout the park	X		
Expand and improve off-site parking shuttle	X		
Study, refine, and improve Washington Park free shuttle service		X	
Expand support for pick-up/drop-off options for rideshare services and tour operators		X	
Advance parkwide wayfinding improvements	X		
Expand and incentivize Biketown		X	
Continue studying need for/feasibility of a new parking garage at Lot C			X

Funding Ideas

Each TAP strategy will require additional and varying levels of funding for implementation and/or operation. The following lists out each TAP strategy with the associated funding ideas to pursue in order to accomplish this objective. Partners within EWP may have existing connections to particular funding sources and can play a role in making connections, providing staff capacity, etc. as determined in subsequent coordination efforts.

Formally secure access to offsite parking at Sylvan

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
	\$0-500,000	Near-Term (0-2 years)
Funding Ideas: <ul style="list-style-type: none"> • Donation of lot by current owner. • Revenue generation opportunity to recover cost of lot purchase/lease. • Current gift plan for lot donation is scheduled through OR Community Foundation to zoo (consider sale and re-investment in lot) • Formal agreements to pay property owners for use of the parking lot. 		

Expand coordinated transportation marketing and promotion efforts.

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
	<\$100,000	Near-Term (0-2 years)
Funding Ideas: <ul style="list-style-type: none"> • Travel OR grant (https://industry.traveloregon.com/opportunities/grants/) • Continue to secure funding through Metro's Regional Transportation Options grant program. (https://www.oregonmetro.gov/tools-partners/grants-and-resources/regional- 		

[travel-options-program](#))

Provide subsidized transit passes for all ticketed venues.

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
	\$100,000-\$250,000	Near-Term (0-2 years)
Funding Ideas: <ul style="list-style-type: none">• Foundations (OR Community, Gray Family, Miller, Etc.)• Metro RTO Grant (pilot first)• Travel Portland Grant (increased access, visitation)		

Establish a fare-subsidized MAX travel zone between Sunset Transit Center and Washington Park

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
	\$100,000-\$250,000	Near-Term (0-2 years)
Funding Ideas: <ul style="list-style-type: none">• Foundations (OR Community, Gray Family, Miller, Etc.)• Metro RTO Grant (pilot first)• Travel Portland Grant (increased access, visitation)• (SECURED) funding to subsidize transit to Zoo Lights 2025 - verbal commitment to expand thereafter to park-wide subsidized transit		

Evaluate feasibility of new parking at Sherwood Field

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
\$100,000-\$250,000	\$100,000-\$250,000	Near-Term (0-2 years)
Funding Ideas: <ul style="list-style-type: none">• Revenue generation• Revenue bond• Parks bond		

Advance parking management recommendations from the parking toolkit.

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
	\$100,000-\$250,000	Near-Term (0-2 years)

Funding Ideas:

- Parking meter revenue
- Travel OR grant (<https://industry.traveloregon.com/opportunities/grants/>)

Update and optimize on-street parking design and regulations throughout the park.**Est. Cost 1-Time****Est. Cost- Recurring****Timeframe**

\$100,000-\$250,000

Near-Term (0-2 years)

Funding Ideas:

- Revenue generation

Expand and improve off-site parking shuttles.**Est. Cost 1-Time****Est. Cost- Recurring****Timeframe**

\$100,000-\$250,000

\$100,000-\$250,000

Near-Term (0-2 years)

Funding Ideas:

- Advertising on shuttle

Study, refine, and improve Washington Park shuttle service.**Est. Cost 1-Time****Est. Cost- Recurring****Timeframe**

\$100,000-\$250,000

\$100,000-\$250,000

Mid-Term (3-4 years)

Funding Ideas:

- Foundations (OR Community, Gray Family, Miller, Etc.)
- ODOT Innovative Mobility Program for equity-focused shuttles

Expand support for pick-up/drop-off options. (rideshare, tour operators, etc.)**Est. Cost 1-Time****Est. Cost- Recurring****Timeframe**

<\$100,000

<\$100,000

Mid-Term (3-4 years)

Funding Ideas:

- Travel OR grant (<https://industry.traveloregon.com/opportunities/grants/>)

Advance parkwide wayfinding improvements.

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
\$2,000,000		Near-Term (0-2 years)
Funding Ideas: <ul style="list-style-type: none"> Potential to fund through parking meter revenue. 		

Expand and incentivize Biketown.

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
	<\$100,000	Mid-Term (3-4 years)
Funding Ideas: <ul style="list-style-type: none"> Secure discounts for use to/from WP from Lyft/Nike. Advertise discounted travel through normal marketing channels. 		

Continue to study need/feasibility of new parking garage at lot C

Est. Cost 1-Time	Est. Cost- Recurring	Timeframe
<\$100,000		Near-Term (0-2 years)
Funding Ideas: <ul style="list-style-type: none"> Operational income/reserves (for feasibility study) Revenue and/or capital bond (for building of structure) 		

Staffing Considerations:

In order for EWP to assist in advancing the TAP strategies above, additional staffing capacity may be required. A few possible roles are as follows:

- Director of Development:**
 - Lead creation of an EWP general fundraising strategy
 - Oversee grant-seeking needs for EWP (aligned with TAP strategies)
 - Define and roll out Asset-Based & Estate Giving program for EWP
 - Vet & advance additional funding ideas as outlined below
- Fundraising Project Manager:**
 - Assist in advancing each TAP strategy - lay out and manage sequence of tasks for execution
 - Assess grant-seeking capacity across 5 partners to determine where lines of synergy exist, and need for increased grant-writing at EWP level.
- Grant Manager:**

- Research & identify grant-funding opportunities aligned with TAP strategies
- Coordinate calendar of activity including letters of inquiry, proposals, reports, etc.
- Engage the capacity of outsourced grant-writers if/as needed.

Additional Funding Ideas/Considerations

The following is a list of additional ideas that may be integrated at some point for the benefit of specific or overall TAP strategies as identified.

- Community Connector (ODOT grant for this and other priority strategies)
- Statewide legislature opportunities
- Advertise Washington Park on city-wide transportation (marketing to draw visitation)
- Accessibility improvement throughout the park (individual giving, planned giving, etc.)
- Elevate priorities of accessibility, sustainability, resilience
- EWP Planned Giving program
- Portland Clean Energy Fund (i.e. shuttle stop improvement)
- Collaborate with 5 Partners on grant solicitation
- Economic Impact Study (for EWP)
- Tourism related income opportunities (tourism-impact related funding)
- Portland Parks Foundation
- 5 Partner Agreement
- Merchandise Sales

Sequence of Work

The following is a sequence of steps to begin advancement of the EWP funding plan:

1. Secure Board approval of TAP (Q1 2025)
2. Identify staffing/resourcing costs to incorporate into EWP budget for 2025 and beyond. (Q1 2025)
3. Secure board approval of EWP budget including funding plan increases. (Q1 2025)
4. Set annual goals to achieve identified funding objectives (Q2 2025)
5. Hire required staff (Q3/4 2025)
6. Monitor success of individual and overall TAP Strategy funding and make adjustments as necessary. (Q3 2025 and following)

Conclusion

The Explore Washington Park Funding Study and Funding Plan have identified a list of potential sources to solicit in seeking dollars for key initiatives for the Transportation Access Plan and beyond. Critical to the success of this plan will be the coordination of work between EWP and the 5 Partners of Washington Park.

Transportation Access Plan

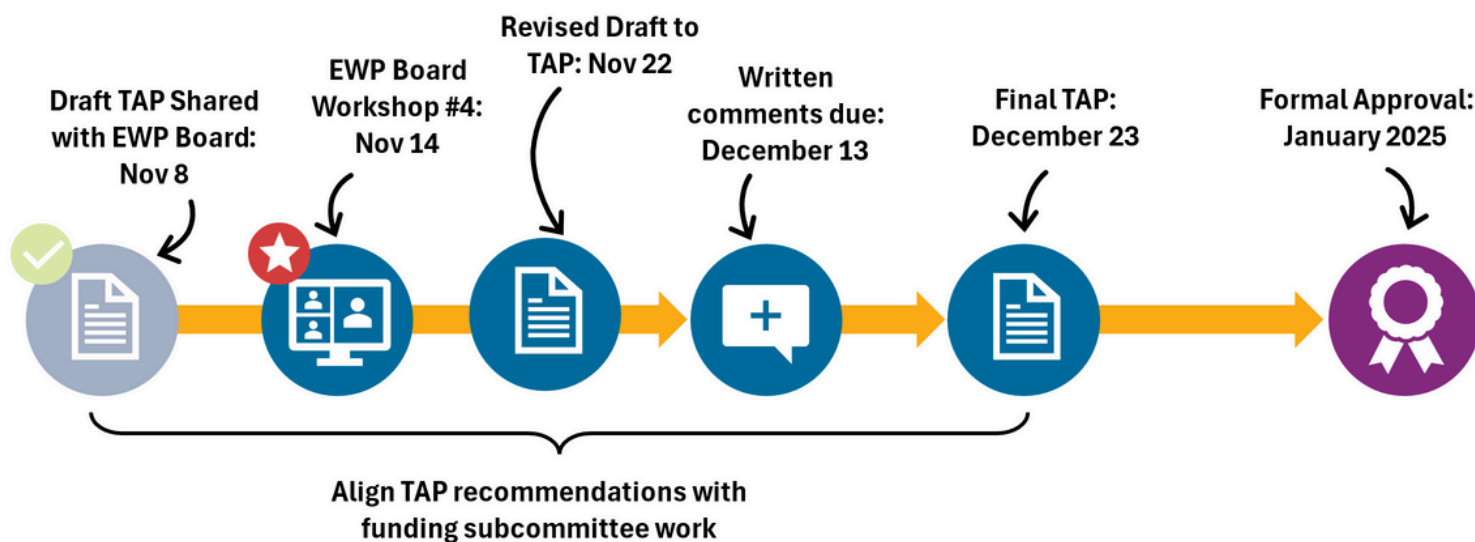
Final Plan



Transportation Access Plan

CLOSING AND NEXT STEPS

Timeline for TAP finalization



FINAL DOCUMENTS

Final Washington Park Transportation Access Plan - [LINK](#)

Final Plan - redlined - [LINK](#)

Stakeholder Comments and edits - [LINK](#)

Shared document of projects to be funded - [LINK](#)

PROCESS

- The EWP Board approved Transportation Access Plan deliverables in 2023.
- A subcommittee of the board reviewed RFPs and recommended Nelson Nygaard as the contractor in 2024.
- Nelson Nygaard held 3 board workshops, as well as one-on-one and small group meetings with stakeholders, to get feedback on approach and strategies.
- Nelson Nygaard presented a final draft of the Transportation Access Plan at the November board meeting. Board members were asked to provide feedback on the final draft by 12/23.
- Nelson Nygaard incorporated feedback into the final plan, presented to the Board for approval.

Program Report



PROGRAM REPORT

OPERATIONS

- EWP Operations team managed onsite and offsite parking for **45 nights** of **ZooLights** in November, December, and January (a full report will be provided at the January 9th Board Meeting).
 - EWP's ZooLights Expectations document is provided below
- EWP Operations team responded to complaints about **car break-ins** by
 - increasing communication with PPR Ranger on duty
 - coordinating with Portland Police Bureau's Central precinct to increase patrols during ZooLights
 - contracting with Sunset Security Services to add a security patrol to offsite parking lots.
- During the months of November and December, the **Washington Park Free Shuttle** had 5,154 rides
 - Total ridership for the 2024 calendar year increased by 6% from 2023, with 108,333 rides.
 - The most used shuttle stops remain the Rose Garden/Portland Japanese Garden stop, the TriMet/Zoo/WFC stop, and the Hoyt Arboretum stop.
- EWP organized the final **One Park event** of the year on December 3rd, hosted at the Oregon Zoo.
 - Approximately 60 park staff and guests attended
 - Thanks to the zoo for providing free entrance to ZooLights
- EWP continues to participate in **TriMet's Regional Trip Planner** project, working to connect the Free Shuttle route into the larger Trip Planner system online and through mobile transit apps.
 - Our goal is to have real-time shuttle information as part of the Regional Trip Planner, as well as mobile apps, by April 2025.
- Staff completed **analysis** of the off-peak and peak season intercept surveys.

Program Report

Explore Washington Park

ZooLights 2024-25 - Expectations Summary

Explore Washington Park has the following goals to manage parking during the run of ZooLights for the 2024-25 season. Each of these goals is supported by tactics, metrics and targets that EWP uses to measure its success each year:

- Support the Oregon Zoo's admissions
- Run offsite parking operations in a fiscally responsible manner
- Provide the Zoo with information on scheduled services
- Support effective communication with Zoo visitors regarding transportation options and parking expectations
- Provide high quality visitor services
- Prioritize the safety and well-being of visitors and staff
- Utilize data to inform operational decisions

Key EWP Strategies and Tactics:

- **Activate offsite parking operations** when conditions including lot capacity, weather, ticket sales, and special events indicate the need for offsite parking.
- **Actively manage onsite and offsite parking** to ensure full lot utilization, as needed.
- **Determine when offsite bus service can be cancelled in advance** by monitoring ticket sales and weather forecasts, and communicating with Zoo's on-duty manager.
- **Regular meetings and daily communication with Zoo staff** (via GroupMe) on real-time lot capacities as well as tickets scanned and sold.
- **Share ZooLights pre-trip information** on EWP's platforms throughout ZooLights, consistently promoting TriMet ridership and setting expectations for offsite parking.
- **Provide effective visitor services**, including staff presence in onsite and offsite parking lots, managing offsite bus loading, and maintaining wait time in offsite parking shuttle lines to 10 minutes or less.
- **Report safety and security incidents** via GroupMe and contacting PPR Rangers and Portland Police (if needed), and recommending additional security tactics as needed.
- **Collect data** on parking lot capacity rates, weather, and offsite use.
- **Review historic data** to inform offsite needs for ZooLights planning.

Program Report

MARKETING

Travel Portland Visitor Guide: Partner Marketing

We collaborated with the Portland Japanese Garden marketing team on an advertisement for the 2025 Travel Portland Visitor Guide. The ad promotes the Free Shuttle Loop as an easy, convenient, and free option to access the Garden and other Washington Park destinations. EWP is collaborating with all park venues on ads like this one.



Visit Portland's Crown Jewels



Considered the most authentic Japanese garden outside of Japan, Portland Japanese Garden is a haven of tranquil beauty in all four seasons. Located inside Washington Park, one of the country's premier urban wildernesses, the Garden encompasses 12 acres with eight separate garden styles. See an authentic Japanese tea house, meandering streams, intimate walkways, and a spectacular view of Mt. Hood.



Getting to Portland Japanese Garden is easy on the Washington Park Free Shuttle Loop! Hop on and off the shuttle to access and explore all of the Park's destinations. More at explorewashingtonpark.org/free-shuttle.



PROGRAM REPORT

MARKETING

ZooLights Parking & Transit Awareness Campaign

To increase awareness of parking and transit options for ZooLights, we ran a multi-channel marketing campaign, which included:

- Paid advertisements on Google, Facebook, and Instagram, including a collaboration with TriMet
- A dedicated digital [landing page](#)
- Emails featuring free, downloadable Washington Park coloring pages to engage and capture leads
- Organic social media content
- On-site opportunities for TriMet riders to receive Washington Park SWAG and exclusive ZooLights stickers

Key Metrics:

- Total ad impressions: 2,176,461
- Total link clicks: 19,411
- Total landing page views: 29,311
- Email open rate: 77%
- Organic content views: 7,800, with a total watch time of 13 hours

We also utilized Metro RTO funds to produce a [video](#) showcasing the complexities of ZooLights parking.

FY25 Digital Marketing Goals Surpassed

As of January 1, we've already exceeded many of the FY25 goals outlined in our Service Delivery Plan:

- Social media reach: 700% above target
- Social media interactions: 123% above target
- Email open rates: 113% above target
- Website page views: Achieved 81% of our annual goal
- With six months remaining, we are on track to achieve goals for website users (54% complete) and Google views (52% complete)

Unified One Park Narrative

To align with our One Park vision and Marketing Plan, we've implemented a new editorial calendar process, gathering monthly program highlights from Washington Park partners. This initiative enables EWP to elevate partner stories and create a cohesive narrative across multiple platforms, including monthly emails, blog posts, social media, Google profiles, and in-person partner events.

Rebrand Rollout

Starting this February parts of EWP will start to look a little different with a comprehensive [update](#) to multiple aspects of our public presence. Together these changes create a cohesive and modern brand identity while helping visitors experience the Park with more confidence.

PROGRAM REPORT

COMMUNITY OUTREACH

Vive NW Partnership

Through a collaboration with Vive NW, we enhanced Park accessibility by providing a shuttle for BIPOC community members to experience ZooLights and other attractions within Washington Park.

ODOT Grant Proposal

Identifying a gap in transit options, we submitted a grant proposal for a Community Group Transit Program pilot with support from the Washington Park DEI Committee. This program aims to expand outreach and provide essential transportation funding for underserved groups and nonprofit organizations, enabling them to experience Washington Park's cultural and natural offerings.

Transit Pass Program

Under our Metro TRO grant, we continued providing subsidized TriMet passes to underserved community members through our online portal and partner organizations.