

A remarkable system. A more usable future.

What Portland's public records reveal about its parks - and where the next improvement could matter most.

9th

of 100 cities in 2026 ParkScore

1.81M

reported recreation attendances,
FY25-26

409,598

reported maintenance staff hours,
FY24-25

Portland's parks are an everyday public service: a place to cool down, learn to swim, exercise, grow food, meet a neighbor or find quiet. Their value depends on whether those experiences actually work for the people who need them.

This report builds on the work of Parks staff, partners and volunteers. It connects public records to decisions about reliable service, access and long-term care. The Atlas can help organize the evidence; staff and community expertise are essential to understand each site and choose feasible improvements.

Portland Civic Lab / Portland Parks Atlas. Independent analysis, not an official PP&R report or endorsement. Source periods vary; the principal catalog snapshot is September 15, 2026 Pacific.

S1: 2026 ParkScore: Portland / S3: Recreation attendance / S24: FY2024-25 Parks Levy annual report

The system is strong. The experience is uneven.

Five findings change what a sensible improvement strategy looks like.

1. People value and use the system.

Recreation attendance rose from 1.39 million to 1.81 million between FY2024-25 and FY2025-26. Survey respondents rated natural areas and parks more highly than their maintenance and cleanliness. Preserve the service residents already rely on.

2. Proximity is only the first part of access.

A nearby park can still be unusable because of its route, entrance, restroom, opening hours, cost or lack of a suitable activity. Count complete, usable experiences alongside distance.

3. Information and capacity must improve together.

In the 2024 survey, 51.4% identified lack of program awareness as a barrier. The City's latest attendance narrative also describes registered activities as near capacity. Target outreach to available, appropriate sessions; expand verified bottlenecks.

4. The repair list needs more than one delivery strategy.

A few very large historical estimates dominate dollars. Hundreds of smaller entries could form repeatable repair programs, but only after confirming that the work remains necessary, feasible and unduplicated.

5. Better measurement can change decisions now.

Published records show attendance, barrier removals and substantial service delivery. They do not give this analysis a complete view of use or reliability at each park. A small set of measures, chosen with staff, could help answer specific service questions.

These are Atlas interpretations and proposals. Gaps in public records describe the limits of this analysis, not the limits of staff knowledge or effort. The proposals need operational review and resources before implementation.

S2: 2024 Community Needs Survey / S3: Recreation attendance / S6: ADA barrier removal / S13: Historical project estimates

There is real service to build on.

The recent recreation story is growth, with an important distinction: attendance is not the number of Portlanders served.

Reported annual recreation attendance



The latest year increased by 417,262 attendances, or 30.0%. The City attributes recent growth mainly to drop-in activity, marketing, the Access Discount and Mt. Scott's reopening. Those are reported explanations, not an evaluation isolating each intervention. Pandemic recovery and changing operating capacity also affect the longer trend.

Swim lessons reached 11,861 unique individuals in FY2025-26, up from 10,331 the previous year. Financial assistance rose from \$4.70 million to \$6.37 million in nominal dollars. These are different measures: lesson participants, assistance dollars and recreation attendances must not be added together.

Protect the operating ingredients

Buildings need instructors, lifeguards, custodial support, booking systems and affordable entry to become a service. A capital repair that restores those functions may deliver more than its asset label suggests.

Attendance includes free events, registered activities and community center/pool visits. It excludes general park and natural-area use and can count the same person repeatedly.

S3: Recreation attendance / S7: Financial assistance / S8: Swim lesson participants

A renewed levy. Hard service choices remain.

New revenue helps sustain the system, but most of the levy is designed to operate it — not rebuild the entire backlog.

\$1.40

approved rate per \$1,000 assessed value

\$1.37

of that rate for operations

\$0.03

of that rate for capital maintenance

Voters approved the five-year levy in November 2025, starting FY2026-27. The City describes approximately \$91 million per year in forecast revenue. That is not \$91 million available annually to pay down the historical repair list: almost all of the tax rate supports operations. Forecast collections, appropriations and actual spending are different figures.

The adopted FY2026-27 budget describes eight recreation in-service closure days between October and May, shorter splash-pad hours, a 20% community-garden fee increase, and reduced marketing, repair-trade, materials and land-maintenance capacity. It also creates a Partnership Manager position. These are adopted program changes; a budget document does not verify the exact opening hours or staff currently in place.

The July 22 supplemental budget restored 30 positions citywide, including 2.00 PP&R FTE. Its final position schedule moves Parks from 724.22 to 726.22 authorized FTE; these are not filled-job counts. The ordinance identifies East Portland community engagement among the services restored. The adopted book excludes these later changes, so neither proposals nor the book alone are a complete current staffing picture.

The decision this changes

Protect and measure available service-hours before interpreting higher attendance or fuller classes as improvement. A smaller offer can look busier while serving fewer needs. Pair every capital proposal with the recurring money and staff needed to keep the restored service available.

Funding and budget authority as documented in the cited adopted measure and July amendment. Current schedules, staffing and later adjustments need verification. The levy is temporary; it does not establish a permanent funding solution.

S25: 2025 Parks Levy: approved measure and funding split / S26: FY2026-27 adopted budget, Volume 2 / S27: July 2026 supplemental budget: passed ordinance and positions

A top-ten system. Different experiences of access.

Portland's 2026 national standing and its local access gaps describe different parts of the same system.

TPL ParkScore category points / 100, not percentages



TPL ranks Portland ninth among the 100 most populous cities. Its city report puts 89.5% of residents within a walkable half-mile of a park. Yet it reports 63% less nearby park space for residents in neighborhoods of color than in white neighborhoods, and 60% less in lower-income than higher-income neighborhoods.

These are spatial comparisons, not measurements of individual use or park quality. TPL's investment score includes organizations beyond PP&R and monetized volunteering; a high score does not establish that the bureau can fund all of its obligations.

For the Atlas

Show where a specific usable service is missing, who would gain it, and the alternatives nearby. A citywide ranking cannot decide whether a particular playground, crossing or restroom should come first.

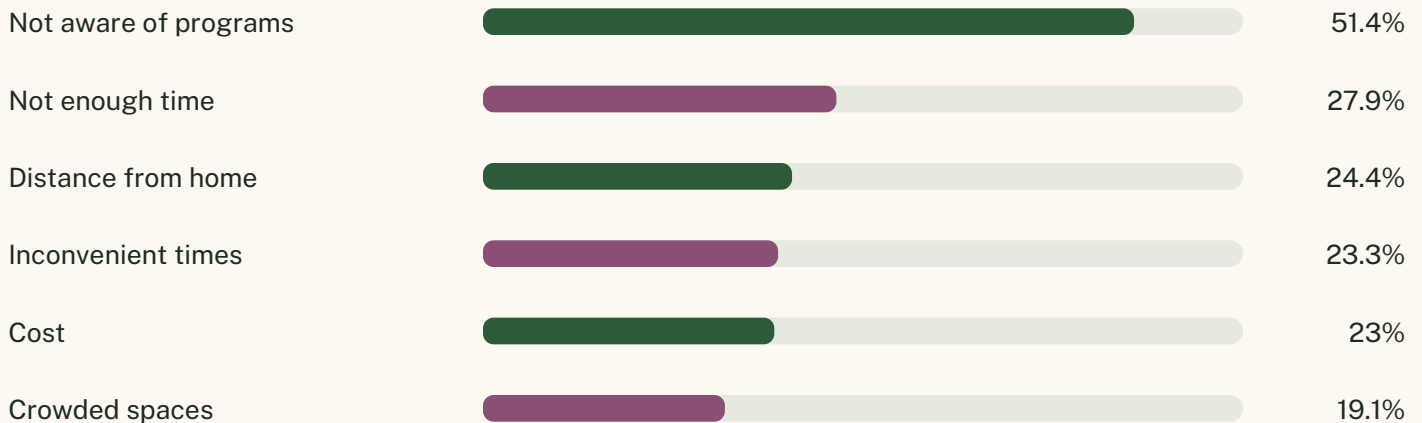
TPL and the City's proximity measure use different inventories, populations and methods. Do not present their percentages as a before-and-after trend.

S1: 2026 ParkScore: Portland / S4: Park proximity

The barriers are often practical.

The 2024 survey points toward improvements people can feel without waiting for a major new park.

Reported barriers to participating in programming



Three quarters of respondents (75.2%) did not know about the Access Discount. For parks and natural areas, safety concerns were the most frequently selected barrier (37.6%); distance followed at 27.9%. Perceived safety is a meaningful experience measure, not a crime statistic or an explanation of every non-visit.

Trees and shade received the highest importance rating among listed park features, 4.68 out of 5. Open-ended responses also asked for cleaner and more accessible restrooms, seating and drinking fountains. This supports investigating complete, comfortable visits rather than counting installed amenities alone.

A promising, testable intervention

Pair multilingual program information and registration help with sessions that have confirmed room and suitable hours. Track first-time participation, attendance and unsuccessful attempts; do not measure success by clicks alone.

Survey: 3,714 completed responses; hybrid mail/outreach sample with demographic weighting. This chart is Q20, N=3,370, multiple responses allowed (p. 47). Findings describe that survey period, not a 2026 trend.

S2: 2024 Community Needs Survey

A park is accessible when the whole trip works.

A distance circle cannot tell us whether someone can reach, enter and use a service.

Proposed functional-access test

- | | | |
|---|--------|---------------------------------|
| 1 | Reach | A usable route and crossing |
| 2 | Enter | An accessible entrance |
| 3 | Use | A suitable, functioning amenity |
| 4 | Stay | Restroom, shade and seating |
| 5 | Return | Reliable hours and care |

The City's FY2025-26 proximity measures report 86.3% for parks and 71.8% for full-service community centers. Their methodologies describe housing-unit coverage and street networks; neither certifies the complete accessible trip shown here.

The ADA measure reports 3,562 removals from the original inventory of 17,008 barriers: 21%. That is not the percentage of parks that are accessible. The baseline is from 2013-14 and does not capture every barrier emerging since then. In the resident survey, accessibility issues were reported by 31.6% of respondents with disabilities versus 5.5% without (p. 19).

Measure the function restored

Instead of 'we repaired 400 feet of path,' also report 'this entrance-to-playground-and-restroom route now passes the agreed accessibility review.' Count newly usable destinations and reachable households using verified routes.

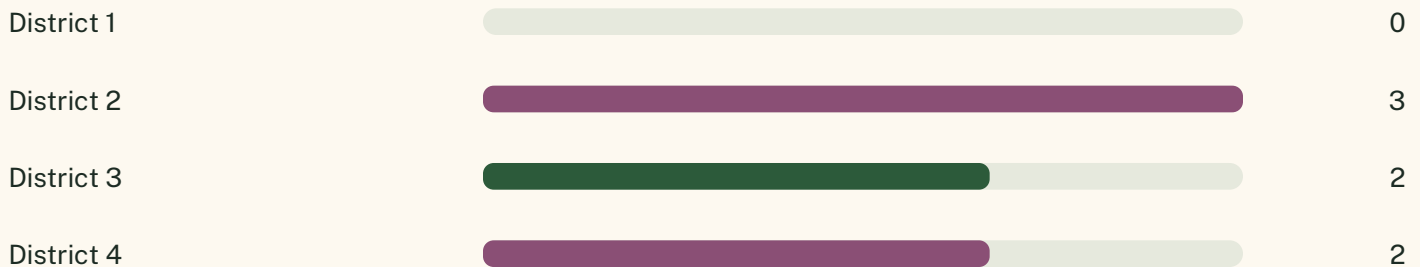
The chain is an Atlas proposal, not an assertion that every visitor needs the same amenities. Route reviews should involve people with disabilities and the responsible City teams.

S2: 2024 Community Needs Survey / S4: Park proximity / S5: Community center proximity / S6: ADA barrier removal

Less provision does not mean less interest.

East Portland deserves an analysis of actual service opportunities, not an assumption about demand.

PP&R outdoor pools by Council district / September 2026 inventory



First compare

Additional hours and lesson capacity at existing pools; access and transportation improvements; shared facilities; and a new outdoor facility with full lifecycle costs.

Then decide

Use unmet demand by time and age, travel burden, operating capacity and equitable reach. Pair resident experience with site checks rather than substituting one for the other.

District 1 has no listed PP&R outdoor pool, but it does have East Portland Indoor Pool. These counts do not measure pool capacity, available hours, transit access, lesson places or facilities outside PP&R. They establish a question for service planning, not the answer to where the next pool must go.

In the 2024 survey, District 1 had the highest reported program participation among the four districts (40.7%), while its daytime neighborhood-park safety rating was lower: 3.64 out of 5 versus 4.18-4.27 elsewhere. A neighborhood can value recreation highly and still face worse conditions.

Pool districts use official entrance coordinates and Council boundaries. Survey findings are respondent reports, not current registration or crime counts.

S2: 2024 Community Needs Survey / S18: Official pool directory

A queue in one place. A vacancy in another.

The most useful utilization measure is usually attached to a particular service, location and time.

2,045

garden waitlist entries, March 2025

402

plots awaiting assignment in that cycle

259 vs 4

waiting at Colonel Summers and Peace

The March 2025 monthly report describes five-year waits at Sellwood and six months at Helensview. Fulton had 27 vacant plots. These historical observations show why a systemwide waitlist does not describe every site's demand. They do not prove unused capacity today: assignment timing, plot suitability, location and accessibility matter.

The September 15, 2026 program catalog contains 1,367 sections. Of 176 active sections, 119 listed zero openings. Among 972 future sections, 370 had not yet opened registration. Neither zero openings nor a future empty enrollment establishes attendance or unmet demand.

Twenty catalog records report enrollment above a positive apparent-capacity value; five others use a negative capacity marker. The public details do not resolve those denominator meanings consistently. Preserve both cases for review and withhold fill rates.

Build a capacity ledger

For a specific facility, record released places or hours, registrations, attendance, waitlists, cancellations and staffing. Improve matching before expanding supply; expand where repeated turnaways and deliverable staffing support it.

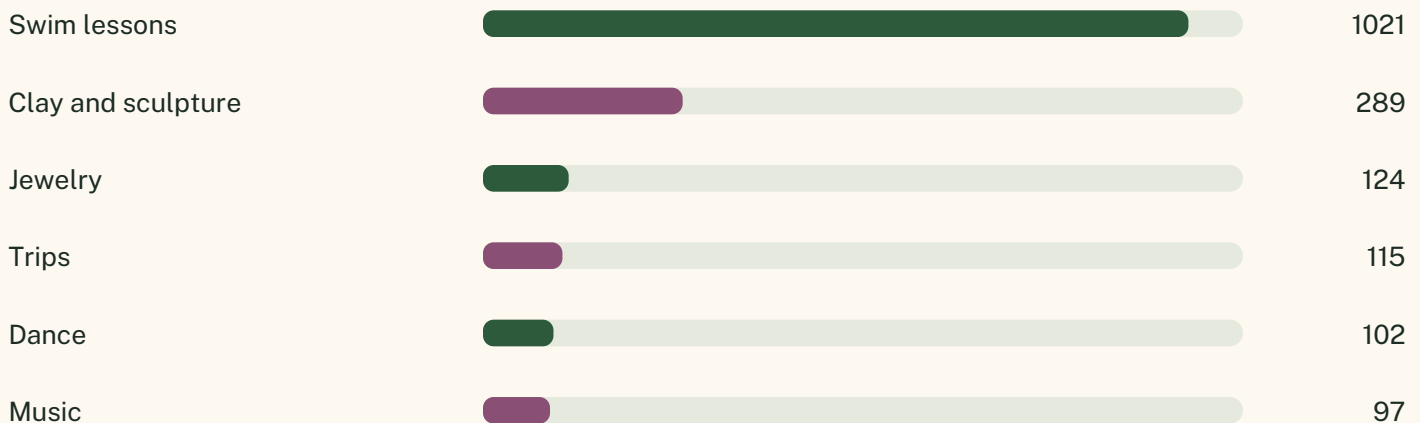
Garden figures are a historical allocation-cycle snapshot. Program figures are a separate 2026 catalog observation. No ratio combines them or substitutes current GIS plot counts for historical usable plots.

S15: Public recreation catalog / S16: Garden assignment snapshot

The waiting lists point to specific services.

A public detail field provides a more direct demand signal than a blank calendar or a map of amenities.

Reported waiting-list entries by selected category / September 2026 snapshot



Public program details report 2,417 waiting-list entries across 399 sections: 437 entries in active sections, 1,594 in future sections and 386 in undated sections. These are class-level entries, not unique people, attendance or a count of people who would accept another time or location.

Swim lessons account for 1,021 entries, about 42% of the observed total. Clay and sculpture has 289. One Multnomah Arts Center introductory ceramics section beginning September 30 lists 66 waiting; another beginning October 3 lists 27. Those are specific cohorts to investigate, not proof that either room can support more sessions.

A next analysis with staff could distinguish repeated signups from distinct unmet needs, check level and schedule preferences, and compare waiting with attendance. Public outputs need only aggregated results. Additional swimming or ceramics sessions depend on qualified staff, suitable space and equipment capacity.

This builds on existing Parks practice. In October 2024, staff told the Board that they encouraged waitlist signups to understand demand, and that additional classes depended on both staff and facility availability. The useful contribution is a clearer view across sites and time, linked to those delivery constraints.

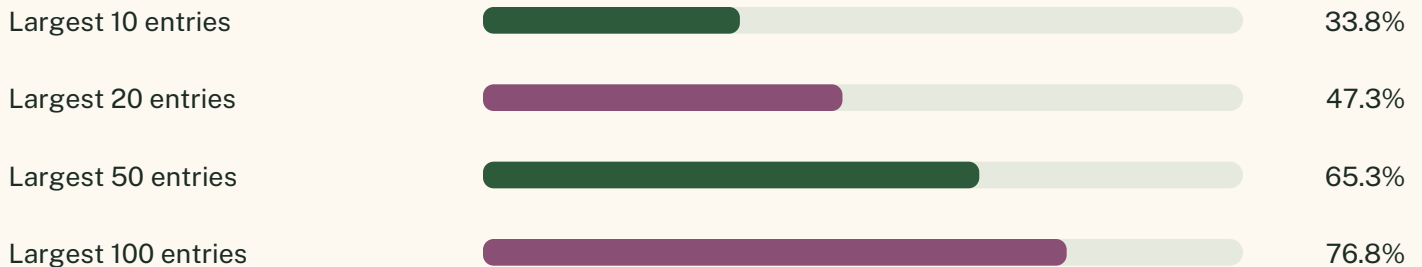
Counts are parsed only from explicit published waiting-list messages. No displayed count remains unknown, not zero. Categories have different numbers of sections and places; this is not a normalized comparison of unmet need. Source IDs, messages and exact capture times are retained in the accompanying program tables.

S15: Public recreation catalog / S28: October 2024 Parks Board minutes

One headline hides two very different portfolios.

The \$615.7 million table is useful for asking better questions. It is not today's verified bill.

Share of historical estimated dollars in the largest entries



The 1,195 source rows total \$615,703,721.15. The median is \$67,089; the mean is \$515,233, pulled upward by a small number of large entries. The 691 entries below \$100,000 total \$21.50 million: 57.8% of rows but only 3.5% of estimated dollars.

This suggests two delivery lanes: repeatable repair packages for confirmed smaller work, and explicit option appraisal for large facilities and scope changes. It does not establish that the smaller work is ready, cheap today or more valuable per dollar. Shared mobilization could save effort, but savings have not been measured.

The largest entry is \$46.44 million for Montavilla's rebuild or major renovation. Other large entries include expansion, visitor centers and broader redevelopment. This is a mixed project inventory, not a clean list of like-for-like maintenance repairs.

Atlas calculations from KGW's historical table associated with November 2023 reporting. Four zero estimates are not free projects; one exact duplicate extra row is retained. Costs may overlap and estimate bases are unresolved. The concentration bars are cumulative, not additive.

S13: Historical project estimates

Condition, project lists and estimates answer different questions.

A useful Atlas contribution is linking assets, projects and estimates so staff can review a shared record.

Evidence	What it establishes	What it does not
Published condition records	A recorded rating, asset family and assessment vintage	Current scoped repair cost or safety certification
Historical KGW table	1,195 descriptions and escalated estimates	Current scope, remaining need or funding gap
City downloadable workbook	2,585 project rows: 1,812 Open, 773 Close	Costs, or proof that every closed record is completed work

Albert Kelly's \$817,755 bridge entry is not simply a price for the small bridge in a photograph. Its description includes a longer 30-40-foot span, work on the surrounding trail, moving the ends away from the creek and removing a culvert. That scope explains why a visual comparison is incomplete; it does not validate the estimate. Engineering quantities, environmental requirements, contingency and the estimate's base year are still needed.

The captured condition baseline contains 14,138 rated records with mixed dates and coverage. For example, 250 of 480 rated building records are poor or very bad, with a 2018 family vintage. Treat this as a reason to verify current service risk, not a claim that half of today's buildings are unsafe.

Some historical table rows have conflicting property and asset labels, such as Alberta Park rows naming Fulton facilities. Keep the source text and flag the identity conflict before assigning a park total.

Do not reconcile the bureau's reported systemwide condition figure by comparing unlike inventories, dates or weighting. A matched asset/project ID, comparable scope and current status are prerequisites.

S13: Historical project estimates / S14: City backlog workbook / S19: Published condition records

What does reopening actually buy?

Columbia Pool shows why the cheapest initial option is not automatically the best public service.

PP&R's May 2026 summary	Construction estimate	Total project estimate
Tier 1 · minimum renovation	~\$4.65M	~\$9.6M
Tier 2 · fuller renovation	~\$6.6M	Unit unresolved: printed ~\$13.6
Tier 3 · replacement	~\$18.9M	~\$40M

All three study options provide seasonal outdoor use. They do not restore year-round indoor swimming. PP&R's summary says the consultant does not recommend Tier 1; it presents Tier 3 as preferred if funded and Tier 2 as the alternative if that funding is unavailable.

The consultant's summary calls approximately \$4.65M, \$6.61M and \$18.9M 'fully burdened project cost,' while listing lower direct-construction estimates and exclusions. PP&R labels similar amounts construction costs and adds broader project totals. Reconcile the cost basis before comparing either source with the historical backlog or another pool. These figures are not additive.

A comparison staff and residents can use

For each feasible option, show annual lesson places, usable hours, expected reliability, accessible trips, recurring staffing and maintenance, delivery risks and complete project cost. Compare those services with alternatives elsewhere. A longer life can matter; it does not by itself establish better benefit per dollar.

May 2026 study estimates, not bids, appropriations or a funded recommendation. The Tier 2 missing unit is retained rather than silently repaired. Scope and unit questions are recorded in the companion comparison table.

S29: Columbia Pool: PP&R executive summary, May 18, 2026 / S30: Columbia Pool: Convergence executive summary, May 2026

Money matters. So does the ability to deliver.

Staff time, specialist skills and dependable operating funds turn a repaired asset into a lasting public service.

Constraint	Useful management question
Staffing	Which additional service hours can actually be staffed, and at what recurring cost?
Delivery	Which projects are scoped, permitted and ready, and what blocks the others?
Funding restrictions	Which source can pay for this work and its operating obligations?
Service dependencies	Does repairing this component restore a whole service or leave another broken link?
Evidence	Which unknown could change the decision enough to justify a small study?

The October 2025 City audit found weaknesses in systemwide investment goals, fiscal strategy and provision for ongoing maintenance. Its sample of eight new capital projects had no identified major-maintenance/lifecycle funding plans. These are dated audit findings, not a claim that no improvements have occurred since. The audit also describes delivery constraints that funding alone cannot immediately remove.

The public evidence suggests several distinct bottlenecks to test: staff and instructor availability; project design and procurement; utility and environmental dependencies; operating money tied to new assets; and incomplete information about service outages. They should be investigated separately rather than collapsed into a single 'funding gap.'

The financial test

Show capital cost, annual operations, planned renewal and retained City obligations separately. SDC-funded capacity improvements can occur at existing facilities; that does not make SDCs a general maintenance fund.

S12: Parks fiscal management audit / S21: SDC funding scope

Protect the time to prevent the next failure.

The annual report shows both substantial everyday delivery and pressure on the capacity to keep it going.

409,598

all-property maintenance staff hours,
FY24-25

14%

repair/maintenance team hours on
preventive work orders

397,283

volunteer hours across programs,
FY24-25

The preventive-work share was 13%, 16%, 13% and 14% over the four reported years. The report explains that storm response and emergency work divert staff from planned maintenance. The 14% denominator is the repair-and-maintenance team; it must not be multiplied by the separate 409,598-hour all-property total. Nor is it proof that the remaining time was avoidable or inefficient.

Other outputs show the breadth of the service: 122,019 free meals, 95,765 reserved athletic-field hours and 1,753 employees aged 14-24, including seasonal and casual positions. These FY2024-25 outputs are valuable in their own units; they do not add up to unique people served.

The report links a past decline in nature volunteering to a coordinator vacancy, and FY2024-25 nature-program capacity to staff turnover. Volunteers need coordination. It also describes a multi-year replacement of the nearly 20-year-old work-order system used by 35 teams, with PBOT and BTS. Staff are already working on the information infrastructure; the public archive should help that work, not assume it begins from zero.

A practical operating pilot

For one critical service, separate planned and emergency work, record the causes of interruption, and test protected preventive time. Judge the pilot by fewer service outages and repeat failures, alongside cost and response time — not by a percentage target alone.

FY2024-25 report, not a live staffing assessment. Work-order modernization was described as underway; current delivery status is unverified. Historical pandemic meal rules changed, so longer meal-count comparisons need adjustment.

S24: FY2024-25 Parks Levy annual report

Connect to the work already underway.

The Board record describes the same service, funding and capacity questions this analysis aims to support.

The August 14, 2026 minutes summarize Interim Director Art Pearce's priorities as sustainable funding, maintenance and partnerships. The same record describes his view of Parks as hospitality work: the experience of being welcomed and served matters alongside the physical asset.

Board members asked for comparable information on scholarships and free or reduced-cost use as the Portland Tennis Center operating arrangement changed. Staff said annual reporting had been requested. That is a useful accountability design: compare access and financial responsibilities across operating models, rather than treating an agreement itself as the outcome.

The May minutes record an introduction to the long-range financial plan and discussion of administrative-capacity constraints affecting nature programming. The August record includes requests for pool maintenance information and clarity about the Board's advisory role under the new City structure.

What useful collaboration would produce

A small set of comparable options: service retained or added, public access, City and partner responsibilities, recurring cost, delivery requirements and how success will be checked. This directly supports the management questions in the public record.

These are summaries of published minutes, not verbatim quotations of speakers or private assessments. Discussion, requests and anticipated actions are not treated as completed decisions. Later implementation remains to be verified.

S22: August 2026 Parks Board minutes / S23: May 2026 Parks Board minutes

A fuller park is not always a better park.

Natural areas need ecological success measures alongside access and enjoyment.

4.68 / 5

importance of trees and shade in the 2024 survey

7,058

City-reported trees planted citywide, FY25-26

2,319

reported chemical-treatment acres, FY25-26

The tree-planting count is a citywide Urban Forestry measure, not a park-only count. It is not a measure of new park canopy, tree survival or the amount of shade visitors can use. Track survival, canopy distribution and shade at important destinations over time.

The invasive-treatment series jumps from 1,094 to 2,319 acres. The City says much of this change comes from switching to field-logged data, including repeat treatments, with some additional work. It cannot be described as a doubling of restored habitat. The treatment method and repeated area must remain visible.

For natural areas, the objective may be resilient habitat and a durable, accessible visitor route while reducing erosion, sensitive-area disturbance or crowding. A passage counter is useful, but maximizing its count would be the wrong universal target.

A stewardship scorecard

Use verified habitat condition, survival of restoration plantings, invasive cover, trail damage and visitor experience. Set site-specific visitor and conservation goals with ecological expertise; keep these benefits visible without forcing them into speculative dollar values.

S2: 2024 Community Needs Survey / S10: Invasive vegetation treatment / S11: Urban Forestry tree planting / S20: BikePed Portal

Count public value without counting people twice.

Partnerships can add operating capability, programming and care. The agreement determines what the public actually receives.

Decision	Evidence to compare
Continue an arrangement	Delivery against access, programming and maintenance obligations
Change an arrangement	Who gains or loses access; incremental recurring cost; enforceable responsibilities
Replicate a model	Transferable operating capability, site constraints and a realistic City alternative

Washington Park's 2024 research surveyed 1,996 visitors. It reports multiple-attraction visits for 45% of the peak-season sample and 32% off-peak. Adding attraction admissions together as unique park visitors would therefore be misleading. The sample was collected at busy attractions on selected daytime Fridays and Saturdays; it cannot stand in for every visitor or people who do not come.

A practical partnership review should follow the service: public hours and fees; access obligations; City support; operator operating expense; capital contributions; retained maintenance; and results. Separate one-time capital from annual operations. Demonstrated avoided City costs require a credible alternative scenario, not simply the partner's expenditure.

Sellwood, Laurelhurst and Leach could become consistent, useful case studies. The Atlas can assemble published agreement terms and questions for review; staff and operators can clarify responsibilities and comparable annual measures. Financial returns remain unresolved where costs and alternatives are incomplete.

Partnership recommendations are Atlas proposals. No private meetings, correspondence or stakeholder assessments are used in this report.

S17: Washington Park visitor research

Start with useful, bounded improvements.

These are proposed first investigations and pilots, ordered by readiness to learn and act - not a validated benefit-per-dollar ranking.

Priority / action	Why this is promising	Proof of success
1 / Match information to usable places	Survey awareness gaps; existing program supply. Offer registration/discount help for specific sessions with confirmed capacity.	More attended places and first-time participation, without greater failed registration or exclusion.
2 / Restore complete accessible trips	Barrier inventory and disability survey gap. Select a small set of entrance-to-destination routes with users and staff.	Routes pass a defined review; destination is functioning during advertised hours.
3 / Improve restroom and visit reliability	Survey experience; maintenance effort is tracked but availability is not. Establish opening/closure baseline at a sample of sites.	More verified available service-hours; shorter outages; better user experience.
4 / Validate a repeatable repair batch	Many smaller historical entries. Reinspect, remove duplicates, price common scopes and group feasible work.	Functions restored, defects resolved, delivery time and full cost recorded.

Staff could choose one service question and a manageable pilot: for example, program access at up to three facilities, or a few complete visitor routes. The Atlas can prepare the evidence and comparison; staff should shape the scope around current work and available capacity.

The lower-cost opportunity is often discovering and removing a specific friction. None of these pilots is assumed to be free. Translation, field verification, registration support and ongoing maintenance all need real capacity.

Agree an owner, baseline, operating resources, accessibility review and stop/expand criteria. Reuse existing reporting where possible. If the pilot adds work, identify the time or support needed before starting.

S2: 2024 Community Needs Survey / S6: ADA barrier removal / S9: Restroom maintenance effort / S13: Historical project estimates / S15: Public recreation catalog

Scale what restores the most public service.

The largest benefits may require substantial investment. They deserve explicit alternatives rather than automatic approval or blanket delay.

Opportunity	Compare before committing	Key dependency
Keep essential indoor services available	Targeted systems repairs, phased renewal, major renovation, shared or replacement facilities	Current condition, outage consequences, staffing and lifecycle cost
Close an underserved service gap	Existing-site improvements, hours, safe connections, shared school/partner capacity, then new assets	Verified reach, enforceable public access and operating funds
Expand constrained recreation	New sessions/hours or locations; schedule changes; qualified partners; new space	Repeated turnaways, suitable schedules, instructors and actual attendance
Add shade and comfortable gathering	Trees with establishment care, maintained shade structures, seating and water where appropriate	Heat exposure, site feasibility, accessibility, habitat and renewal
Protect natural-area resilience	Preventive stewardship, trail repair, restoration and targeted visitor management	Ecological assessment and multi-year follow-up

A repair that keeps a heavily relied-on center open and a route that gives a previously excluded household usable access are both valuable. The public should see how those values were weighed, rather than receive a single unexplained score.

Use the historical list to locate candidate scopes, then compare current alternatives. A repair-only rule can perpetuate inequity; expansion without lifecycle funding can create tomorrow's failures. The defensible portfolio needs both service protection and measured gap closure.

A useful capital question

What specific function becomes available to whom, for how many years, compared with the best feasible alternative - and can we afford to keep it available?

This is a decision framework, not an engineering estimate, appropriation or final project order.

S2: 2024 Community Needs Survey / S6: ADA barrier removal / S12: Parks fiscal management audit / S13: Historical project estimates / S15: Public recreation catalog

Make the choices explicit. Keep uncertainty visible.

A formula can discipline a decision. It cannot replace missing scope, public values or operational judgment.

First: separate required work

Address verified immediate safety, legal/accessibility and critical ecological obligations through their applicable process. Do not make mandatory work compete solely on popularity. Confirm urgency with the responsible experts.

Second: define feasible alternatives

For each service need, include maintain/repair, modify, share, replace and a documented do-minimum alternative. Record capital and recurring costs, dependencies, affected users, retained risk and evidence quality.

Third: estimate incremental outcomes

Use newly accessible households, reliable service-hours, attended participant-sessions, avoided outages and ecological outcomes as distinct measures. Compare like units within a program; do not add households to visits or treat survey preferences as monetary values.

Fourth: choose a portfolio

Apply an agreed budget and staff/design capacity constraints, minimum equity and ecological commitments, and project dependencies. Compare portfolios under different public-value weights. Explain the trade-offs and projects displaced.

Avoid double counting by estimating the marginal benefit after already-selected projects. A route and its destination may need to be funded as one package. Do not punish an underserved site simply because its demand is poorly measured: uncertain high-potential proposals belong in a verification lane.

Proposed within-service calculation

Priority = expected incremental service benefit over the comparison period / full incremental lifecycle cost. Show low/base/high cases. For mixed benefits, use explicit weights and a separate outcome dashboard; never imply the weighted score is a physical unit.

No numeric weights, discount rate or final ranking are claimed as validated here. Agree these choices publicly and test whether reasonable changes alter the selected portfolio.

A year that produces visible, verifiable wins.

An illustrative sequence to scope with staff. Timing starts after capacity and funding are agreed; it is not a delivery commitment.

When	Work product	Decision it enables
First 30 days	Choose pilot services and responsible teams; reconcile current status for a small project sample; define available-hours and route tests.	Which opportunities are real, measurable and ready to investigate?
Days 31-90	Collect baseline availability, registration/attendance and route observations; validate a repair batch; scope capital alternatives.	Which pilots should proceed, change or stop?
Months 4-6	Deliver feasible operating/access improvements and ready repairs; publish service outcomes and exceptions.	Did residents gain usable service, and at what recurring cost?
Months 7-12	Repeat comparable observations; evaluate distributional effects; prepare the next capital/operating portfolio.	What deserves expansion, ongoing funding or redesign?

The Atlas can do the preparation: assemble source-linked records, draft links between projects and assets, compare scenarios and explain the choices. Staff can then review the questions that need operational judgment. The aim is to save time on reconstruction and support decisions already on their desks.

Start with a small field set: stable facility/project ID, service affected, baseline condition and availability, intervention dates, capital and operating cost, intended users, observed outcome and verification source. Aggregate participation data is sufficient for the public dashboard; individual participant records are unnecessary.

Keep collaboration manageable

Start with one decision, a small sample and an agreed review window. Use existing fields and reports before proposing new collection. Record what the Atlas will prepare, what staff need to check, and what support the work requires.

S14: City backlog workbook / S15: Public recreation catalog

Tell the story in functions people gained.

Some baselines are already public. Others need to be established before a responsible headline can be written.

Outcome	Baseline available now	What to add
More people can reach a usable service	City proximity series; official entrances and networks	Amenity-specific routes, barriers, hours and consistent household denominators
More accessible destinations	17,008 original barriers; 3,562 removed	Complete-route verification, new barriers and maintained accessibility
More reliable public facilities	Restroom effort; asset assessments of varying ages	Released/available service-hours, closures and time to restore
More useful recreation	Annual attendance, swim individuals, program catalog	Attended sessions, turnaways, unique annual reach and capacity by service
Better experience	2024 survey and site-specific visitor studies	Repeated comparable questions, representative sampling and subgroup uncertainty
Healthier natural areas	Treatment and planting outputs	Unique area, ecological condition, survival and visitor pressure
Sustainable delivery	Project records and published budgets	Completed service scope, actual cost, recurring obligations and funded renewal

A defensible future headline would be: 'The share of District 1 households with a verified usable route to a functioning playground rose from X% to Y%, using the same network and household method.' X and Y remain unknown until that baseline is built.

Report both percentage points and relative change; name the denominator, date and verification method. 'Parks became 50% more accessible' is too ambiguous. Count added shelters or restrooms separately from repairs, and show whether they were actually available.

These are proposed reporting templates, not achieved results. Improvements to surrounding streets may require PBOT and other partners; do not attribute their work solely to PP&R.

S2: 2024 Community Needs Survey / S3: Recreation attendance / S4: Park proximity / S6: ADA barrier removal / S9: Restroom maintenance effort / S10: Invasive vegetation treatment / S11: Urban Forestry tree planting

A better picture, with clear edges.

The archive brings many sources together. Each source covers only part of how the parks system works.

Coverage is not visitation

Every one of the 316 baseline properties has an evidence profile, including operational land. Only eight have reviewed program joins and ten intersect captured counter points. Other community centers and venues appear in a separate register. Unmatched records are not absent services.

A point is not an entrance

The regional BikePed archive has 164 locations and 202,177 daily rows across different periods. Twelve detectors have records on every date of the latest complete 30- and 90-day windows; none of those locations intersects the mapped park properties. Within-day completeness is unverified. Passages are not unique park visitors.

A listing is not a booking or attendance

Public reservations describe 138 resources, including 44 alcohol-permit products. Forward availability does not establish past utilization. The Levy report separately provides 95,765 reserved athletic-field hours for FY2024-25, but no site-level allocation or released-hours denominator.

A historical report is not today's operating state

Garden waitlists, visitor surveys, condition assessments and estimates keep their original periods. Closed project records are not automatically completed improvements. Budget proposals are not treated as adopted spending.

An association is not an explanation

Weather, transit, nearby population and operating schedules can support analysis, but they do not prove why use changed. A credible evaluation needs comparable observations and attention to competing explanations.

The archive preserves raw responses, source URLs, checksums, request parameters, extraction locators and explicit gaps. It uses public downloads only. Some sources need OCR, have unavailable exports or require a key/account; those remain documented limits.

S15: Public recreation catalog / S16: Garden assignment snapshot / S19: Published condition records / S20: BikePed Portal / S24: FY2024-25 Parks Levy annual report

How to use the evidence without overstating it.

Keep four kinds of statements separate.

Source-reported fact

A value or statement published by an identified organization, with its period and definition. Publication does not eliminate measurement limitations.

Atlas calculation

A reproducible operation on archived data, such as the share of historical estimates in the largest 20 rows. The calculation inherits the source's scope and errors.

Interpretation

A reasoned connection across evidence, such as the need to coordinate outreach with capacity. It is not a demonstrated causal effect.

Proposal

A recommended pilot, measure or decision rule. It is neither City policy nor proof that a particular project is feasible.

The resident survey combines probability-based mail sampling and targeted outreach, with demographic weighting. It is useful evidence of reported experience; nonresponse, question wording, subgroup sample sizes and the fieldwork period still matter. Multiple-response barrier percentages do not sum to 100%.

Financial estimates retain their source-year values; they are not current bids or verified funding gaps. Historical duplicates remain visible for reconciliation. A universal ROI or park utilization percentage would require comparable inputs that this archive does not provide.

The analysis tables accompanying this report include historical project screens, the 50 largest estimates, program cohorts, condition coverage and pool geography. Keyword screens are nonexclusive research aids; their sums overlap and they are not certified project classifications.

The standard for the next edition

A stronger result means better comparable observations and verified outcomes, not simply more records. Repeat the same measures, document changes in method and explain what new evidence would change the recommendation.

Follow the evidence.

Publisher links, reporting scope and locators for the claims in this report.

S1 / 2026 ParkScore: Portland

TPL, one-page city report. Relative category points, population access and park-space equity. Broader scope than PP&R alone.

S2 / 2024 Community Needs Survey

PP&R / PSU; report submitted June 30, 2025. Summary pp. 7-8; methods pp. 11-12; barriers pp. 18-19, 47; features p. 25; Access Discount p. 56.

S3 / Recreation attendance

City performance measure: annual recreation attendance, FY2021-22 through FY2025-26; definitions and explanatory notes captured.

S4 / Park proximity

City performance measure: published title refers to population; method describes Metro housing units and street-network access to park entrances.

S5 / Community center proximity

City performance measure: full-service community center within three miles; source method uses housing units.

S6 / ADA barrier removal

City performance measure: original 2013-14 inventory of 17,008 barriers; 3,562 removed; published FY2025-26 value 21%.

Follow the evidence.

Publisher links, reporting scope and locators for the claims in this report.

S7 / Financial assistance

City performance measure: nominal assistance dollars, not unique participants or a causal effect.

S8 / Swim lesson participants

City performance measure: unique individuals taking swim lessons within the reporting year.

S9 / Restroom maintenance effort

City performance measure: estimated hours from work orders, contractors and Ranger lock-up; latest published FY2024-25.

S10 / Invasive vegetation treatment

City performance measure and method-change narrative; chemical treatment acres include repeat treatments.

S11 / Urban Forestry tree planting

City performance measure: citywide planting, not a park-only count; not survival or canopy change.

S12 / Parks fiscal management audit

City Auditor, October 15, 2025. Historical audit findings; not a September 2026 implementation assessment.

Follow the evidence.

Publisher links, reporting scope and locators for the claims in this report.

S13 / Historical project estimates

KGW/Flourish table linked to November 2023 reporting: 1,195 rows. Individual estimate dates, escalation bases and current status unresolved.

S14 / City backlog workbook

Author-enabled downloadable Tableau workbook. Captured extract: 2,585 project rows, 1,812 Open and 773 Close; no cost field.

S15 / Public recreation catalog

ActiveNet catalog and public detail APIs captured September 15, 2026 Pacific: 1,367 unique sections over 69 pages; raw responses and request pagination archived.

S16 / Garden assignment snapshot

March 2025 Parks monthly report in April Board packet, PDF p. 14 / printed p. 6. Historical assignment cycle, not current occupancy.

S17 / Washington Park visitor research

2024 visitor report, PDF pp. 4-5 / printed pp. 6-9. 1,996 visitor surveys; February and August fieldwork; weekend/daytime busy attraction sample.

S18 / Official pool directory

Atlas checked official facility pages September 15, 2026; entrance coordinates assigned to official Council boundaries. Count is PP&R listed pools, not all aquatic alternatives.

Follow the evidence.

Publisher links, reporting scope and locators for the claims in this report.

S19 / Published condition records

Captured Atlas baseline links original City GIS layers; mixed assessment vintages and record-level denominators. Fresh source layers also preserved in the archive.

S20 / BikePed Portal

PSU public downloads, Portland-Vancouver region: location/detector-specific passages and dates. Not unique park visitors.

S21 / SDC funding scope

PP&R explains capacity expansion funding at new and existing facilities. Eligibility differs from unrestricted maintenance funding.

S22 / August 2026 Parks Board minutes

August 14, 2026, p. 2: director priorities, partnership reporting and pool-maintenance questions. Minutes paraphrase discussion; later action is not presumed.

S23 / May 2026 Parks Board minutes

May 12, 2026, pp. 2-3: administrative capacity in nature programming and long-range financial plan introduction.

S24 / FY2024-25 Parks Levy annual report

Appendix E, PDF pp. 48-50 / printed pp. 88-92, annual outputs and scope notes. PDF p. 31 / printed pp. 54-55, work-order modernization. Source discrepancies retained in the accompanying tables.

Follow the evidence.

Publisher links, reporting scope and locators for the claims in this report.

S25 / 2025 Parks Levy: approved measure and funding split

Approved November 2025; FY2026-27 through FY2030-31. Explanatory statement: \$1.37 of the \$1.40 rate for operations and \$0.03 for capital. Forecast revenue is not actual collection or a current appropriation.

S26 / FY2026-27 adopted budget, Volume 2

Program changes: PDF/printed pp. 945, 948, 951, 969, 977, 980, 983, 988, 998 and 1006. Adopted-book snapshot excludes the subsequent July supplemental budget; budgeted changes are not verified operating observations.

S27 / July 2026 supplemental budget: passed ordinance and positions

Ordinance 192207, passed July 22, 2026. Final Exhibit B (Efiles record 18038545) adds 2.00 PP&R FTE, from 724.22 to 726.22 authorized positions; 30 FTE restored citywide. Not 48 and not a count of filled jobs.

S28 / October 2024 Parks Board minutes

PDF / printed p. 4, Recreation Summer Recap. Staff described waitlists as demand evidence and staff/facility availability as constraints on additional classes. Historical discussion; current operating capacity still requires verification.

S29 / Columbia Pool: PP&R executive summary, May 18, 2026

PDF pp. 1–2. Three seasonal outdoor options; construction and total-project estimates. Tier 2 total is printed as ~\$13.6 without a unit; no corrected numeric total is inferred.

S30 / Columbia Pool: Convergence executive summary, May 2026

PDF / printed pp. 13–14: cost exclusions, direct construction and amounts labeled fully burdened project cost. Scope labels differ from PP&R's summary. Scanned pages visually reviewed; estimates are not bids or funding commitments.