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Peninsula Park Rose Garden Preservation Strategy

January 2016

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PORTLAND PARKS & RECREATION

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Sustaining a healthy park and recreation system to make Portland a great place to live, work and play.

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Our Vision

A world-class public garden of great beauty and rich historical legacy that generations of Portland residents and visitors seek out for quiet reflection, social connection, education, and celebration



A Hundred-Year Strategy for Preservation



The *Preservation Strategy for the Peninsula Park Rose Garden* represents the joint commitment of Portland Parks and Recreation (PP&R) and the Friends of Peninsula Park Rose Garden (the Friends). Our mission and goals are grounded in the one-hundred-year-old Garden's historical legacy, the role the Garden plays today in building community, and the priorities of the Garden's most significant stakeholders: visitors, neighbors (including historic neighbors), volunteers, PP&R, and the Friends.

Context. History and current status critically inform our *Preservation Strategy*:

- The Garden's historical legacy and the history of surrounding neighborhoods
- The physical condition of the Garden today and the level of investment by PP&R and volunteers in Garden maintenance
- The changing demographics of surrounding neighborhoods and the impact on historic neighbors
- The role the Garden plays in building community
- The partnership between the Friends and PP&R
- The Garden's stakeholders and their priorities

Mission and Goals. To sustain and improve the Garden's biological health, physical assets, and community investment, our *Preservation Strategy* aims to

- Maintain stunning roses
- Preserve the Garden's historical legacy
- Support the Garden as a "town square" and raise its profile
- Finance the Vision

PP&R and the Friends will continue to reach out to key stakeholders and partners for ways to insure that the Garden is welcoming and accessible to all. As stakeholder conversations evolve, we will revise and refine our Goals and Initiatives.

By defining a vision, clarifying the context, specifying a mission, and setting achievable and sustainable preservation goals, PP&R and the Friends seek to protect and enhance the City of Roses' first public rose garden for the next hundred years.



***Volunteer Shovel Brigade
Preparing for Centennial Replanting of 3,000 Roses, 2012***

Context for a Preservation Strategy



The history and current status of the Garden and surrounding community are central to our *Preservation Strategy*.

HISTORICAL LEGACY OF THE GARDEN

The Peninsula Park Rose Garden is located in the center of the Piedmont neighborhood. Platted in 1889 by Edward Quackenbush, Piedmont was promoted as “The Emerald, Portland’s Evergreen Suburb.” Portland’s first suburb, the original Piedmont neighborhood included sections of what are now the Humboldt and King neighborhoods, and was zoned exclusively for residential use.¹

The neighborhood provides an excellent example of an intentionally developed community where restrictions were designed to maintain a high quality of life. The streets were platted along a North-South and East-West grid. Telegraph, electric and sewer lines were largely confined to alleys. Local ordinances required homes to be built 25 feet from the street and 15 feet from the side lot line.²

These requirements were consistent with the City Beautiful Movement of the early twentieth century, which held that a city should be a place of beauty and art, not just a symbol of industrialization and economic development.³ Proponents of the City Beautiful Movement believed that proper city planning could cure a host of social ills, including poor health and delinquency. The ideas of beauty and art embedded in the Movement gave birth to the Peninsula Park Rose Garden.

¹ The Piedmont neighborhood was originally bordered on the North by Portland Boulevard (now Rosa Parks Way); Killingsworth Avenue on the South; Commercial Avenue on the West and Martin Luther King, Jr. Avenue on the East. “Walking Tour of Historic Piedmont”

² Piedmont Neighborhood Association website, www.piedmontneighborhood.com, “Piedmont History” tab (accessed September 7, 2015).

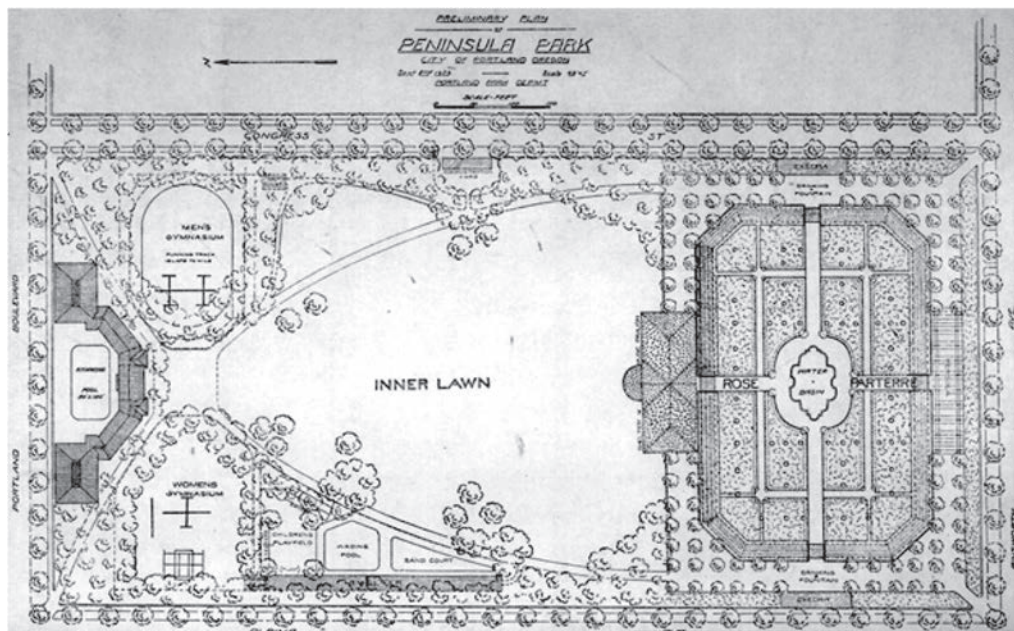
³ New York Preservation Archive Project, <http://www.nypap.org/content/city-beautiful-movement> (accessed September 7, 2015).

Context for a Preservation Strategy

In 1903, the Olmsted Brothers created a Park and Boulevard Plan for the city of Portland. John C. Olmsted reviewed potential parcels that could be acquired and recommended, among other sites, the purchase of a seventeen-acre site in North Portland. In 1909, after the passage of a parks bond measure, the city purchased the site from a local businesswoman and created Peninsula Park.⁴

The Rose Garden was designed by the city's first Park Superintendent, Emanuel Mische. Mische was a student of the Olmsted Brothers and was recommended to the city by John C. Olmsted as a highly skilled professional who could execute the 1903 Park and Boulevard Plan.

The Garden is designed in a formal French style, with six-foot slopes and a large central fountain. The Garden is completely symmetrical, with four mirrored quadrants surrounding the fountain. The sunken nature of the Garden allows water vapor from the fountain and fragrance from the roses to linger in the air and greet visitors as they descend the Garden stairs and ramps.



Original Plan for Peninsula Park and Rose Garden

⁴ The businesswoman was known as "Liverpool Liz." According to a 1913 death notice in *The Oregonian*, Liz, nee Elizabeth Young, was the long-time owner of a "notorious saloon and dive bar" that was "known by its reputation." Several *Oregonian* articles from the early twentieth-century intimate that the two saloons Liz owned were houses of prostitution. She acquired considerable property during her time in Portland and died a wealthy woman. "Portland Pioneer of Underworld at 60, Dies Well-to-do" *The Oregonian*, February 18, 1913. Accessed through "The Historic Oregonian," Multnomah County Library online (accessed September 7, 2015).

Mische's plan called for stunning roses surrounded by a verdant, green perimeter that included a pergola on N. Ainsworth facing the bandstand.

The Peninsula Park Rose Garden is Portland's first public rose garden, Oregon's only public sunken rose garden,⁵ and the original public site of the city's annual rose show that takes place during Rose Festival week.⁶ The octagonal bandstand overlooking the Garden is the last of its kind in the city and was designated a Portland Historic Landmark in 1973.

When the Rose Garden opened in 1913, it attracted over 300,000 visitors—more than the total population of the city.



Opening Day – Peninsula Park Rose Show – 1913

Portland's official rose, *Madame Caroline Testout*, was cultivated in the Garden, and four of these roses bloom there today.



⁵ <https://www.portlandoregon.gov/parks/finder/index.cfm?action=ViewPark&PropertyID=1125>.

⁶ When Washington Park was selected as the International Rose Test Rose Garden, most rose show activities migrated there. However, Peninsula Park Rose Garden continued to host Junior Court Rose Festival events until the Junior Court was eliminated in 1995.

HISTORICAL LEGACY OF THE COMMUNITY

While the Piedmont neighborhood was designed to maintain and enhance a high quality of life, it must be noted that this community vision was an exclusive one. The plans for Peninsula Park and the Piedmont neighborhood were developed with upper-middle-class White residents in mind. Until their repeal in 1927, Oregon's Black Exclusion Laws made it illegal for African Americans to own property, or even enter the state. In addition, it was not until 1957 that Oregon passed the Public Accommodations Act, which outlawed discrimination in public facilities, including parks, on the basis of race, religion or creed.

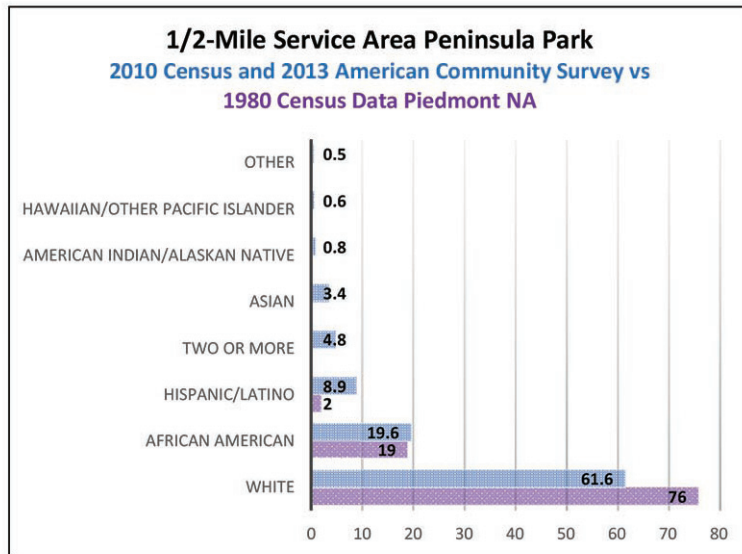
Despite these restrictions, some Black Americans carved out a community in Portland's early years. After the Vanport flood destroyed Portland's then largest African-American community in 1948, many of those left homeless transitioned into the historic Albina area, which included what are now the Piedmont, Woodlawn, King, Humboldt, and Arbor Lodge neighborhoods, among others.⁷ Although the Exclusion Laws had been repealed by 1948, discriminatory housing policies adopted by real estate brokers and tolerated by politicians meant that the Albina area was one of the few places in which Black Portlanders could rent or buy homes.

In 1980, Piedmont had a 10% unemployment rate, a racial makeup of 76% White, 19% Black, and 3% Hispanic, and a median income of \$16,027. The same year, the Humboldt neighborhood had a median income of \$8,844, a racial makeup of 41% White, 51% Black and 3.6% Hispanic, and an unemployment rate of 9%.⁸ Both neighborhoods had median incomes well below the Portland metro income for the previous year, which was \$30,579.⁹

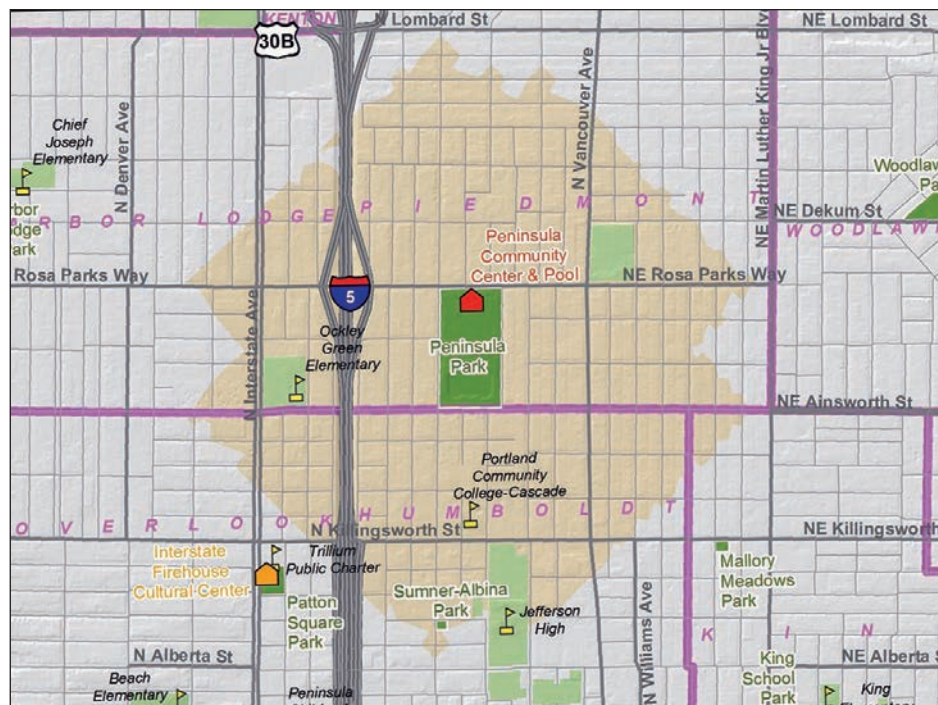
⁷ "History of the Albina Plan Area." City of Portland Bureau of Planning and Portland State University Department of Urban Studies and Planning (1990), <https://www.portlandoregon.gov/bps/article/91416>. Most of these neighborhoods are within the ½-mile service area for Peninsula Park.

⁸ 1980 Census Population and Housing, Neighborhood Statistics Program, U.S. Department of Commerce, Bureau of the Census. <https://www.portlandoregon.gov/oni/article/328525>.

⁹ <https://www.census.gov/hhes/www/income/historical/data/metro/msa1.html>, median household income by metropolitan statistical areas.



More recent data from the 2010 census¹⁰ and a 2013 survey show that the ½-mile service area for Peninsula Park, which includes portions of the Piedmont, Humboldt, Arbor Lodge, Overlook, and King neighborhoods, continues to be ethnically similar to 1980 Piedmont.



1/2 mile PP&R Service Area for Peninsula Park in Shaded Area

¹⁰ 2010 Census Portland Neighborhood and Demographic Data, <https://www.portlandoregon.gov/oni/28387>.

TODAY'S GARDEN

More than 6,000 roses bloom in the Garden, most of which have been planted since 2012. All the roses on the floor of the Garden (more than 3,000) were replaced in 2013 with new disease-resistant plants donated by national growers. There are several types of roses in the Garden, including hybrid teas, floribundas, shrubs, and more than 50 climbers gracing iron trellises and brick walls.



View from Accessible Ramp below Bandstand, May 2015

Since 2012, much has been done to improve the green infrastructure and enhance the care of the roses. However, much more needs to be done.

Hardscape. Most elements of the original design are still present in the Garden, including the lantern-style streetlights, stone pillars, balustrades, brickwork, fountain, and octagonal bandstand.

The fountain was rehabilitated in 1999, and accessible ramps were added in 2008 with the help of the Neil Kelly Foundation.



The Garden Circa 1921 (above) and 2015 (below)



Context for a Preservation Strategy

However, as described in the “Assessment of Masonry in the Peninsula Park Rose Garden” (Appendix 1), and illustrated below, the brickwork, balustrades, and pillars are in various stages of deterioration.

Brickwork Deterioration as of 2015



Concrete Deterioration as of 2015



Irrigation. Twelve hundred irrigation heads water the roses and keep green the 2 miles of lawn and 6 miles of boxwood hedge face on the floor of the Garden. This irrigation system is relatively inefficient, resulting in both over- and underwatering and unnecessary consumption.

The N. Ainsworth Street entrance to the Garden includes a lawn and two planted areas that are irrigated in the summer by an inefficient quick-coupler system. As a result, the grass turns brown and dormant during hot summer months.

An upgrade to the entire irrigation system, including automatic sprinklers, is necessary to maintain the roses in peak condition, reduce consumption of water and improve the N. Ainsworth entrance to a condition consistent with Mische's original plan.

Brown Grass at N. Ainsworth Entrance, Summer 2015



Maintenance. The Garden is cared for by one PP&R horticulturist who also cares for the remainder of Peninsula Park's landscaping—and 10 other city parks. While the horticulturist is sometimes assisted by seasonal help, volunteers perform the bulk of recurring maintenance like manual weeding and deadheading to keep the roses in good condition and blooming with color throughout the April–September growing season. (The blooming season typically extends from June through September.)

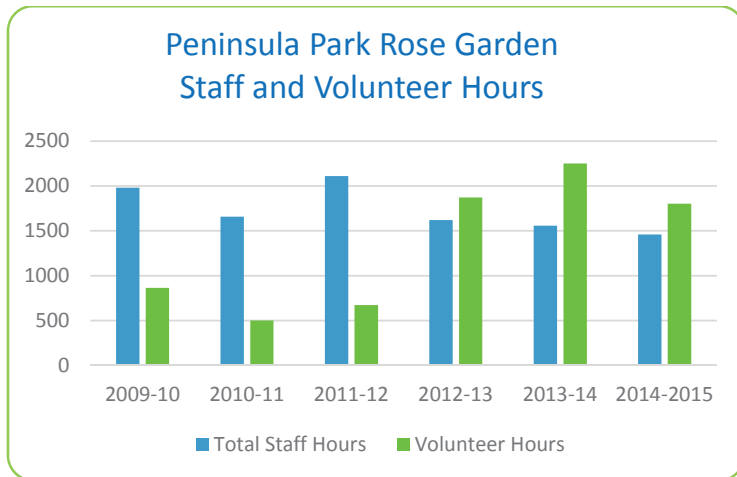
The Garden is maintained using Integrated Pest Management (IPM) principles. At this time, the roses are not sprayed for disease control. Insecticides are seldom used, but if needed to control insect pests like the rose midge, they are carefully selected and applied to minimize risks to people and the environment.¹¹ The Garden's horticulturist keeps the Garden relatively weed free through regular herbicide spraying.

Since 2012, volunteer maintenance hours in the Garden have surged while PP&R hours have remained relatively flat.

Friends' Volunteer Hours Soar 234% 2012-2014

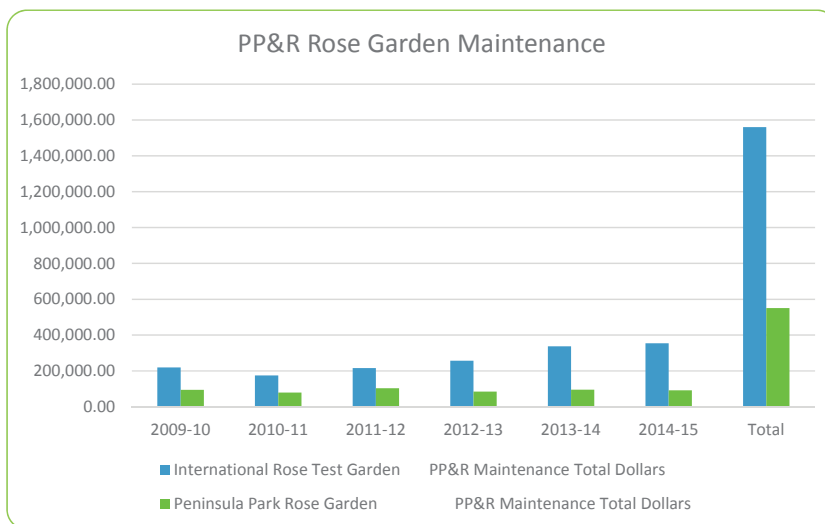
	Peninsula Park Rose Garden PP&R Maintenance		Friends of Peninsula Park Rose Garden
Year	Total Dollars	Total Staff Hours	Volunteer Hours
2009-10	94,809.33	1980.75	864
2010-11	79,541.45	1658	501
2011-12	103,872.78	2109.25	673
2012-13	85,101.51	1619.5	1871
2013-14	95,885.05	1558	2250
2014-15	91,969.13	1458.5	1801
Total	\$551,179.23	10384	7960

¹¹ For information about the PP&R Integrated Pest Management Program, see <http://www.portlandoregon.gov/shared/cfm/image.cfm?id=116237>.



During the first three months of fiscal 2016 volunteers contributed 585 hours to Garden maintenance.

PP&R maintenance spending on Peninsula Park Rose Garden has also remained relatively flat during the same period. In contrast, maintenance spending at Washington Park International Rose Test Garden (IRTG) has increased 62% since 2009.



While IRTG has only 1.65 times more roses than the Peninsula Park Rose Garden, PP&R spending in Washington Park over the past six years is 2.83 times greater, or over \$1,000,000 more, supporting nearly 18,000 more hours of staff time.

IRTG vs Peninsula Park Rose Garden Maintenance 2009-2015

	International Rose Test Garden PP&R Maintenance		Peninsula Park Rose Garden PP&R Maintenance	
Year	Total Dollars	Total Staff Hours	Total Dollars	Total Staff Hours
2009-10	219,270.63	4604.5	94,809.33	1980.75
2010-11	174,887.07	3627.5	79,541.45	1658
2011-12	215,942.94	4334.75	103,872.78	2109.25
2012-13	257,623.83	4843.5	85,101.51	1619.5
2013-14	337,722.92	5517.25	95,885.05	1558
2014-15	354,543.19	5389.25	91,969.13	1458.5
Total	\$1,559,990.57	28316.75	\$551,179.23	10384

To maintain the Garden in a condition consistent with Mische's original plan, its importance to the City, and its historical legacy, PP&R maintenance spending should be more in line with maintenance spending at the IRTG.

TODAY'S COMMUNITY

At the end of the twentieth century, the Piedmont neighborhood began experiencing a demographic shift. Rising property values have forced out some of the established residents. Those moving into the Piedmont neighborhood tend to be White, and those leaving tend to be people of color. For example, from 2000 to 2010, the Piedmont neighborhood added 992 White residents and lost 450 African-American residents. However, at the same time, Humboldt, Piedmont, and Arbor Lodge have all gained Latino residents, a trend that parallels an increase in Latino residents statewide.¹² Overall, although the Piedmont neighborhood itself has undergone some degree of gentrification, the ethnic composition of the ½-mile service area surrounding the Park has been relatively stable for the last 30 years.

In addition, many former residents return to the Garden to celebrate special occasions or share the Garden's beauty with family and friends. In implementing the *Preservation Strategy*, we intend to reach out to these historic neighbors as well as current neighborhood residents.

¹² According to the US Census Bureau, Latinos comprised 12.5% of Oregon's population in 2014, <http://quickfacts.census.gov/qfd/states/41000.html>, 8% in 2000, and 4% in 1990 <http://www.census.gov/>.

Today's Garden in the Community



Throughout its 102-year history, the Rose Garden has played an important role in the Portland community at large and in the surrounding neighborhoods.¹³ Today, the Garden is a public square full of community life. On any given day, from April through October, the Garden is full of visitors of all ages and racial backgrounds¹⁴ enjoying the color and fragrance. Children play tag around the boxwood hedges, photographers lean into the beds hoping to get the perfect close-up shot, artists set up easels, couples celebrate their wedding day, and families celebrate daughters' *quinceañeras*.

In all seasons the Garden is the home to joggers, dog walkers, and strollers. The stairs at the east and west ends turn into sledding hills whenever it snows.



Pulling Sleds – February, 2014

The Garden today is what it has always been: a showplace for the City of Roses and—equally important—a place of shared experiences and common memories that knit individuals into a vibrant community.

¹³ The surrounding neighborhoods include Piedmont, Humboldt, Kenton, King, Arbor Lodge, and Woodlawn, while the ½-mile service area includes Piedmont, Arbor Lodge, Overlook, Humboldt and King.

¹⁴ A 2015 Intercept Survey conducted by PP&R indicates that the racial composition of visitors to the Garden is closely aligned with the racial composition of the ½-mile service area (see Appendix 2).

PARTNERS—PP&R AND THE FRIENDS

The Friends of Peninsula Park Rose Garden grew out of the work of three Oregon State University Master Gardeners who came together in late 2011 to explore ways to improve Garden maintenance and repair the deteriorating brickwork and balustrades. These three volunteers quickly partnered with PP&R to replace more than 1,200 roses on the Garden's slopes, recruit additional volunteers for the 2012 summer season, and begin planning for the Garden and Park centennial celebration in 2013.

The three founders incorporated the Friends as an Oregon non-profit corporation in April 2012, and the Friends received 501(c)(3) tax-exempt status in 2014. In addition, the Friends partnered with the Portland Parks Foundation, which serves as the organization's fiscal sponsor. The Friends group is managed by a seven-member Board of Directors, all volunteers, three of whom live in Piedmont and the surrounding neighborhoods. In 2015, the Board contributed more than 1,000 hours to Friends' activity (community events, fundraising, tours, and free public classes) in addition to the hours each Board member contributed to Garden maintenance.

Since 2012, the Friends, with the active support and involvement of PP&R, have recruited a core group¹⁵ of 60 volunteers, many of whom live in surrounding neighborhoods. Between 2012 and 2015, the Friends and associated volunteers have

- Replanted more than 6,000 donated roses, including all of the roses on the Garden floor
- Planted 15,000 crocus as a part of annual Parke Diem events
- Designed, paid for, and installed a new interpretive sign at the N. Ainsworth entrance to the Garden
- Paid for and installed four planters on the pillars at the bottom of the north and south steps, consistent with the original Garden design
- Sponsored or co-sponsored community events, including a *Movie in the Park* screening of a teen-produced documentary of Peninsula Park that was a fundraiser for the Peninsula Wrestling Club; a reception honoring the Neil Kelly family's contribution to the Garden; and an *Art in the Rose Garden* art fair
- Raised more than \$30,000

¹⁵ The core group consists of volunteers who worked in the Garden either during the 2014 and 2015 season or 6 or more times during the 2015 season.

The partnership between PP&R and the Friends, although relatively new, is a deep one. The two organizations entered into a Memorandum of Understanding (MOU) in 2012, which was renewed and revised in 2014 (see Appendix 3). Under the terms of the MOU, the two organizations oversee maintenance through a Garden Maintenance Committee that meets quarterly. In addition, PP&R provides training annually to all interested volunteers in pest and disease identification and IPM principals. Volunteers who have been trained keep careful track of the conditions of the roses and report pest and disease problems to PP&R. The volunteer inspections permit PP&R to leverage its IPM expertise and address problems early and in the most sustainable way.

Under the terms of the MOU, PP&R and the Friends agreed to develop and implement a strategic plan for the Garden. The parties initiated the planning process in February 2015 and continued reaching out to key stakeholders throughout the year.

GARDEN STAKEHOLDERS

In addition to PP&R and the Friends' board, three broad groups have a stake in the Peninsula Park Rose Garden: visitors, neighbors, and volunteers. To better understand the composition of the stakeholders and their priorities for the Garden, PP&R and the Friends, conducted several surveys.

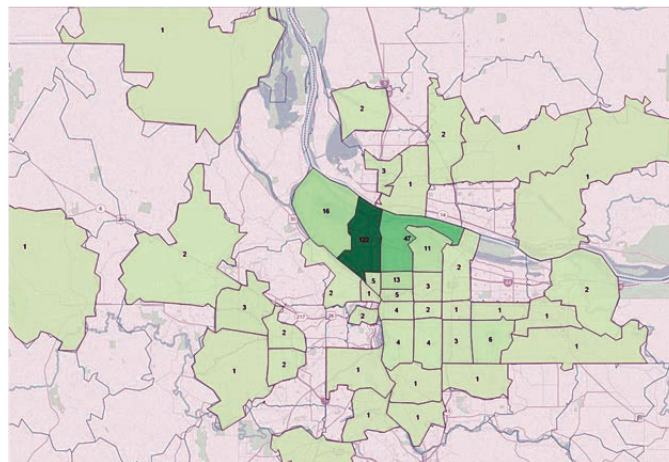
- **Intercept survey.** During the summer of 2015, PP&R conducted an intercept survey of Garden visitors, 66% of whom live in surrounding neighborhoods. The survey was conducted by two interns (one bilingual in Spanish and English) who spent 87 hours at different times of day and on different days of the week, interviewing 357 respondents. (See Appendix 2 for a description of the survey methodology.)
- **Neighbor survey.** The same interns conducted a more limited neighbor survey at the 2015 National Night Out event hosted by the Peninsula Park Community Center and the Office of Neighborhood Involvement. (See Appendix 4 for a description of the survey methodology.)
- **Volunteer and staff surveys.** The Friends and PP&R each conducted a limited survey of the priorities of volunteers and Parks staff.

2015 Stakeholder Survey Target	Hours	Total Days 7/2015-8/2015	Total Responses
Peninsula Park Rose Garden Intercept Survey 2015 (Visitors)	87	29	357
Peninsula Park National Night Out Survey 2015 (Neighbors)	3	1	25
Friends Survey (Volunteers)	N/A	N/A	17
PP&R Survey (Staff)	N/A	N/A	6

In addition, PP&R and the Friends held two brainstorming sessions in February and September, 2015. Participants included a cross-section of PP&R experts, including Harry Landers, John Reid, Gordon Kunkle, Jeremy Nelson, Mike Grosso, Hillary Maurer, Emily Roth, Britta Herwig, Maya Agarwal and Steve Pixley, joined by the 7 members of the Friends Board of Directors and other volunteers.

GARDEN VISITORS¹⁶

The 2015 intercept survey revealed that Rose Garden visitors come from all over Portland, although the vast majority (94%) of those interviewed came from the east side of the Willamette River, and 66% came from the four zip codes covering the St. Johns, Overlook, Arbor Lodge, Kenton, Piedmont, Woodlawn, Humboldt, and King neighborhoods.

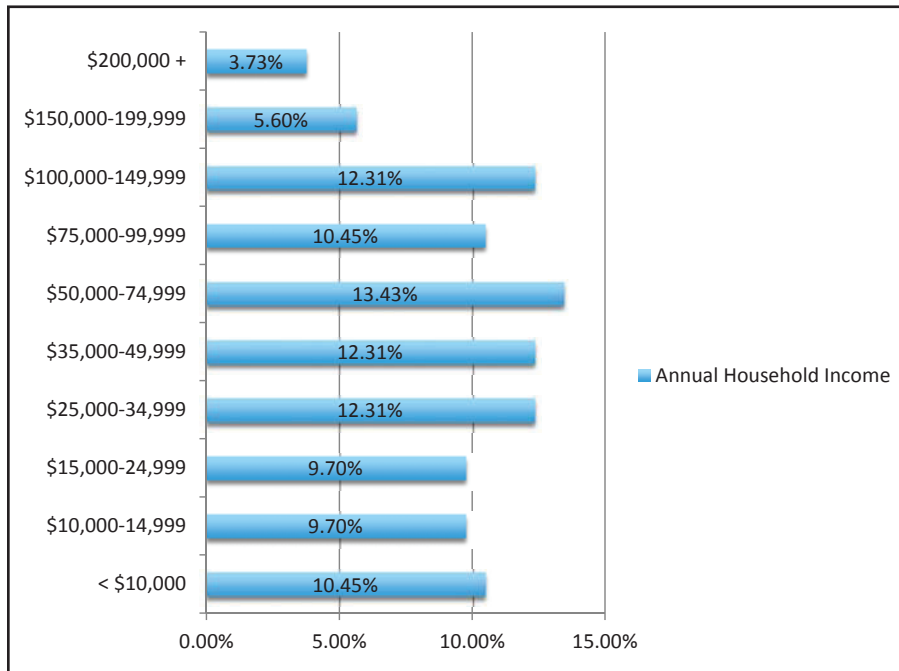


Number of Intercept Survey Participants by Zip Code Area

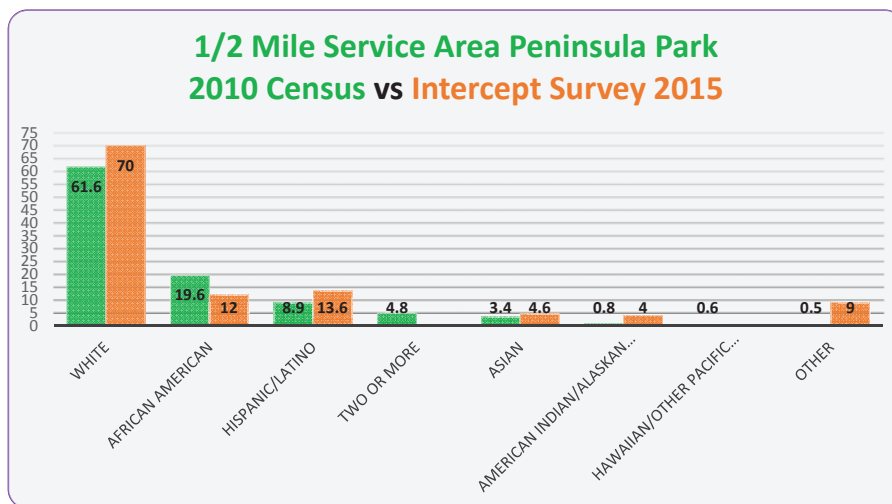
¹⁶ Specifically, respondents to the intercept survey conducted in the Garden by PP&R in the summer of 2015.

Fifty-one percent of survey respondents drove to the Garden;
37.25% walked.

Visitors to the Garden represent all income levels.

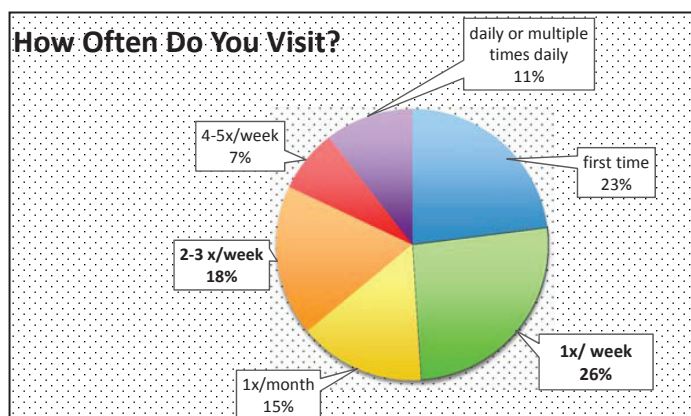
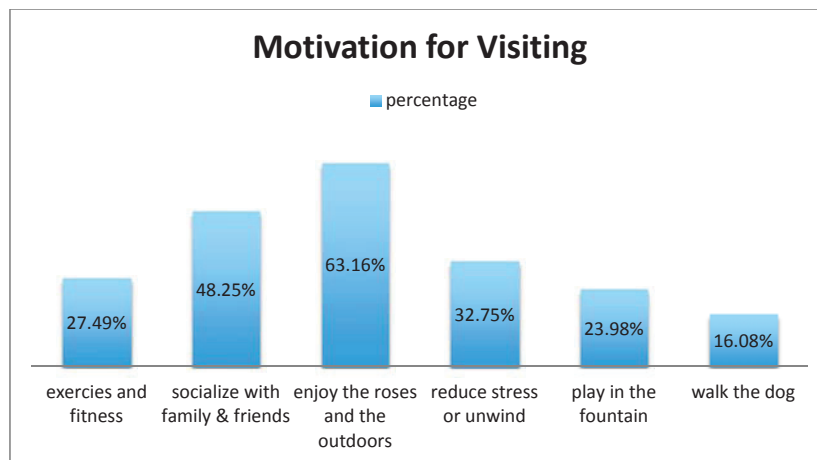


Visitors' ethnic composition is similar to the ethnic composition of the ½ mile service area for Peninsula Park.



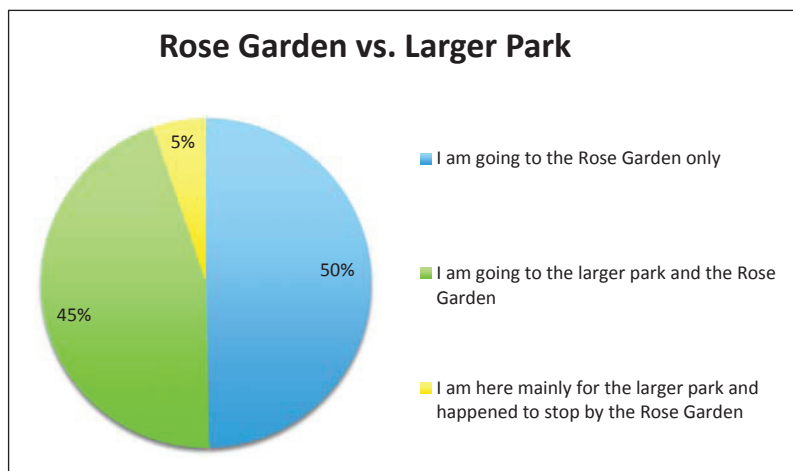
Today's Garden in the Community

Visitors come to connect with family and friends, to exercise and relieve stress and, most of all, to enjoy the roses.



More than 50% of visitors come to the Garden at least once a week; 36% visit multiple times per week. Over two-thirds of visitors spend 30 minutes or more in the Garden.

Half of visitors come only to the Rose Garden; slightly less than half visit both the Garden and the larger park.



GARDEN NEIGHBORS

Because there is substantial overlap between respondents to the Intercept Survey and neighborhood residents, it is likely that the demographic characteristics of Garden neighbors are similar to the characteristics of Garden visitors. In addition, while we do not have demographic data from all of the Garden's surrounding neighborhoods, we do have data about the residents within the ½-mile service area of the Garden.¹⁷ The ethnic composition of the service area, which includes the Piedmont, Arbor Lodge, Overlook, Humboldt and King neighborhoods, is 61.6% White, 19.6% African-American, and 8.9% Latino, ethnically similar to 1980 Piedmont and to visitors to the Garden today.¹⁸

GARDEN VOLUNTEERS

The ranks of volunteers working in the Garden have grown in recent years, but neighbor volunteers have always helped care for the Garden. One long-time neighbor who has been working in the Garden for the past decade contributed more than 120 hours to Garden maintenance in the 2015 summer season alone.

The Friends and PP&R have built on the commitment of volunteers like this long-time resident in recruiting more than 129 volunteers (up from 20 in 2012) during the 2015 season. Of this group, 46% represent core volunteers. Although we do not have complete data about where the volunteers live, we do know almost all of them live in North or Northeast Portland.

Current volunteers are almost entirely White, and most are over 60. Diversification of the volunteer corps is a *Preservation Strategy* priority. Based on the *National Night Out* survey, we believe we can increase the proportion of volunteers who live in the surrounding neighborhoods by offering weekend and evening work parties, particularly if the work parties are coupled with children's activities (see Appendix 5).

Informal conversations with volunteers reveal that they work in the Garden not only because of the beauty of the roses, but, as important, for the friendships they form and sense of accomplishment they feel in the tangible difference their contributions make.

¹⁷ Data was compiled from the 2010 Census for the ½ mile service area for Peninsula Park as calculated by PP&R.

¹⁸ See chart page 18.

STAKEHOLDER PRIORITIES

Because substantial overlap exists between visitors and volunteers and residents living in surrounding neighborhoods, surveys establishing the priorities of one group are likely to provide insight into the priorities of the other groups. In fact, the 2015 survey results show substantial agreement among stakeholder groups about their most important priorities for preserving and improving the Garden.

When asked during the 2015 intercept survey what they liked most about the Garden, visitors overwhelming said “beautiful” and “roses.”



What Visitors Like Most

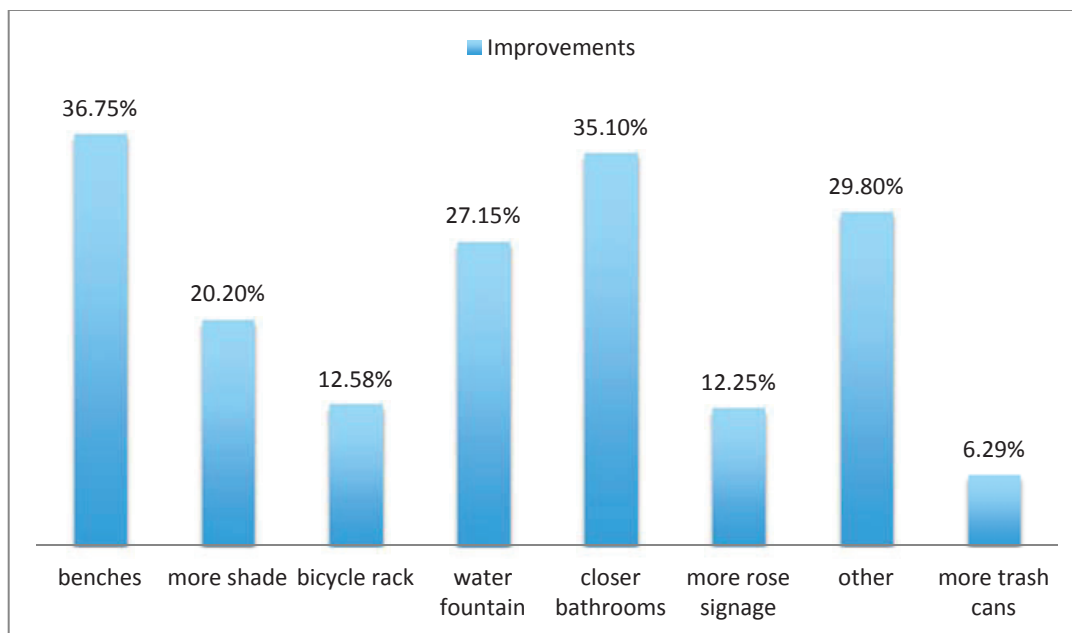
When neighbors were asked what they liked most about the Garden at the *National Night Out* event in 2015, the responses were similar.



What Neighbors Like Most

Volunteers and PP&R staff, when asked to describe their ideal vision of the Garden in five years, identified thriving roses in a weed-free environment as some of the most important elements of their vision.

When asked what would make their visit to the Garden more enjoyable, visitors prioritized benches, closer bathrooms, and drinking fountains. They also mentioned improved signage for the roses.



Visitor Priorities for Garden Improvement

In the *Other* category, visitors' two most common responses were "trashcans" and "Nothing. The garden is fine as it is."

Neighbors surveyed during the *National Night Out* prioritized benches and more community events as the most important enhancements. As in the visitor group, a substantial percentage of these respondents said that nothing could make their experience better—they like the Garden the way it is.

Today's Garden in the Community

In their two brainstorming sessions, PP&R staff and Friends volunteers set priorities that supported or enhanced what visitors and neighbors like most about the Garden:

- Maintaining the health of the roses through an increase in dedicated horticultural resources and improved irrigation
- Cleaning and repairing the brickwork
- Improving Garden and rose signage and adding bike racks
- Building community awareness and involvement through a variety of activities, including hosting annual community events and weekend or evening work parties

PP&R and the Friends intend to build on and expand these insights as we reach out more systematically to neighbors and volunteers.



Neighborhood Volunteers 2015 Parke Diem

Four Strategic Objectives for Garden Preservation

The *Peninsula Park Rose Garden Preservation Strategy* is a direct response to what stakeholders say they value most about the Garden and their priorities for improvement. It accounts for the role the Garden plays in building community, including the community of historic neighbors, and insures that the Rose Garden will continue to delight generations of Portland residents and visitors.

By defining and implementing a detailed action plan for the four strategic objectives outlined on the following page, with specific time-bound Goals and Initiatives, we can create a sustainable foundation for Garden preservation.

The Strategic Objectives and Goals will be achieved by executing a series of Initiatives listed in Appendix 5.



Four Strategic Objectives for Garden Preservation

Peninsula Park Rose Garden Preservation Strategy Strategic Objectives

	1. Beautiful Roses	2. History	3. Community	4. Solvency
	Maintain stunning roses consistent with the Garden's original plan and using ecologically sustainable practices.	Preserve the historical legacy of the Garden	Promote the Garden as a 'town square' and raise the Garden's profile throughout the city and beyond	Finance the Vision
Goals	<ol style="list-style-type: none"> One full-time seasonal employee with a horticultural background (2017) One dedicated full-time horticulturist (2018) A self-sustaining group of volunteers, not less than 30% of whom live in the surrounding neighborhoods, working in the Garden no less than 2500 hours annually (2019) Garden floor and slopes mulched annually (2018) Garden irrigation system upgraded and extended to Garden perimeter to support ecologically sustainable plantings (2020) 	<ol style="list-style-type: none"> Phases 1, 2 and 3 of the Masonry Assessment (repair of border drains, pier caps, balustrades, railings and balusters, removal of vegetation) completed (2017) Phases 4, 5 and 6 of the Masonry Assessment (repointing of vertical brick work, repair of concrete curbs and walkways) completed (2018) Original plan for the Garden completed (2021) 	<ol style="list-style-type: none"> At least 3 neighborhood events hosted or sponsored by the Friends annually (2017) At least 2 city-wide events hosted or sponsored by the Friends annually (2017) Select Garden amenities installed (bike rack, signage) (2017) 	<ol style="list-style-type: none"> Comprehensive plan developed to generate private funds to: <ol style="list-style-type: none"> Support Garden maintenance (2016) Fund a portion of hardscape repair costs (2016) Fund a portion of pergola construction costs and cost of establishing a pollinator garden on N. Ainsworth (2018)
Measurements	<ul style="list-style-type: none"> At least 90% of the rose plants show minimal evidence of disease and pests, Garden has color throughout the season, roses bloom until fall pruning or frost 	<ul style="list-style-type: none"> Existing original design elements in good repair Remaining elements of the original design (N. Ainsworth pergola) completed 	<ul style="list-style-type: none"> Number of neighborhood-based co-sponsors for neighborhood events (at least 3) Proportion of visitors to the Garden residing outside N/NE Portland is substantially increased Number of Facebook 'Likes' and website hits 	<ul style="list-style-type: none"> Increasingly sustainable sources of private funds

Our Vision for a Public Garden



Our vision: *A world-class public garden of great beauty and rich historical legacy that generations of Portland residents and visitors seek out for quiet reflection, social connection, education, and celebration*

A successful *Preservation Strategy* requires action:

- Increased investment and ownership by residents of the surrounding neighborhoods. To increase that investment and ownership, *we need to bring the community to the Garden.*
- Substantial financial support from public and private sources. To build that support, *we need to bring the Garden to the community* by raising the Garden's profile throughout the city and with people and organizations visiting the city.

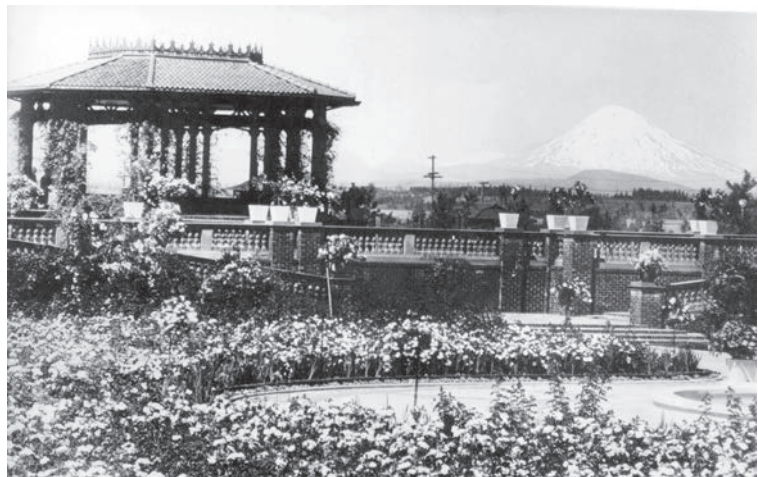
Help us realize our vision for the Garden over the next 100 years.

Our Vision for a Public Garden

Stunning Roses



The Town Square



Historical Legacy

Help Us Finance the Vision.



Appendices

APPENDIX 1—ASSESSMENT OF MASONRY IN THE PENINSULA PARK ROSE GARDEN

See supplemental document.

APPENDIX 2—2015 PENINSULA PARK ROSE GARDEN INTERCEPT SURVEY & RESULTS

PENINSULA PARK ROSE GARDEN INTERCEPT SURVEY 2015

The Visitor Intercept Survey was designed to determine the following:

- Who visits the Garden—residence, ethnicity, education, age, income
- Why visitors come to the Garden, how frequently they come and how long they stay
- What visitors like most about the Garden
- What amenities would enhance visitors' experience

The survey consisted of 13 multiple-choice questions and 4 open ended questions. Two interns, trained by PP&R, conducted the survey in both English and Spanish. The interns used iPads and gave respondents a choice of filling out the survey themselves on the iPad or providing responses that the interns recorded.

The survey was conducted over a period of six weeks in July and August, 2015 on different days of the week, including weekends and different times of the day. Visitors to the Garden were asked if they were willing to participate in the survey. A total of 357 individuals agreed to participate. A copy of the survey and the full survey results are available on request.

See supplemental document.

APPENDIX 3—MEMORANDUM OF UNDERSTANDING (MOU)

See supplemental document.

APPENDIX 4—2015 NATIONAL NIGHT OUT SURVEY RESULTS

The National Night Out (‘NNO’) Survey was designed to determine the following:

- How often neighbors visit the Garden
- What neighbors like most about the Garden
- The level of interest neighbors have in volunteering in the Garden

The survey consisted of 8 multiple-choice questions and 5 open ended questions. It was conducted by two interns, trained by PP&R, at the National Night Out in August 2015. The survey had 25 respondents. A copy of the survey and the full survey results are available on request.

See supplemental document.

APPENDIX 5—GOALS AND INITIATIVES

Maintain Stunning Roses

- Goal #1: One full-time seasonal employee with a horticultural background to work under the supervision of the Garden’s horticulturist (2017)
- Goal #2: One dedicated full-time horticulturist (2018)
- Goal #3: A self-sustaining group of volunteers, not less than 30% of whom live in the surrounding neighborhoods, working in the Garden no less than 2,500 hours annually (2019)¹⁹
 - Initiative #1: Host monthly weekend and/or evening work parties, coupled with children’s activities, in June and July (2016)
 - Initiative #2: Recruit one work party per season from no less than one local church and one local business (2017)
 - Initiative #3: Distribute information and actively recruit at Sunday Parkways, Parke Diem, National Night Out, Portland Festival Symphony and other community events in the Garden (2016)
- Goal #4: Mulch Garden floor and slope annually (2018)
- Goal #5: Upgrade and expand Garden irrigation system (including perimeter above Garden) (2020)
 - Initiative #1: Develop phased implementation plan with cost estimates (2017)

¹⁹ These initiatives are *in addition* to volunteer recruiting and retention activities already underway such as orientations, lawn signs, banners and other signage in and around the Garden, volunteer appreciation events and an annual December volunteer meeting.

Preserve the Historical Legacy

- Goal #1: Phases 1, 2 and 3 of the Masonry Assessment (repair of border drains, pier caps, balustrades, railings and balusters, removal of vegetation) completed (2017)
- Goal #2: Phases 4, 5 and 6 of the Masonry Assessment (repointing of vertical brick work, repair of concrete curbs and walkways) completed (2018)
- Goal #3: Mische's original plan completed (2021)
 - Initiative #1: Complete N. Ainsworth pergola (2021)
 - Initiative #2: Incorporate Pollinator Gardens and additional perimeter plantings in alignment with Ecologically Sustainable Landscapes Initiative (2021)

Promote the Garden as a 'Town Square' and Raise the Garden's Profile²⁰

- Goal #1: At least 3 neighborhood events hosted or sponsored by the Friends annually (2017)
 - Initiative #1: Develop partnerships with no less than 2 churches, businesses or civic organization to develop events that will appeal to diverse neighborhood groups and historic neighbors (2017)
- Goal #2: At least 2 city-wide events hosted or sponsored by the Friends annually (2017)
 - Initiative #1: Host one officially sanctioned Rose Festival event annually (2017)
- Goal #3: Add selected Garden amenities
 - Initiative #1: Install three 2-bike bike racks at the Garden's east and west entrances (2016)
 - Initiative #2: Offer self-guided GIS-based tour of the Garden (2018)
 - Initiative #3: Install rose identifiers than can be easily seen from Garden walkways (2017)
 - Initiative #4: Improve Garden signage on N. Ainsworth to be visible from the street (2017)

²⁰ These goals and initiatives are in addition to ongoing activities such as Travel Portland receptions, rack cards at Travel Portland and the Convention Center and a presence on national garden websites.

Appendices

Finance the Vision:

- Goal #1: Develop comprehensive plan for supporting Garden maintenance costs (2016)
 - Initiative #1: Implement ‘Adopt a Rose’ program raising \$5,000 annually (2017)
 - Initiative #2: Increase donations to Donation Box to \$3,000 annually (2017)
- Goal #2: Develop comprehensive plan to generate private funds to fund a portion of hardscape repair:
 - Initiative #1: Implement a ‘Buy a Brick’ program (2017)
 - Initiative #2: Obtain corporate sponsors (2017)
 - Initiative #3: Make targeted grant applications (2016)
 - Initiative #4: Maintain highest priority possible in CIP ranking (2016)
- Goal #3: Develop comprehensive plan to access private money to fund a portion of the cost of completing Mische’s plan
 - Initiative #1: Determine feasibility of crowdsourcing effort (2017)
 - Initiative #2: Make targeted grant applications (2018)

APPENDIX 6—PP&R LINKS

Parks 20/20

<http://www.portlandoregon.gov/parks/40182>

Integrated Pest Management Program

<http://www.portlandoregon.gov/shared/cfm/image.cfm?id=116237>

Salmon Safe Bi-Annual report 2015

<http://www.portlandoregon.gov/parks/article/515149>

PP&R Strategic Plan 2012-2015

<http://www.portlandoregon.gov/parks/article/418535>

PP&R 2014 Performance Report

<http://www.portlandoregon.gov/parks/article/512726>

Ecologically Sustainable Landscape Initiative Draft

<http://closingtheplaygap.weebly.com/ecologically-sustainable-landscapes.html>

Our Vision

A world-class public garden of great beauty and rich historical legacy that generations of Portland residents and visitors seek out for quiet reflection, social connection, education, and celebration



