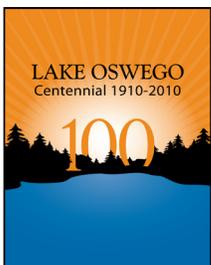


Parks Plan 2025

LAKE OSWEGO

Parks, Recreation and Natural Areas System Plan



Adopted July 31, 2012
Resolution 12-44



www.migcom.com

ACKNOWLEDGEMENTS

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PARKS PLAN 2025: EXECUTIVE SUMMARY

Whether its gathering for a family reunion at George Rogers Park, stopping by the Farmers' Market at Millennium Plaza, meeting friends at the Indoor Tennis Center, watching your child's first soccer game at Westlake Park, enjoying a hike in Bryant Woods Park, or just enjoying the signature floral displays in the City's business districts, parks, recreation and natural areas define our community.



Lake Oswego's park system is an integral part of the City's identity and important to its quality of life. Over 90% of residents have visited a Lake Oswego park or natural area, and there is strong support for parks and recreation services. To protect and enhance these services now and in the future, the City initiated *Parks Plan 2025* (Parks Plan). This comprehensive planning effort defines the community's vision for parks, recreation and natural areas and establishes the policy guidance to achieve this vision over the next 15 years. As such, *Parks Plan 2025* presents a broad vision that was closely coordinated with the City's concurrently developed Comprehensive Plan.

DEVELOPING THE PLAN

Approximately 1,800 community members were involved in the two-year planning process, which included more than fifteen events, a statistically valid survey and an online questionnaire. The design of these activities ensured that Lake Oswego community members had multiple, varied opportunities to provide input and learn about the planning process.

This extensive public involvement process was combined with a thorough technical analysis that evaluated the places and experiences that support recreation in Lake Oswego, including:

- Evaluating community context and building on past planning efforts;
- Analyzing local, regional and national trends;
- Analyzing the City's existing inventory of parks, recreation facilities, and natural areas as well as their condition;
- Describing the current system of park maintenance and recreation program delivery; and
- Evaluating residents' access to essential services, including play for children, exercise and sports, opportunities to

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experience nature, and identifying areas of the City without any close-to-home access to parks.



The results of this multi-layered analysis paint a picture of a city with a wealth of park land but with uneven distribution of facilities and access within the system. Much of the City's acreage is in natural areas, in line with the local, regional and national desires. However the City is just starting to learn how to manage the natural acreage added in the past decade and most of it is in need of substantial investment. New signature parks and popular community events have raised the profile of parks in

Lake Oswego but at the same time some of the older parks have reached a stage where they need renovation due to the end of life-cycle or capacity issues. Finally, the community has been engaged in significant discussions about the number and location of sports fields that have been informed by an updated Athletic Fields Requirements study and detailed on-the-ground analysis by City staff and advisory board volunteers.

VISION

The Parks Plan elaborates on the City's vision for a safe, sustainable and interconnected system of parks, recreation facilities, historic sites, recreation programs and natural areas that are integral elements of this livable community. Throughout this document explicit connections are made to the vision and action areas identified in the City's Comprehensive Plan. More than any other service the City provides the parks, recreation and natural areas system contributes to:

- Community Culture
- Complete Neighborhoods and Housing
- Connected Community
- Economic Vitality
- Healthy Ecosystems
- Community Health and Public Safety
- Inspiring Spaces and Places

Above all else the Parks Plan vision is holistic, measuring successes by benefits to the community, environment and economy. Throughout the plan process, the community voiced the need for a sustainable system of parks, recreation and natural areas. Specific goals and objectives presented in the Plan integrate sustainability through all aspects of park system planning, design, operations and maintenance.

GOALS

Parks Plan 2025 will meet community needs by first providing residents with their *highest priority services*, as identified in the planning analysis, public involvement process and as verified by a statistically valid survey. The four goals of this plan, in order of the community's priority are:

- *Investing in existing parks and natural areas:* Making the best use of the City's existing park and recreation resources is the top priority of residents. In the past, community priority focused on enhancing the park system by building new parks and acquiring new natural areas. This *Parks Plan* builds on those successes, but focuses on improving existing parks, recreation facilities, and natural areas. By reinvesting in its existing assets, the City can increase the sustainability of the park system by protecting its investments, preventing more costly repairs or loss of habitat, making better use of existing resources, and providing additional recreation facilities and opportunities.
- *Enhancing stewardship, maintenance and operations:* Closely related to the above priority, is the goal of enhancing stewardship, maintenance and operations – the community's second priority. This priority addresses improvements in maintaining developed parks and stabilizing or restoring natural areas. It also includes several planning efforts that will enhance the City's ability to manage the park system, such as building a coalition of sports providers to advise on the planning and management of sports facilities and updating the City's pricing policy for recreation programs. Finally, it increases public information and community volunteerism to build future stewards of the park and natural area system.
- *Providing recreation options:* Lake Oswego Parks and Recreation is the community's partner in promoting active living and addressing the obesity crisis. People are more likely to be active if they can select from a variety of options for exercise and sports, play for children, and opportunities to experience nature. The community's third priority is to provide additional recreation options, including more community gardens and more river access for swimming and boating.



PARKS PLAN 2025:

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- *Filling geographic gaps:* close to home access to parks has been shown to increase the use of the system, health outcomes and the property value of neighborhoods. The Parks Plan identifies three essential services, Play for Children, Exercise and Sports and Access to Nature which together make up a unit of basic park access. Across Lake Oswego there are gaps in residents' access to one or more of these services. Filling gaps in the system includes adding features, connecting natural areas and in the long-term adding parks to areas beyond walking distance to existing parks. This goal emerged from both public input and analysis but ranked behind the other three goals of the Parks Plan.

With a strong focus on reinvesting in existing parks and natural areas along with management strategies to enhance the park system, the plan identifies a five-year action plan that identifies priority capital and planning projects to realize these goals. It also provides tools for updating the Plan every five years to keep abreast of changing community needs and priorities.

FUNDING IMPROVEMENTS

In recent years, the City has relied on system development charges (SDCs) as well as some general fund contributions to fund park capital improvements. In the current economy and with the City approaching build-out, both of these sources will likely remain limited.

To protect the City's existing assets and continue to build a healthy, sustainable and livable community, the City must consider a wide variety of other funding options outlined in this Plan to reinvest in and sustain parks and recreation. A key option will be new and enhanced partnerships, including those with the School District, private partnerships, and partnerships with non-profit and other government agencies.

The Parks Plan presents a flexible approach to funding future projects. This approach can be adjusted annually through the City's capital improvement planning process to respond to evolving economic realities and opportunities.

This Plan is both long-term and aspirational. Adoption of the Plan does not indicate approval of funding for all projects identified. However, the need to move forward is urgent to protect the valued park and recreation system. The City must

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identify specific funding mechanisms and move forward with implementing the priority improvements identified in this Plan to prevent further deterioration of the parks, recreation and natural area system – which would result in more costly repairs, replacement, or loss of valued habitat and the clean air and water it provides.

By implementing the *Parks Plan 2025*, the City will realize its vision of Lake Oswego – a thriving, sustainable city, meeting the community's needs without compromising the needs of future generations.



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- Appendix I: Maintenance Cost Model (Example)
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I. INTRODUCTION

The City of Lake Oswego is committed to providing its community with a strong, integrated system of parks and natural areas and a wealth of recreation opportunities. To continue this commitment the City initiated *Parks Plan 2025* (Parks Plan), a comprehensive planning effort that explores the community's vision for parks, recreation and natural areas and establishes Parks & Recreation Department's policies to achieve this vision.



PLAN PURPOSE

The development of *Parks Plan 2025* was closely coordinated with the concurrent development of the City's Comprehensive Plan. As an important component of that planning effort, the Parks Plan:

- Respects the City's vision for a sustainable and interconnected system of parks, recreation facilities, recreation programs and natural areas as integral elements of this livable community;
- Describes community preferences and needs for parks, recreation facilities, programs and natural areas now and in the future; and
- Identifies goals, objectives and an implementation plan to enhance and sustain City parks and natural areas over the next 15 years.

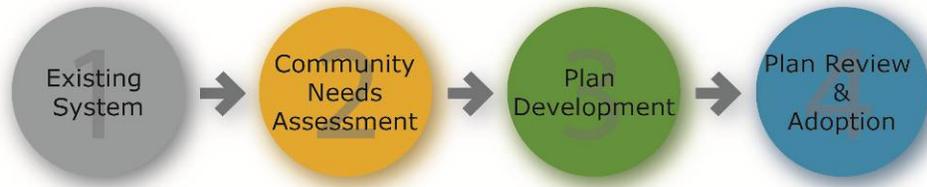
By focusing on these elements, *Parks Plan 2025* will provide the City with sound directions to develop and manage a high-quality parks, recreation and natural areas system that contributes to the City's Comprehensive Plan community vision and leads this community into a successful future.

PLAN DEVELOPMENT PROCESS

Initiated in the summer of 2010, the Parks Plan was developed in four major phases (Figure 1-1), with community participation throughout the planning process. Over 1,800 people contributed to the development of the Parks Plan. City residents, interest groups, park users, City staff and agency representatives provided feedback through a variety of meetings, open houses,

workshops, surveys and questionnaires that were designed to capture the diverse interests and needs of the community.

Figure 1-1: Planning Process



From public involvement to detailed technical analyses, this planning process was designed to gather information used to identify common themes in the provision and enhancement of parks, natural areas, programs and other recreation services. The City conducted the *Parks Plan 2025* planning process in four phases:

- *Phase I: Existing Conditions:* Phase I provided a foundation for the planning process by documenting the condition of the existing park system.
- *Phase II: Needs Assessment:* In Phase II, the City designed and hosted a variety of public involvement activities to identify community preferences and desires for this system. This feedback, along with Phase I analysis, was used to assess community needs for parks, natural areas and programs.
- *Phase III: Plan Development:* Building on the first two phases, Phase III involved the development of Parks Plan elements in support of the community's vision for parks, recreation and natural areas. The City Council, Planning Commission, Parks and Recreation Advisory Board (PRAB), Natural Resources Advisory Board (NRAB) and a project Steering Committee were all involved in developing and refining specific recommendations and the plan implementation strategy.
- *Phase IV: Plan Review and Adoption:* In this final phase, *Parks Plan 2025* was presented to the community for review and refinement prior to adoption.

The resulting system plan reflects the many different priorities and interests of Lake Oswego, and will help the City achieve its Comprehensive Plan vision. It also provides the City with the

flexibility and ability to respond to changing growth patterns, funding availability, and emerging community needs during the implementation of this plan.

DOCUMENT ORGANIZATION

To provide the context for recommendations, the Parks Plan first highlights key findings from public outreach activities, the technical assessment of existing conditions, and the assessment of future needs. The Parks Plan concludes with recommendations, implementation strategies, and a summary of how the city will benefit from its implementation. Several appendices provide additional supporting information and are referenced throughout the Parks Plan.



This document is organized into the following six chapters:

CHAPTER 1: INTRODUCTION

This chapter outlines the Plan's purpose, development process and document organization.

CHAPTER 2: INFORMATION AND ANALYSIS

Chapter 2 presents key findings about the existing system of parks and natural areas and the City's provision of recreation services. This includes a description of the planning context; related planning efforts; current recreation trends; public involvement activities and outcomes; the park classification system; inventory and assessment of existing parks, facilities and natural areas; description of current park maintenance efforts; and a review of recreation programs. This chapter also identifies geographic gaps in essential services, including exercise and sports, play for children, and experiencing nature.

CHAPTER 3: KEY SYSTEM NEEDS

Chapter 3 highlights community needs for parks, facilities, natural areas and programs. Improvements fall into four general categories: filling geographic gaps; investing in existing parks and facilities; providing recreation options; and enhancing stewardship, maintenance and operations.

CHAPTER 4: PLAN FRAMEWORK

Chapter 4 articulates the envisioned future of the City of Lake Oswego's parks system, and establishes the policy direction of the Plan. A set of goals describe how the vision will be achieved. The Plan Framework presents several objectives to reach each goal, and describes how *Parks Plan 2025* fits within the guidance of the City's Comprehensive Plan.

CHAPTER 5: PARK SYSTEM 2025 RECOMMENDATIONS

Chapter 5 describes how to move the Plan Framework forward through a list of recommended projects, policies and programs for each goal. The recommendations directly support the community needs described in Chapter 3 and the envisioned future presented in Chapter 4.

CHAPTER 6: IMPLEMENTATION PLAN

Chapter 6 sets the ideas, needs and recommendations into motion. This chapter identifies a six-step process to guide the successful implementation of the recommendations outlined in Chapter 5. The Implementation Plan provides the steps necessary to assist in future decision making.

CHAPTER 7: CONCLUSION

The final chapter presents a call to action, emphasizing the importance of implementing plan recommendations to build a healthy, vibrant community and maximize the value of Lake Oswego's parks, recreation and natural area assets.

2. INFORMATION AND ANALYSIS

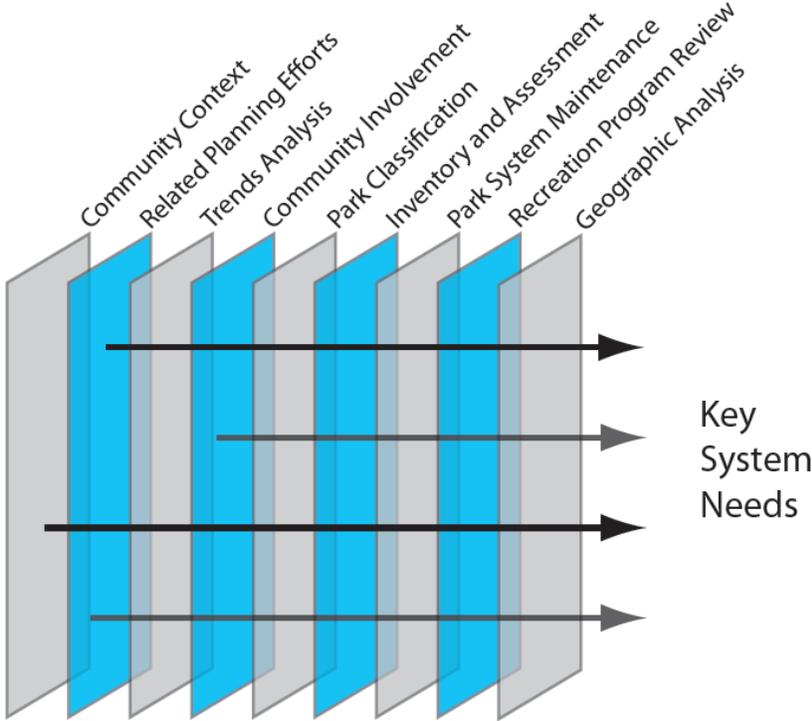
This chapter presents results of the first phase of the planning process, used to build a strong foundation for *Parks Plan 2025*. Key themes identified during this early phase helped identify the goals, needs and recommendations presented in subsequent chapters of this Plan. This assessment included a multi-level analysis (Figure 2-1), with each element building on the previous to reveal key community needs for parks, recreation and natural areas.



This chapter presents key findings from an analysis of the following elements (page numbers indicated in parentheses):

- *Community context*: Describes the community (2-2);
- *Related planning efforts*: Discusses relevant plans and related goals (2-5);
- *Trends analysis*: Identifies city, regional and national trends and provides considerations for the future (2-10);
- *Community involvement process*: Outlines activities and outcomes related to public outreach (2-14);
- *Park classification*: Presents the system for classifying and describing the park system (2-17);
- *Park system inventory and assessment*: Describes existing parks, natural areas and facilities (2-21);
- *Park system maintenance*: Describes the current system of maintenance for parks and natural areas (2-26);
- *Recreation program review*: Summarizes recreation programs offered by the city (2-28); and
- *Geographic analysis*: Identifies areas deficient in essential services, including exercise and sports, play for children and experiencing nature, as well as areas of the city without close-to-home access to any park (2-29).

Figure 2-1: Information and Analysis Layering



COMMUNITY CONTEXT

As an important first step in the *Parks Plan 2025* development process, the City assessed the community context for planning to provide a common understanding of regional demographics and geography, local land use and environment, community history, and the issues facing Lake Oswego today. Key findings as they relate to the Parks Plan are noted below.¹

REGION

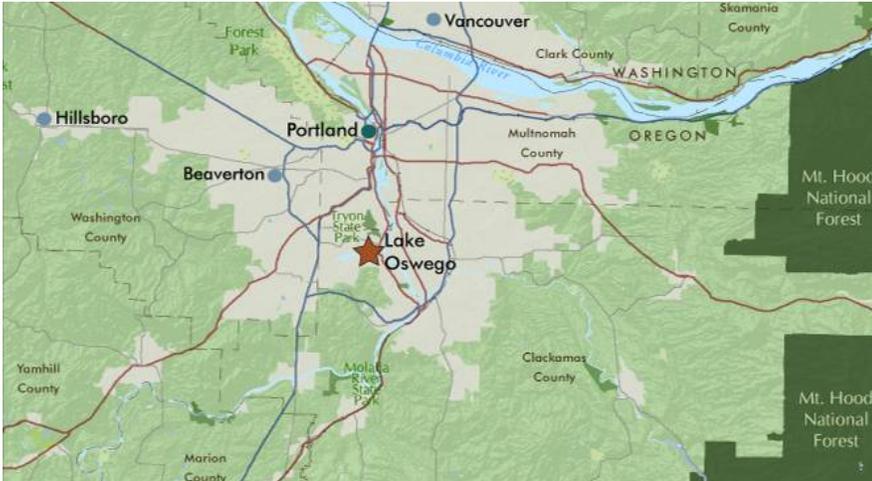
The City of Lake Oswego is located in western Clackamas County, in the Portland Metropolitan area. The City has a current population of 41,598,² but the greater metropolitan region is home to over two million residents. Neighboring cities include Portland to the north, Milwaukie and unincorporated

¹ The planning context is described in more detail in the *Existing Conditions Summary Report*, which is available under separate cover at www.ci.oswego.or.us/parksrec/PRANA.htm.

² City of Lake Oswego Planning Department estimates for 2009. This includes the total population within the USB.

Clackamas County across the Willamette to the east, West Linn and unincorporated county land to the south, and the cities of Tigard and Tualatin to the west (Figure 2-2).

Figure 2-2: Regional Map



While the city is contained on three sides by the river, Portland and Interstate 5, there are several portions of the urban services area in the west and northeast that remain unincorporated. Lake Oswego is on the edge of Metro's Urban Growth Boundary (UGB), which limits urban development and strongly divides urban and rural landscapes. While most City services are located within the UGB, the City manages Luscher Farm and nearby park properties located in unincorporated Clackamas County. Additional unincorporated areas are predominantly located to the west and northeast of the city. These lands provide a contrast to Lake Oswego's urban development and green buffer at the edge of the city.

ENVIRONMENT

The Willamette River, flowing along the eastern edge of Lake Oswego, is a dominant feature of the city's landscape, providing fish and wildlife habitat as well as recreation and transportation opportunities. From the Willamette River, the city rises in a hilly landscape that is drained by the creeks and streams that feed the Willamette River, Tualatin River and Oswego Lake watersheds. Although the city was logged completely in the early 19th century, the regenerating forest creates green views across the city. The area is very scenic, and many properties have views of the river, lake and nearby Cascade Mountains.

This landscape presents several features and characteristics that residents would like to see protected or enhanced, such as

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water access, water quality, scenic vistas, urban tree canopy, wildlife habitat, and the regional connections with the surrounding environment and community. These elements have been important considerations in this planning effort.

LAND USE

Lake Oswego is primarily a residential community, with housing plats that date back to the late 19th century. Areas of commercial development and light manufacturing are located at the west and east ends of the city. These include the downtown near the Willamette River and Lake Grove near Interstate 5. The city's largest employers are the Lake Oswego School District, the City of Lake Oswego and Micro Systems Engineering, Inc. Within the City limits, Lake Oswego is almost completely built out, with the majority of undeveloped land set aside for parks, natural areas and open space.

HISTORY

The City of Lake Oswego was founded in 1847 and incorporated in 1910, and residents are proud of the city's history and cultural heritage. There are dozens of historic landmarks in the city, many located within or adjacent to parks. As early as the 1850s, European-Americans began settling in the area, which had previously been occupied by the Clackamas Indians. At the time, Oswego Landing at the north side of Oswego Creek served as an important point of commerce on the lower Willamette River.³ The discovery of iron ore in 1841 brought additional settlers. The restored remains of the Iron Company furnace in George Rogers Park is a testament of the city's mining and industrial past.⁴



In the early 1920s, City leaders developed an aggressive promotional campaign to attract new residents, stressing the scenic and recreational aspects of Lake Oswego, as well as the city's convenient access to Portland. "Live where you play" became the City's slogan. During this time, a number of recreation facilities were developed, including the Lake Oswego Country Club, the Anglers' Club and the Hunt Club.⁵ As a result, the city became a popular recreational destination for Portland residents for fishing, swimming and boating as well as the enjoyment of the city's natural areas.

³ George Rogers Park Master Plan

⁴ Lake Oswego Historic Resource Protection Plan

⁵ Lake Oswego Historic Resource Protection Plan

These same qualities that have attracted visitors and residents to Lake Oswego over the years are still valued today. The City's park system has grown to over 600 acres, with a variety of recreational opportunities throughout the City. Popular parks and iconic public spaces such as George Rogers and Millennium parks see hundreds of users each year and continue to make Lake Oswego a place to "live where you play."

RELATED PLANNING EFFORTS

The City of Lake Oswego has completed several initiatives to plan for the future, ranging from large scale system planning to specific master plans and neighborhood plans. A review of related planning efforts resulted in identifying several key themes that are carried forward in the Parks Plan. A complete summary of related planning efforts reviewed in this process is provided in Appendix A.

COMPREHENSIVE PLAN

While several related planning efforts influence the direction and outcomes of *Parks Plan 2025*, most important of these is the Lake Oswego Comprehensive Plan. First adopted in 1978, the Plan is mandated by the state to be in conformance with 19 Oregon Statewide Planning Goals, including those related to land use planning, open spaces, historic resources and natural areas, and parks and recreation. Land development and related activities, including the City's development ordinances, must be consistent with goals and policies of the Comprehensive Plan. Other plans, such as those related to parks, recreation and natural areas, also must be consistent with the Comprehensive Plan.

Lake Oswego's updated Comprehensive Plan (due to be completed in 2013) is taking a new look at the community and revising the policies across all of the planning goals. In the Comprehensive Plan update process, known as *We Love Lake Oswego*, the discussion of the overall community vision has been broken down into seven focus areas, each of which addresses at least one of the Statewide Planning Goals.

Comprehensive Plan focus areas include:

- Community Culture
- Complete Neighborhoods and Housing
- A Connected Community
- Economic Vitality
- Healthy Ecosystems

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- Community Health and Public Safety
- Inspiring Spaces and Places

Overarching each of these focus areas is the community's commitment to sustainability. The Comprehensive Plan update process has included a sustainability framework that helps guide decision making in all areas of City responsibility.

CITY SYSTEMS PLANNING

Lake Oswego plans and operates many different systems across the city. The following system plans directly relate to *Parks Plan 2025*:

- Park & Recreation Comprehensive Plan (2002)
- Open Space Plan (2001)
- Historic Protection Plan (1989)
- Clean Streams Plan (2009)
- Trails and Pathways Master Plan (2003)
- Urban & Community Forestry Plan (2007)
- Sustainability Plan (2007)

REPORTS AND STUDIES

Special studies and reports can provide a greater level of analysis to inform a decision, or establish the foundation for future planning. Planning reports and studies that directly relate to *Parks Plan 2025* include:



- Park and Recreation Facility Survey Summary Report (2004)
- Population Baseline Analysis (2010)
- Golf and Tennis Feasibility Study (2009)
- Community Center Steering Committee Recommendation Report (2007)
- State of the Urban Forest Report (2009)
- A Community Vision for Aging in Lake Oswego (2006)
- Athletic Field Requirements Study (2011 Update)

NEIGHBORHOOD AND SITE-SPECIFIC PLANS

Lake Oswego is a city of neighborhoods, each with unique needs and aspirations. Developed by residents with support by the City, local and neighborhood plans address conditions and goals at the local level, whether by neighborhood or other geographic area. The following neighborhoods and areas have plans that directly relate to *Parks Plan 2025*:

- Evergreen Neighborhood
- Glenmorrie Neighborhood
- Lake Forest Neighborhood
- Lake Grove
- Lakewood Bay Bluff Area
- Marylhurst Area
- Old Town Design District
- Waluga Neighborhood
- First Addition Neighbors and Forest Hills
- Palisades Neighborhood

Master plans are site specific, and address the planning and design of particular sites or facilities. Three master plans impact *Parks Plan 2025*:

- Luscher Area Master Plan (2012)
- George Rogers Park Master Plan (2002)
- Canal Area Master Plan (2001)
- Master Plan for Luscher Farm (1997)

COUNTY AND REGIONAL PLANS

Lake Oswego is one of many communities within the county and region. County and regional plans establish goals and policies which shape its member communities. Likewise, communities help develop these larger planning efforts as residents of a larger area. The *Clackamas County Comprehensive Plan* and the *Metro 2040 Regional Framework Plan* inform the *Parks Plan 2050*.

SUMMARY

City-wide planning initiatives impact the future of the parks system and the direction of the Parks Plan. The following brief descriptions and Table 2-1 provide an overview of common themes identified through review of the related planning efforts.

- *Services for all users and ages.* Many plans and documents identify the importance of providing inclusive environments that are useful and welcoming to all users, regardless of age or ability.
- *Protection of the natural environment.* Lake Oswego's natural assets are one of the most important attributes of the park system, and residents value protection of these areas for their natural system benefits and recreation and scenic resources.

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- *Variety of recreation opportunities.* The city provides abundant recreational opportunities, which represent significant community investments. Preserving these resources and expanding additional recreational opportunities is a key theme found in several documents.
- *Green infrastructure and sustainability.* Residents value decisions that strongly consider future impacts. Green infrastructure that reduces waste and improves the natural environment, and carefully informed decisions that consider future generations, are important themes found in most of the City's plans.
- *Connections for bicyclists and pedestrians.* Improved environments for non-motorized users and connections for bicyclists and pedestrians are important physical elements that are needed in future planning and development. The City's Transportation System Plan and Comprehensive Plan process both support a transportation system that link mobility with improved connections to parks and recreational opportunities.

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Table 2-1: City System Planning Summary

| Documents | City System Planning Summary | | | | |
|---|------------------------------|--------------------------------|--------------------|---|--|
| | Services for all | Natural environment protection | Recreation variety | Green infrastructure and sustainability | Connections for bicyclists and pedestrians |
| Comprehensive Plan (1994) | ● | ● | ● | ● | ● |
| George Rogers Park Master Plan (2002) | ● | ● | ● | ● | ● |
| Master Plan for Luscher Farm (1997) | ● | ● | ● | ● | ● |
| Canal Area Master Plan (2001) | ● | ● | | ● | ● |
| Open Space Plan (2001) | ● | ● | ● | ● | ● |
| Golf and Tennis Feasibility Study (2009) | ● | | ● | | |
| Historic Protection Plan (1989) | | ● | | ● | |
| Clean Streams Plan (2009) | | ● | | ● | |
| Park & Recreation Comprehensive Plan (2002) | ● | ● | ● | ● | ● |
| Trails and Pathways Master Plan (2003) | ● | ● | ● | ● | ● |
| Community Center Recommendation Report (2007) | ● | | ● | ● | |
| State of the Urban Forest Report (2009) | ● | ● | | ● | |
| Urban & Community Forestry Plan (2007) | ● | ● | | ● | |
| Sustainability Plan (2007) | ● | ● | | ● | |
| Special District Plans | ● | ● | ● | ● | ● |

TRENDS ANALYSIS

Since the 1920's, the City of Lake Oswego has emphasized the value of its recreation opportunities and resources. While residents still value recreation opportunities, community preferences and needs have changed over time. Consequently, it is important to be aware of recreation trends when planning park and recreation services.



The Community Needs Assessment includes a review of local, regional and national trends to help forecast park and recreation needs. Demographic, recreation and environmental trends are highlighted to help identify the size and type of populations served, as well as residents' changing preferences and desires for parks, facilities and programs. This chapter highlights the trends with the greatest influence on the planning process. Appendix B presents the entire trends analysis.

LAKE OSWEGO TODAY AND TOMORROW

The following analysis of demographic and recreation trends is based on specific community characteristics and circumstances, including the city's current population and the projected future population.⁶

Affluent Community

Lake Oswego is one of the most affluent communities in the Portland metropolitan area and in Oregon. The citizens of Lake Oswego are, on average, wealthier than citizens of Portland, the State of Oregon and the nation. In 2008, 41 percent of households reported income levels above \$100,000. In addition, the number of households earning more than \$200,000 increased 51 percent from 2000-2008. At the other end of the income spectrum, poverty is relatively low (7.1 percent of residents) and has declined between 2000 and 2008. However, the current recession has impacted household incomes and spending.

Interest in Active Recreation

Reflecting an interest in healthier lifestyles, the City of Lake Oswego operates strong programs for youth and adult sports

⁶ As detailed in the Population Baseline Analysis prepared for the Comprehensive Plan Update, August 2010.

including soccer, softball, lacrosse and more. Tennis and golf are popular in the community, due in part to the high-quality facilities owned by the City. Even though the youth population is currently declining, residents continue to support the City's commitment to youth sports and recreation services.

Valued Community Character and Environment

Lake Oswego residents value their city's unique character and identity, which the City supports through investments in park and recreation services. Park names, interpretive facilities, signage, art and preserved landscapes all help educate and support the community's interest in its history and environment. In addition, events such as concerts and movies in the park, a successful farmers' market, and a wide range of unique events continue to define the community's sense of place and draw visitors from across the city and beyond.

Modest Population Growth

The characteristics of Lake Oswego residents inform the kinds of parks, natural areas, facilities and programs that will best meet community needs. Lake Oswego has a current population of 43,094.⁷ This number is expected to increase to between 47,000 and 51,000 by 2025. The range reflects an uncertainty in how rapidly the community will grow, but still represents approximately 4,000 to 8,000 new residents to serve. The city's growth rate is slower than anticipated in other areas Portland metropolitan area. As a result, the Parks Plan was developed to allow projects to be phased in over time commensurate with the city's rate of growth.

Shifting Age Groups

While the traditional focus of Lake Oswego's park and recreation system has been on youth, the number of children and youth under age 19 has been declining over the past ten years. This is part of a shift that has included an increase in the percentage of residents over age 65, a group that is anticipated to have a much larger impact on recreation services in the future. This group's preference for "aging in place" and a greater focus on health and activity will drive needs for additional and expanded programs and services. It will also create a need for well-designed facilities to support the full range and abilities of all community members—from children to seniors. In projections of

⁷ City of Lake Oswego Planning Department estimates for 2010 for total population within the Urban Services Boundary (USB). Population forecast is based on population numbers and does not assume expansion of UGB in analysis.

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population growth, other critical, growing age groups include children under five (including the generally small families that support them), working singles ages 20 to 24 and family-forming adults between 25 and 44. These groups will have needs that are not yet accommodated in the current system, which may require reconfiguration or addition of facilities.

REGIONAL AND NATIONAL TRENDS

In addition to the specific trends identified in Lake Oswego, the following regional and national trends are likely to shape the activities and desires of residents in the future.

Health and Recreation

The 2008-2012 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) recognizes the important connection between accessible recreation activities and health. Nationwide, the U.S. is experiencing an obesity crisis, and Oregon is no exception. Obesity and overweight increases the risk of chronic diseases, including heart disease, diabetes, and cancer. Physical activity reduces the risk of these chronic diseases, regardless of weight. Providing accessible recreation opportunities—with a variety of activities and locations—has been shown to increase activity levels and promote health. A more active older adult population is also looking for new ways to maintain their healthy lifestyles including competitive sports.

Connecting Children with Nature

The need to connect youth with the outdoors was one of the key findings of the 2008-2012 Oregon Statewide Comprehensive Outdoor Recreation Plan and is a concern nationally. The Oregon

Outdoor Children's Bill of Rights is a statewide effort sponsored by the Oregon Recreation and Park Association (ORPA) that encourages recreation providers and families to offer opportunities for children and youth to participate in outdoor recreation activities. Addressing what has become known as "nature deficit disorder," agencies are integrating nature into the recreation program offerings and creating recreation opportunities in natural areas where they can be incorporated without adversely impacting habitat and natural resources.



Outdoor Recreation and Programs

According to the Outdoor Industry Association, 159 million people over the age of 16 participate in outdoor activities in America today. Not surprisingly, the Baby Boomer generation (people aged 47 to 66) and the millennial generation (ages 27 and younger) are the largest segments driving this new outdoor

lifestyle trend. People are looking for ways to engage in more traditional forms of outdoor recreation, such as hiking, fishing, boating, gardening, camping and playing in nature. Due to time demands of family and jobs, convenience and accessibility are critical. Cities that can deliver programs that include compelling, close-to-home outdoor activities will have a competitive advantage in retaining and attracting residents.

Centralized, Multi-use Recreation Facilities

Multi-use community, recreation and wellness centers that satisfy a broad range of needs, such as classroom space and meeting rooms, fitness classes, aquatics, social services, child care and senior services, are the current trend. With the growing popularity of multi-use centers, many communities have steered away from free-standing, age-specific facilities such as senior or youth centers. Increasingly, these facilities are operated by a non-profit organization or in a partnership between jurisdictions, non-profits or commercial fitness providers. The goal of these facilities is to balance low or no cost services and facilities with revenue generating programs and user fees.

Adult/Senior Programming Preferences

An aging population is one of the most noteworthy trends across all parts of the United States. Parks and recreation providers will need to develop facilities and programs to serve adults and seniors who possess a variety of needs and interests. Seniors can no longer be lumped into a single category and be effectively served. With healthier lifestyles, people live longer and have more active lives than ever before. Parks and recreation providers need to consider seniors' diverse interests and multiple life stages. Programs should provide for:

- Developing new skills;
- Learning new activities;
- Engaging in volunteerism;
- Helping those with health issues, mobility issues and access concerns;
- Providing passive and contemplative activities;
- A higher level of activity, including competitive sports;
- Offering intergenerational interactions; and
- Providing affordable activities.

Urban Agriculture

Food production has re-emerged in the urban landscape in the form of community gardens that have popped up in vacant lots,

APPLYING TRENDS

The identified trends feed directly into Parks Plan 2025 recommendations in chapter 5 of this document. For example, shifting age groups and the adult/senior program preferences trends inform recommendations about more active senior programming including competitive sports. Similarly, the national trend toward connecting children with nature is addressed through nature play facilities recommended for the system.

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parks, and even rooftops. These gardens, along with farmer's markets, community-supported agriculture, food co-ops, and seed-savers groups are part of a larger movement to localize food production – an alternative to the global corporate model of our food industry. The local food system connects consumers with growers, supports small farmers, preserves agricultural heritage, and ensures the availability of nutritious organic food.

Rise of Alternative and Challenge Sports

Indoor or outdoor alternative sports and challenge activities, such as lacrosse, skateboarding, rock climbing and mountain biking, have growing appeal, especially for teens and younger adults. Because these activities have limited availability, they generally draw participants from a larger geographic area. Many of these activities require expert instruction at different skill levels which can be provided through programming. Providing facility access to emerging sports is one way that agencies are engaging new users.

COMMUNITY INVOLVEMENT PROCESS

To determine community desires and needs, an extensive community involvement process was completed as part of *Parks Plan 2025*. Approximately 1,800 community members were involved in the planning process, which included more than fifteen events, a statistically valid survey and an online questionnaire. The design of these activities ensured that Lake Oswego community members had multiple, varied opportunities to respond to questions and learn about the planning process. In addition, activities were timed to assist with the City of Lake Oswego's Comprehensive Plan update, the "We Love LO" campaign.

OUTREACH AND ENGAGEMENT ACTIVITIES

Public involvement activities completed for the *Parks Plan 2025* update and key themes that emerged from this process are described below. A summary of all findings of these outreach efforts is presented in Appendix C.

- *Community priority survey:* A statistically valid phone survey was used to test specific project ideas and possible funding options. This survey was completed in November 2011 to inform the implementation plan. A total of 400 Lake Oswego residents were surveyed, resulting in a confidence level of 95

percent with a margin of error falling in the range of +/- 2.6 percent to +/-4.9 percent.⁸

- *Online questionnaire:* An on-line questionnaire was widely promoted and provided an opportunity for all residents to participate in the planning process. A total of 1,110 responses were received to the questionnaire.
- *Community intercept events:* Residents had an opportunity to provide input for the development of *Parks Plan 2025* during three community events held in August 2010. Events included a community concert, a movie in the park and the Lake Oswego Farmers' Market. Over 150 residents provided input at these events.
- *Community open house:* An open house was held in December 2010 to provide additional opportunity for all residents to participate in the planning process. Approximately 30 residents participated in this event.
- *Focus groups:* The City held a series of focus groups to obtain input from specific user groups, including business community leaders, natural resource interests, neighborhood association representatives, recreation program users, team sports representatives and City Advisory Board and Commission members. Over 50 individuals participated in the focus groups.
- *Stakeholder interviews:* Several one-on-one or small group interviews were conducted, including interviews with School District leadership and the City's Economic Development Manager.
- *Youth workshop:* Lake Oswego Staff and Teen Lounge participants organized and executed a workshop to engage Lake Oswego youth. This workshop included a facilitated discussion, board exercises and a questionnaire developed and executed by the teens. Eighteen teens participated in the workshop and 12 questionnaire responses were received.
- *Steering Committee, PRAB, NRAB and City Council:* A citizen steering committee, the Parks and Recreation Advisory Board, the Natural Resources Advisory Board, and City Council are providing oversight and guidance throughout

⁸ A more complete explanation of survey findings and limitations is provided in Appendix H.

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Parks Plan 2025. Each individual on these boards and committees is contributing many hours of valuable time during this process.

- *Staff workshop:* Recreation program and maintenance staff participated in a workshop to identify needed improvements for parks, recreation and natural areas.

OUTCOMES SUMMARY

While the results of any one of the activities described in the previous section is useful, confidence in the results is derived from common outcomes that have emerged from multiple activities. These areas of importance are described below.

Protecting Important Places

Parks, recreation and natural areas are very important to quality of life in Lake Oswego. One of the most important benefits they offer is the protection of important places (habitats, historic sites, etc.). Comments about the importance of protecting habitats, historic sites and other special places that define the community were noted during many different outreach activities.



Parks with a Natural Feel

Residents value the natural character of the city, as well as the role parks play in protecting the urban tree canopy, scenic vistas, water access and other elements that provide the feeling of being in nature.

Residents also value the benefits of natural system services, such as helping to ensure clean air and water, which the city's natural areas provide.

Play, Exercise and Nature Close to Home

Three sets of activities were identified as being essential services for close-to-home parks: play for children, experiencing nature, and exercise and sports.

Self-Directed Activities

Responding to residents' busy lifestyles, many of the most popular and desirable activities were those that can be engaged in at any time convenient to residents. These self-directed activities, such as walking, jogging, running, gardening, tennis, bicycling, swimming and golf, all ranked highly in terms of the amount of time residents spend participating in these activities.

Recreation Program Enhancements

While most residents were satisfied with the quality of current programs, public feedback noted a strong demand for major facilities and additional programs. Expansions in aquatics, fitness, tennis and other sports programs (for adults and youth) were mentioned most frequently. There is a strong interest in special events and special interest classes. Participants also wanted to see promotion efforts reach more people.

Connecting Residents to Nature

Public feedback noted that more education and volunteer activities are needed to build a sense of ownership and connection to Lake Oswego's natural areas. According to community comments, environmental programming should include all ages and be designed with an understanding of the importance and challenges of connecting children to nature.

Community Gardens and Local Food

One of the most popular activities identified during the public outreach process is local food production. Activities such as community gardening and urban agriculture can encourage healthy lifestyles and be fun, while offering a local food source and a connection to the natural environment.

Parks Maintenance

While many additional features were suggested for the park system, the community's top priority is taking care of existing parks and facilities, and maintaining these assets to the high standards expected by residents.

Partnerships

The public expressed a desire to maximize use of resources through stronger partnerships. Expanding on existing partnerships, such as with the School District, can help the City offer additional opportunity for residents.

PARK CLASSIFICATION

As part of the planning process, the City's existing park classification system was updated to describe the park system in two ways: by scale (local, city-wide or special purpose) and by character (ranging from natural to developed). By considering scale and character, and by classifying and characterizing all parks in the system, *Parks Plan 2025* provides a complete

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picture of the range of parks and activities that exist in Lake Oswego.

As noted in the *Existing Conditions Summary Report*⁹, parks can vary in character from mostly natural to mostly developed. Since park character and scale help determine the types of recreation opportunities that are compatible with these sites, all existing park sites in *Park Plan 2025* are classified based on intended level of use and desired character. These definitions are provided below and noted in the park inventory in Appendix D of this document.

SCALE

The scale of a park describes its size and service area. Smaller parks often serve the neighborhood around it. Larger parks often provide a greater variety of activities and serve the entire community. However, unique facilities or features can make a small site appealing to the entire community. This is why both size and anticipated service area help determine the scale of a park.

Local Parks

A local park is intended primarily for the enjoyment of nearby neighbors within a short walk or bike ride. These parks often include traditional recreation amenities—such as playgrounds, sport courts, and open turf play areas. However, a local park may also be a small natural area that provides relief from urban development and contributes to neighborhood character. These natural areas may also provide outdoor recreation opportunities for nearby residents.



As the building block of the park system, the local park may offer an opportunity to reflect the character of their neighborhood and build community, becoming a focus of neighborhood volunteer efforts or events. The relatively small size of the site limits the variety of recreation opportunities provided. The site will not have large parking lots or recreation amenities that attract visitors from further away. Some local parks are very small, such as Pinecone Park, while others, such as Freepons Park, are larger but still primarily benefit immediate neighbors. Local parks make up 66 acres or 11 percent of the total park system.

⁹ This report is available at www.ci.oswego.or.us/parksrec/PRANA.htm.

City-Wide Parks

City-wide parks provide recreation facilities and natural features that serve the entire city. These larger parks generally support group gatherings and provide a greater variety of recreation facilities, such as play areas, sports fields, sports courts, picnic shelters, event space, and trails. Most contain significant natural features, such as river access or forested areas.

City-wide parks are often the largest sites in the system, and typically are the parks that nearly everyone can identify and name. If developed, city-wide parks may have a higher development standard that reflects their popularity, importance, and value to the entire community. City-wide parks in Lake Oswego include some of the largest sites, such as George Rogers Park, Westlake Park, East and West Waluga Parks and Luscher Farm, as well as a few small sites that are developed to support community events, such as Millennium Plaza and Foothills Park.

Most of the largest natural areas also fit into this city-wide scale, such as Bryant Woods and Springbrook Park. Currently, nearly all of these city-wide natural areas provide some recreational access or at least some access for stewardship activities. In addition to providing opportunities for residents who live throughout the community to experience nature, these larger natural systems provide valued habitat, clean the community's air and water and contribute to the beautiful views for which Lake Oswego is known. These parks include significant natural areas that should be a priority for preservation and restoration.



City-wide parks must have adequate amenities, such as access to parking and restrooms, to support users coming from other areas of the community. With a smaller number of larger sites, city-wide parks make up a total of 507 acres or 81 percent of the total acreage of the park system.

Special Purpose Sites

Within the Lake Oswego park system, several sites are almost completely focused on a single use. Known as special purpose sites, these properties often were purchased or designated for this particular purpose, or were acquired to take advantage of a unique feature, such as swimming access.

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Special purpose sites may include stand-alone facilities such as senior centers, aquatic or water sports facilities, golf courses, skate parks, tennis centers, historic buildings, and walking paths and/or trailheads. These specialized facilities appeal to a city-wide audience, drawing users from throughout the community. Some of these sites also require specialized management strategies. A prime example of a special purpose site is the Municipal Golf Course. Other sites that fit in this group are the Skate Park and the Lake Oswego Swim Park. This category totals 50 acres or 8 percent of the total park system.

PARK CHARACTER

Lake Oswego's park sites range from natural parks in more rural settings to highly-developed, manicured parks in urban areas. The character of the park affects the look and feel of a site, as well as the experiences of park users. As expected, some park settings are better suited for supporting certain types of recreation services than others.

In Lake Oswego, three distinct park characters are recognized as generally descriptive of the range of available park types. While most sites have been categorized as one of these three characters, some undeveloped properties (e.g, those sites around Luscher Farm) have not yet been characterized, and are described in the inventory as rural/open space, reflecting their historic use and current state.

Developed Parks

Developed parks are primarily designed and developed to accommodate recreational facilities and more formal, traditional park uses. The setting is typically more manicured in character, with closely mowed lawns, concrete pathways, and landscaped vegetation. It often includes manufactured play equipment and active use facilities. While some natural resources may be present, recreational use is the priority at these sites.

It is important to recognize that even the most developed of Lake Oswego's parks, such as Millennium Plaza with its almost entirely paved surface, contain natural elements such as trees. These developed character parks also impact the environment in both positive and negative ways. For example, Millennium Plaza provides views of a significant water feature, Lake Oswego. However, some impermeable surfaces at the park may contribute to stormwater runoff.



Of the City park sites, 93 acres (14.9% of all park acres) are described as developed parks.

Hybrid Parks

Hybrid parks combine developed park uses with natural park features for the dual purpose of providing recreation experiences and protecting natural resources. Developed and natural features can either be integrated or separated, as noted below.

- *Integrated Character:* An integrated hybrid park provides developed features, such as trails and benches, playgrounds and ball courts, within a natural setting. Integrated parks can include parks with tree cover and natural spaces separating developed features, as in George Rogers Park. They may provide natural areas within a park specifically for play and exploration. Nature play areas for children and disc golf courses are good examples of deeper integration of natural and developed elements.
- *Side-by-Side Character:* A hybrid park with side-by-side resources separates natural areas from developed park areas, creating two distinct settings within one park. For example, side-by-side parks may provide developed play equipment, sports fields, and parking, beside a wooded setting. Freepons Park, where a turf area and other neighborhood park amenities are separated from a substantial wooded area uphill, is a good example of this character.



Of the City's park sites, 108 acres (17.3% of all park acres) are described as integrated parks and 39 acres (6.2%) are side-by-side parks. These hybrid parks total 147 acres (23.5%).

Natural Parks

Natural parks are dedicated to protecting native habitat, environmental resources, and ecological functions, such as stormwater mitigation. This type of park may also provide recreation opportunities or opportunities to be in nature. They can preserve scenic or heritage resources and provide green corridors for trails and greenways.

All natural character parks have been disturbed by human impacts in some way. For example, many of the City's natural areas include regenerating hardwood and conifer forests, replacing the original forest ecosystem altered by logging years ago. Nearby land uses, stormwater run-off and erosion, invasive species, vandalism or encroachment onto park property by

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neighbors, and other impacts affect many parks that otherwise have a natural character.



As environmental resources, natural character parks often are managed or maintained to retain their existing condition and prevent habitat deterioration. In addition, natural area management can assist in the regeneration or restoration of native habitats at some sites. Cooks Butte Park and Springbrook Park are good examples of parks with a natural character. Both of these sites also exemplify a level of development that is appropriate for this character of park.

Of the City's park sites, 300 acres (48.1% of all park acres) are described as natural parks.

In addition to the types of sites noted above, the City has 84 acres at undeveloped sites that have been acquired for some level of future park development. In the inventory, these areas are described as undeveloped or rural/open space.

PARK SYSTEM INVENTORY AND ASSESSMENT

PARK LAND

The City of Lake Oswego owns over 600 acres of land in its park system. Most of this property is managed by the Parks and Recreation Department. This includes over 500 acres of city-wide parks, 66 acres of local parks, and 50 acres of special purpose sites. Map 1 illustrates the location of Lake Oswego's existing parks and natural areas (see Map 1, located at end of this chapter). Appendix D presents a detailed inventory of these sites by classification.

In addition to these types of parks, other lands support recreation and open space in Lake Oswego. These other lands include 22 acres of public open space, 40 acres of other City property, and about 200 acres of School District property, which are described below.

- *Other Public Open Space:* Thirty-six public open spaces owned and/or maintained by the Parks and Recreation Department are not counted as part of the park system. These sites are small, and generally have a low value due to access, condition or location. Thus, the character of these

sites limits their potential function as a park or natural area, and overall contribution to the system.

- *Other City Property:* Other departments in the City own and manage additional buildings and open space areas that are noted in this category. For example, public buildings include City Hall, West End Building, City fire stations, etc., which potentially could support parks and recreation if space were available. In addition, the Water Department maintains properties for managing stormwater runoff and to support water delivery.
- *School District Property:* Schools play an important role in providing active sports and recreation opportunities, as well as open space. In Lake Oswego, schools provide almost 200 acres of open space—about 1/3 of the acreage provided by the City. The Lake Oswego School District also operates 39 sports fields at 13 schools—as well as playgrounds, sports courts, and gymnasiums—that add to City's inventory of recreation facilities. The School District also provides the only public indoor swimming pool in the area, as well as an outdoor swimming facility on Oswego Lake.

FACILITIES

City parks provide a variety of recreation experiences, with amenities and facilities ranging from children's play equipment to indoor tennis centers. Examples of major facilities include:

- *Adult Community Center:* This 12,974 square foot facility, located at the north-eastern edge of the city, supports programs for adults and seniors (ages 50+) in Lake Oswego.
- *Golf Course:* The Lake Oswego Public Golf Course is an 18-Hole, par-3 course, with a 17 stall driving range, and 4,650 square foot clubhouse with pro-shop and cafe.
- *Luscher Farm Facilities:* Luscher Farm includes a farmhouse and barn that have been restored to support agricultural programming and to preserve a remnant of the region's history. The site also includes a large community garden, the beginnings of an urban agriculture education center, a demonstration garden operated by Oregon Tilth, a two-acre botanical garden featuring a world-class collection of clematis and a Community Supported Agricultural (CSA) farm. These diverse facilities are operated in partnership with other

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groups. A new master plan for the Luscher Area is underway to define the future of this important site.



- *Tennis Center:* This 28,000 square foot indoor tennis facility includes a small staff office, four courts and bathrooms. While there is a greater demand for indoor tennis courts, the facility cannot be expanded at this site.
- *Sports Fields:* The City and School District together provide 19 diamond fields and 20 rectangular sports fields in Lake Oswego.¹⁰ To meet increasing demands, the City has attempted to maximize field use by adding lighting and artificial turf at City sites (Hazelia Field) and key Lake Oswego School District facilities (Lake Oswego High School and Lakeridge High School). The City has supported field renovations at junior high and elementary school sites as well.
- *Water Sports Center:* The Charlie S. Brown Water Sports Center (WSC), located in Roehr Park, is owned by the City of Lake Oswego and is operated via a partnership with Lake Oswego Community Rowing, a private, non-profit organization. The 2,636 square foot facility was designed specifically to store rowing shells and to operate as a public rowing facility.

In addition to these facilities, the City provides 15 children's play areas, eight picnic shelters, three basketball courts, one dog park, one skate park, as well as public art at eight sites, water access at six sites, trails at six sites, and performance or event space at five sites.

PARK SYSTEM ASSESSMENT

In Phase I of the project, the planning team conducted a series of site visits to evaluate the overall condition of City parks. This included a general assessment of park condition at all sites, based on facility condition and site accessibility (parking, ADA accessibility, entry, etc.). All parks were evaluated on a three-point scale to rate the sites as good, fair/average, or poor. Across the system, the majority of sites (approximately 80 percent) are in good condition overall. However, site investment and improvements have been concentrated at several high-quality sites, leaving a few sites neglected. There are many

¹⁰ Based on *2011 Athletic Field Requirements Study*

places where ADA accessibility needs improvement, especially in parks with older facilities that were in place before ADA standards were updated. In addition, there is a need for improved overall access to and distribution of recreation facilities.

In addition to the general condition of park sites, sports fields, buildings and natural areas were analyzed more thoroughly. The sports field assessment, for example, looked at maintenance issues, turf or field surface quality, and the presence of amenities such as lighting. For buildings, the review included an evaluation of facility function, upkeep, suitability (how the design fits the intended use) and flexibility (whether the building can be used for different activities). Natural areas within parks were rated based on the presence of invasive species, unique habitat or features, and the amount of restoration completed. A complete summary of findings from the condition assessment is provided in Appendix D.

Sports Fields

The sports field assessment included all fields scheduled for play in Lake Oswego. These included fields in City parks, as well as sports fields at school sites. In general, City sports fields were well maintained and in good condition. However, 21 percent of school fields were in average or poor condition (Table 2-2).

Table2-2: Lake Oswego Sports Field Condition Assessment

| Field Condition Rating | % City Fields | % School Fields | % Total Fields |
|-------------------------------|----------------------|------------------------|-----------------------|
| Good | 92% | 77% | 82% |
| Average | 8% | 14% | 13% |
| Poor | - | 7% | 5% |

Buildings

Park buildings, including indoor recreation space and maintenance facilities, are valuable assets in the park and recreation system. The building evaluation revealed that many of Lake Oswego's buildings are in good condition and well-suited for their intended use. However, four of the 15 buildings rated were considered to be in fair condition, and the Farr House and Outbuildings were rated as in poor condition.

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Many of the City's buildings are single-purpose structures, which cannot be used for different activities. Only three of the 15 buildings were considered to have good flexibility in supporting additional recreation uses. The Adult Community Center, one of the City's primary program spaces, has only fair flexibility to support additional uses.

Natural Areas

The assessment of natural areas included the documentation of different types of habit and natural features within all parks, including sensitive areas, riparian forests, upland forests, tree canopy (oaks and ash) and wetlands. Of the approximately 600 acres of park and open space¹¹ in Lake Oswego, only 21 percent of the natural areas in parks and open space areas were considered to be in good condition. Another 29 percent were rated as fair, and 50 percent were rated as poor. These ratings reflect the high presence of invasive species in City parks (particularly English ivy, but also blackberry, knotweed, and holly; poor connectivity and accessibility; and in some cases fire risk.



In the Community Needs Assessment, natural areas were evaluated further to identify maintenance and restoration needs. This included an analysis of the ecological value of a site, in terms of the following variables:

- Habitat Size
- Habitat Quality
- Habitat Type
- Relationship to Water
- Habitat Barriers
- Habitat Connectivity
- Habitat Clusters

The evaluation also considered the level of assessment, planning, management and restoration at City sites.

The ecological assessment noted that Lake Oswego's natural areas (as well as those of most urban areas in the Pacific Northwest) are anything but "natural." They contain degraded ecosystems that are relatively small and fragmented. Few rare

¹¹ The acreage total includes city-wide and local parks, and other public open spaces listed in Appendix D: Park Inventory and Assessment.

or unique habitats are present at these sites. Invasive species often outnumber native ones. They are vulnerable to dumping, vandalism and illegal camps. Many were left undeveloped because they are very steep, unstable, wet or subject to flooding. Often access to these areas is difficult.

On the other hand, several of Lake Oswego natural areas are larger areas (greater than 30 acres), which support greater wildlife diversity. About half of the natural areas in Lake Oswego parks contain wetlands and streams or are located adjacent to water bodies. These sites, as well as upland forest areas, are important in conserving water quality by moderating storm water runoff. The Willamette and Tualatin River corridor offer opportunities to connect the city's habitat to other sites in the region. The City's habitat acquisitions are clustered in five main areas that function together, creating larger wildlife habitat areas and corridors. These habitat clusters are identified on Map 2: Habitat Connectivity and Clusters (see Map 2, located at the end of this chapter).

The key to protecting and restoring these remnant natural areas is in good planning and management. As of Summer 2012, there are two park specific management plans: Springbrook Park and Cook's Butte. The current management of natural areas can be characterized as basic maintenance, or "low input stewardship." Currently, park staff perform periodic inspections, and partnerships or community volunteers have removed invasive species on a project-by-project basis. Currently no regular, system-wide program to enhance wildlife habitats or to restore ecosystems is in place. However, as a result of preliminary analysis conducted for *Parks Plan 2025*, the City is taking initial steps to appropriate funding to address its invasive plant problem in park natural areas.

PARK SYSTEM MAINTENANCE

Maintenance and operations are key to a sustainable parks, recreation and natural area system. The resources committed to its upkeep determine the quality of the facilities and, perhaps most importantly, the quality of users' experiences. The Parks and Recreation Department is responsible for the maintenance of the City's developed park sites, natural areas and open spaces, special facility areas, City beautification sites in rights-of-way, and athletic fields, including a number of School District fields.

PARKS PLAN 2025:

Lake Oswego's Parks, Recreation and Natural Areas System Plan

As noted in the community involvement findings, the stewardship and maintenance of existing park sites is important to residents. However, Lake Oswego's different park types (scale and character) require different levels of maintenance. The park condition assessment emphasized that the City of Lake Oswego needs to apply the right level of maintenance for the right resources, or the condition of the park will deteriorate. While developed parks require routine maintenance of sports fields, restrooms and related facilities, natural areas in parks require a different type of maintenance altogether. For this reason, three different maintenance levels have been established for developed parks and natural parks. These levels are briefly described below, with details provided in Appendix E.

Developed Areas

There are three levels of maintenance for the City's developed parks and developed areas within hybrid parks:

- *Basic:* The basic level of maintenance includes trash pick-up, mowing, repair of facilities for safety (e.g., playground inspection and repair, repair of damage to benches and other park amenities), and irrigation management. Irrigation is reduced in the summer at these sites to achieve water conservation goals.
- *Standard:* More frequently used parks receive a basic level of maintenance but on a more frequent basis, along with a higher level of facility repairs. Irrigation is reduced to conserve water in the summer, but not at ball fields, picnicking areas, and turf play areas.
- *Enhanced:* Highly visible and heavily used parks are maintained at the highest level and receive priority during the growing season for weeding, botanical plantings, and watering. These sites receive the types of maintenance provided at "basic" and "standard" maintenance sites on a more frequent basis.

Natural Areas

Currently, the City has 2.5 full time equivalent employees (FTE) devoted to the maintenance of natural parks and natural areas within developed parks. Maintenance is limited to trash pick-up, hazard tree removal, encampment removal, and some invasive species removal. The City has coordinated with volunteers to remove some invasive species as well.

Natural parks and natural areas in Lake Oswego have been heavily impacted by human development and will continue to deteriorate without a greater amount of maintenance. Additional investment in natural parks and natural areas is critical to sustain or restore these sites.

The three levels of maintenance for the City's natural parks and natural areas are defined based on current practices:

- *Limited:* Limited maintenance provides routine monitoring and periodic litter removal. This level of maintenance is not sufficient for long term stewardship, and site conditions may deteriorate without additional attention.
- *Stabilize:* Stabilizing maintenance involves routine monitoring, litter removal, periodic invasive species removal, erosion control and wildfire reduction projects. This level promotes stewardship to ensure that site conditions do not deteriorate over time.
- *Restoration:* In addition to "Stabilize" maintenance, site restoration requires a clear management plan or action plan to guide potential projects and maintenance needed to restore the site to a high-quality condition.

RECREATION PROGRAM REVIEW

The City of Lake Oswego Parks and Recreation Department provides a variety of recreation programs for all ages. In FY 2009-10, about 54,751 youth and adults participated in City of Lake Oswego recreation programs. Programs are offered in the following areas:

- Adult Community Center
- Sports and Fitness
- Indoor Tennis Center
- Golf Course
- Cultural and Specialized Activities
- Special Events

Each of these program areas are defined in Appendix F, which also summarizes current program participation and recreation opportunities provided by others.

The provision of programs is limited by the capacity and design of existing facilities. As noted in the park inventory and building assessment, the City has several specialized facilities that

PARKS PLAN 2025:

Lake Oswego's Parks, Recreation and Natural Areas System Plan

support specific types of programming, but no flexible, multi-use sites. Many programs are offered at the West End Building, a City facility that houses the Park and Recreation Department along with other City departments, but is not designed specifically for recreation use. Other programs are held at the Adult Community Center or at specific sport and recreation facilities, such as the golf course or indoor tennis center.

Other providers also use Lake Oswego recreation facilities, driving up site demands and maintenance requirements. For example, thousands of non-profit sports group participants and school recreation program participants use City-maintained facilities. While user groups generate revenue, greater use of City facilities creates additional facility and maintenance needs.

Developing recreation programs in Lake Oswego without reliable and consistent facilities has been a challenge. The City currently lacks a permanent center for recreation programming, where users can come and participate in the activity, and also interact with the community and be exposed to a new opportunity.

GEOGRAPHIC ANALYSIS

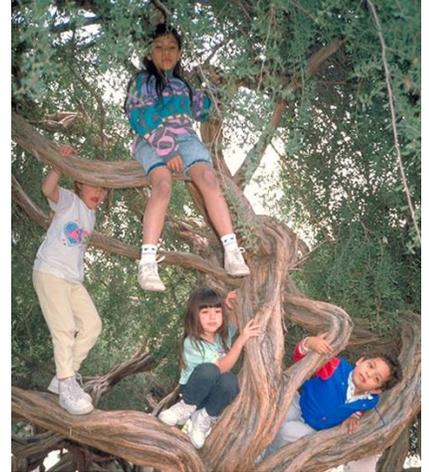
Essential services are those park and recreation activities that are most important to the majority of city residents. During the *Parks Plan 2025* public involvement process, the community identified the three essential services that should be located close to home. These community preferences are consistent with State and national trends. The assessment of essential service needs (see *Community Needs Assessment Report*) examines the community's access to these three essential services, and identifies areas of the city that are well served as well as unserved. These services include:

- *Exercise and sports:* These include individual, group or team activities that support general health, individual fitness goals, competition or teamwork. These activities can be supported by a range of facilities—from walking trails to sports fields—that help people enhance or maintain their overall physical fitness, health and wellness.
- *Play for children*¹²: Play happens in many formal and informal settings. In this case, play for children is defined as

¹² Although Lake Oswego's population has been aging and the number of youth in the overall population has decreased, the public outreach results indicated a desire for places for children to play. Adequate play

space or features that are designed specifically to encourage playful interactions for children. Examples include developed play areas (slides, swings, platforms and installed toys), nature play areas and interactive water features.¹³

- *Experiencing nature:* Nature surrounds park users even in the most developed parks in Lake Oswego but the act of experiencing nature focuses on the opportunity to be surrounded by trees, to come into direct contact with unique habitats or natural features, or to observe wildlife. These activities can include a wide range of possibilities—from bird watching in a grove of trees to exploring a native planting area within a developed park.



The distance limit for “close-to-home” access is generally considered to be between $\frac{1}{4}$ and $\frac{1}{2}$ mile walking distance. The distances used in this analysis were along the street and trail networks, reflecting the actual paths that pedestrians use to get from home to a park. Not all parks should be required to support all three essential services, but the distribution of these services should cover the residential areas of Lake Oswego.

Proximity and access to parks and public spaces is also an important component of the City’s Comprehensive Plan. Where appropriate, park properties may accommodate neighborhood gathering or “Community Hubs.” Better pedestrian connections to parks will help make these Hubs more viable.¹⁴

areas will help the City continue to serve its youth and to attract families to the community.

¹³ While natural areas can support play where policies allow park access, exploration and interaction (digging, hiding, climbing, splashing in a creek, skipping rocks, walking or biking off-trail, etc.), most natural areas in Lake Oswego are not designed or managed to support these types of activities. For purposes of this assessment, only formal play areas are considered as meeting this guideline.

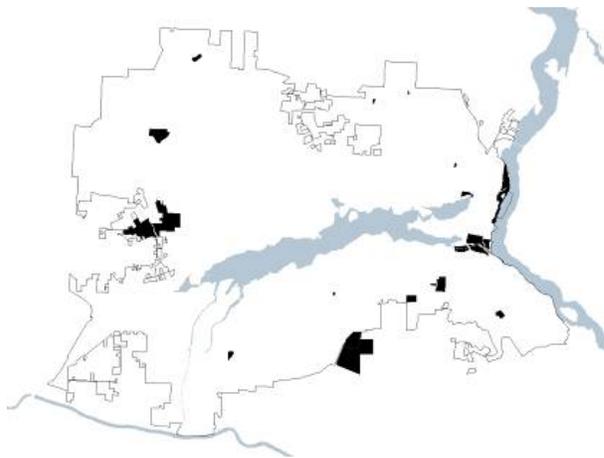
¹⁴ To help make neighborhoods more walkable, the Comprehensive Plan Vision Map included the concept of a “Community Hub,” or a small-scale neighborhood gathering place located at active parks, schools, and other public places. The Hubs are intended to be places that would allow for occasional or temporary limited commercial or community activities, which support the surrounding neighborhoods. Uses may include small scale farmer’s markets, community gardens, neighborhood events, and food or coffee carts.

PARKS PLAN 2025:

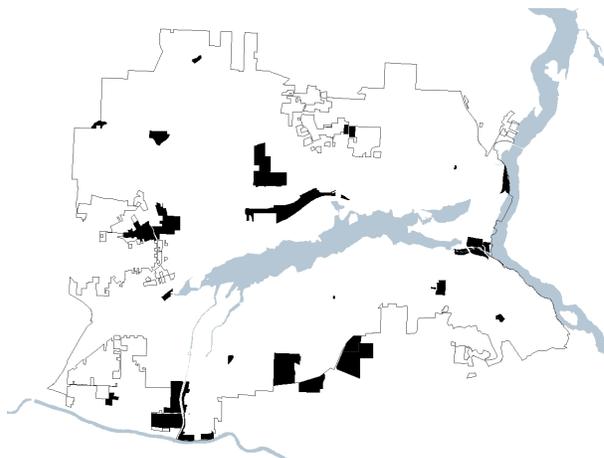
Lake Oswego's Parks, Recreation and Natural Areas System Plan

Figure 2-3 illustrates the distribution of the three essential services by park throughout the city. As depicted in the figure, there is a better distribution of opportunities to experience nature and opportunities for exercise and sports than parks that have places for children to play.

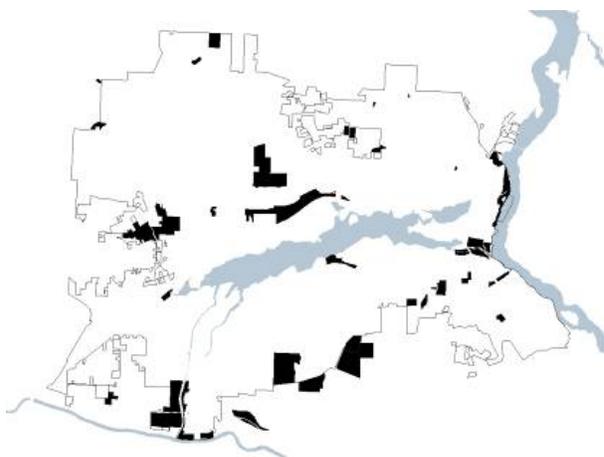
Figure 2-3: Distribution of Parks by Essential Services



Play for Children



Exercise and Sports



Experiencing Nature

PARKS PLAN 2025:

Lake Oswego's Parks, Recreation and Natural Areas System Plan

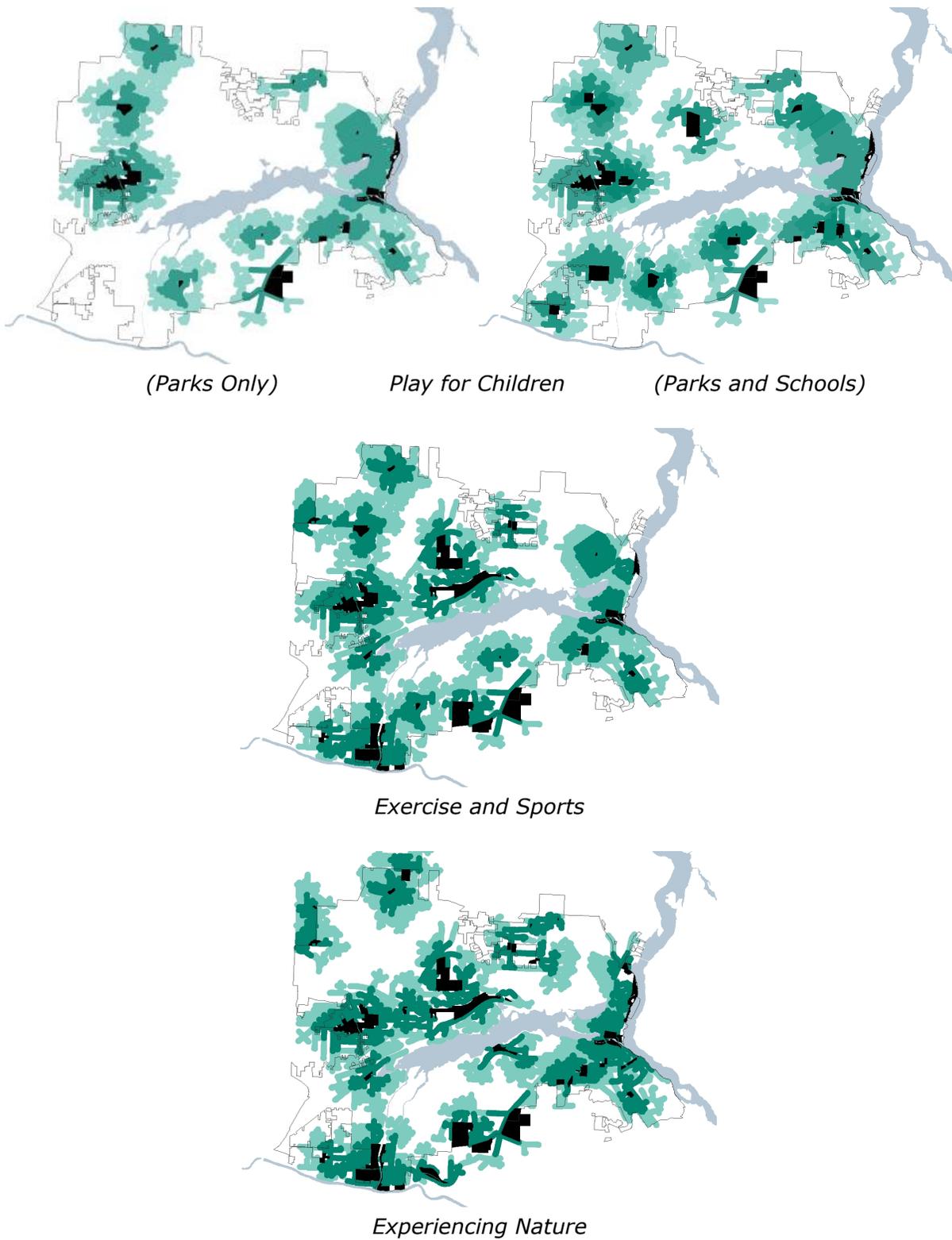
Ten of Lake Oswego's existing parks currently provide facilities and spaces designed for all three essential services. These parks are all in the developed or hybrid park characters. Currently none of the natural character parks provide play for children, but many provide access to experience nature and have trails to support some level of exercise.

PARKS WITH ALL THREE ESSENTIAL SERVICES:

- East Waluga Park
- Foothills Park
- Freepons Park
- George Rogers Park
- Glenmorrie Park
- Hazelia Field at Luscher Farm
- McNary Park
- West Waluga Park

To evaluate access to each essential service, Figure 2-4 illustrates the 1/4 and 1/2 mile service area reach for play for children, exercise and sports, and nature experiences regardless of park class or setting. In this figure, the darkest color shows the park boundaries. The medium color indicates a 1/4 mile service area reach, and the lighter color indicates a 1/2 mile service area reach.

Figure 2-4: Service Area Reach of Essential Services

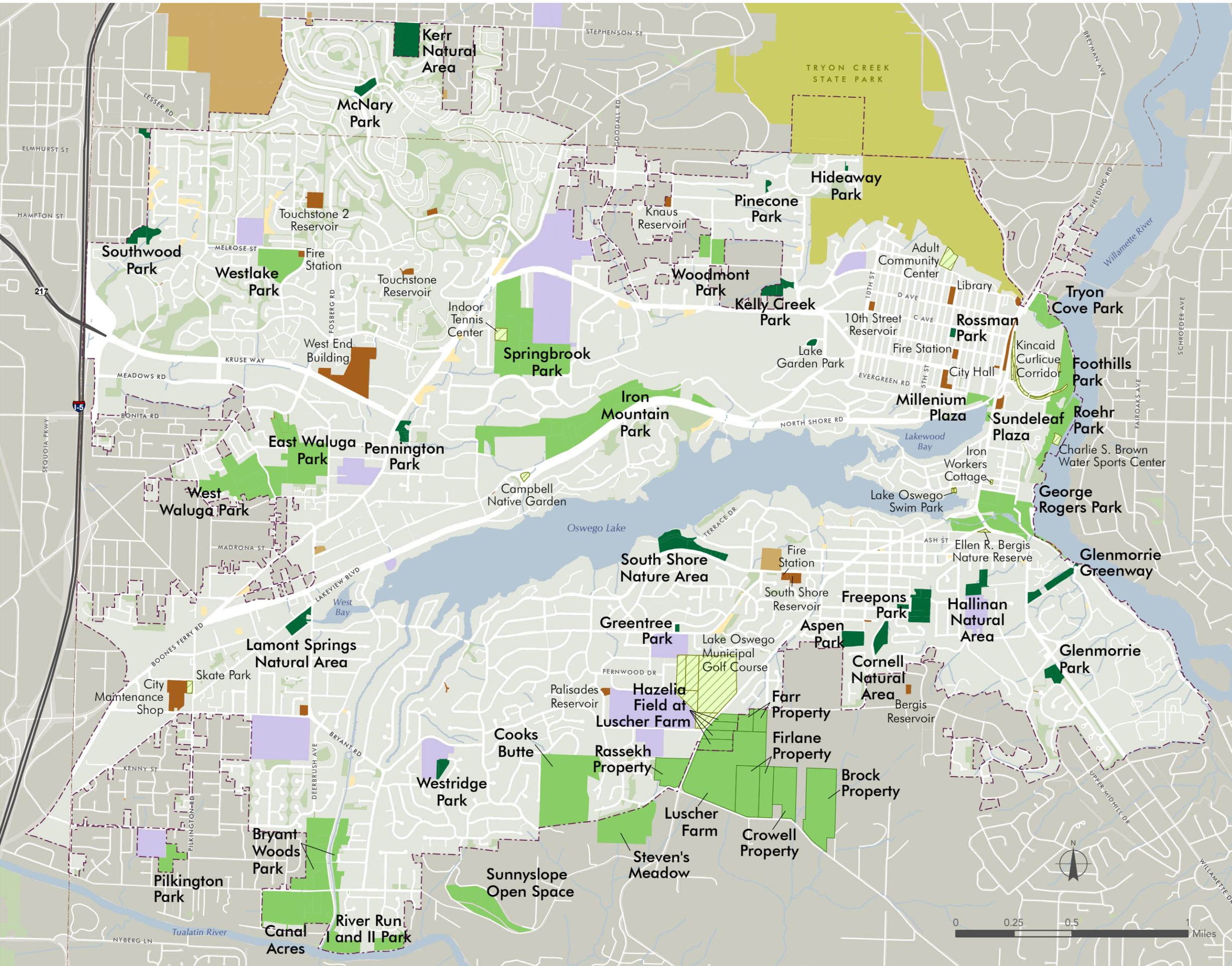


PARKS PLAN 2025:

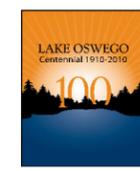
Lake Oswego's Parks, Recreation and Natural Areas System Plan

Of all essential services, residents have less convenient access to play for children than to the other essential services. Adding in elementary and middle school sites (as shown in the second Play for Children map in figure 2-4) covers portions of the city that are unserved. However, school sites are typically not available for public use during school hours. These sites also lack amenities for young, pre-school-aged children who are also active during school hours. This limitation is an important consideration when comparing schools to park sites in this analysis.

Map 3: Essential Park Services Access (located at the end of this chapter) highlights the areas currently served by parks with all three essential services. In addition to areas where residents do not have access to all three essential services, there are some areas of the city that do not have access to any park within a ½ mile radius of their home. The ten areas indicated on Map 4: Gaps in Essential Park Services are unserved by any Lake Oswego Park (see Map 4, located at the end of this chapter). Several of these areas are outside of the current City limits and others have at least some access to private park sites and facilities.

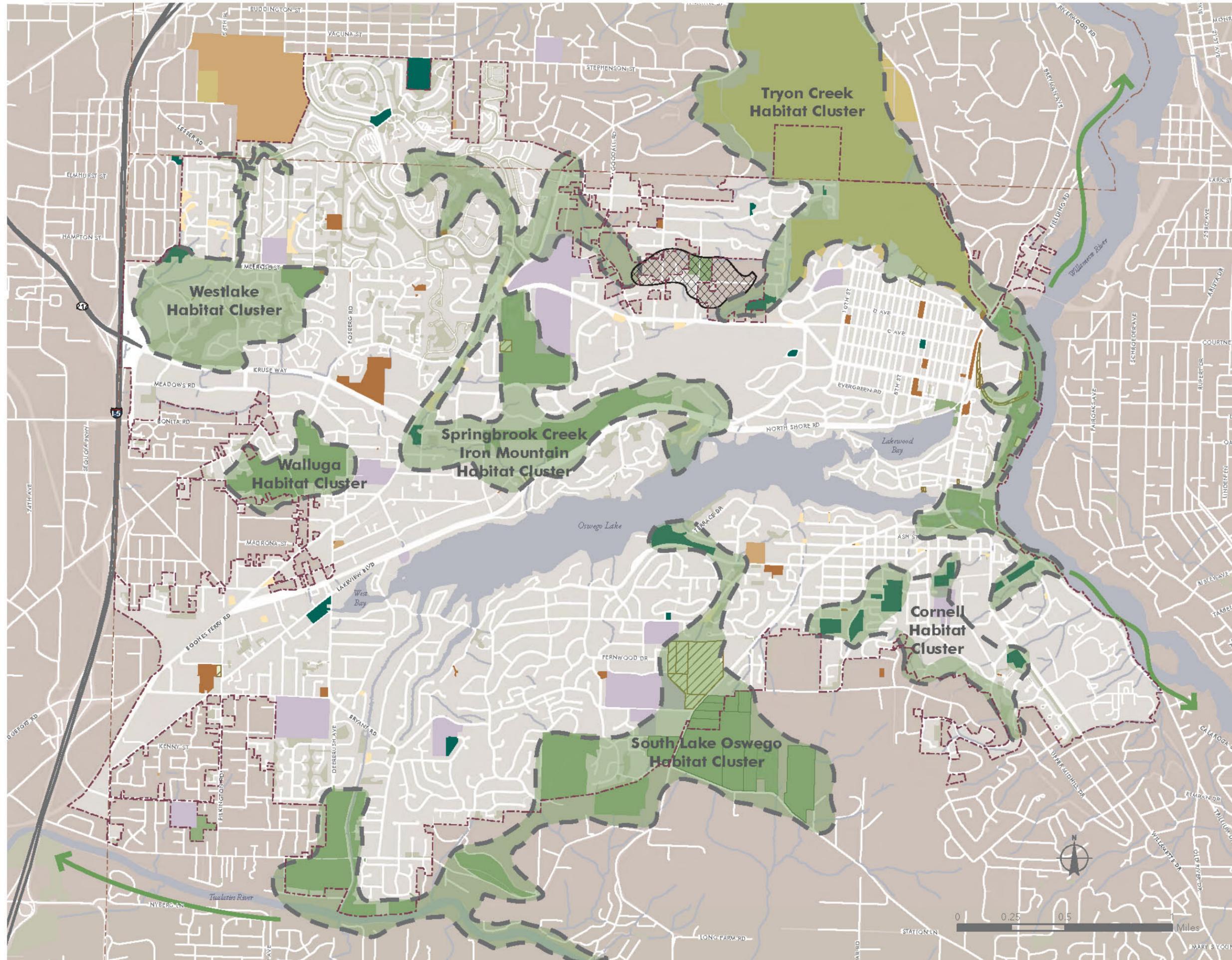


- Citywide Park
- Local Park
- Special Purpose
- Other Public Open Space
- Other City Property
- Other Public Land
- Other Jurisdiction Park
- Private Open Space
- School Property
- Water Feature
- City Limits
- County Boundary
- Freeway



**MAP 1:
EXISTING
PARK SYSTEM**

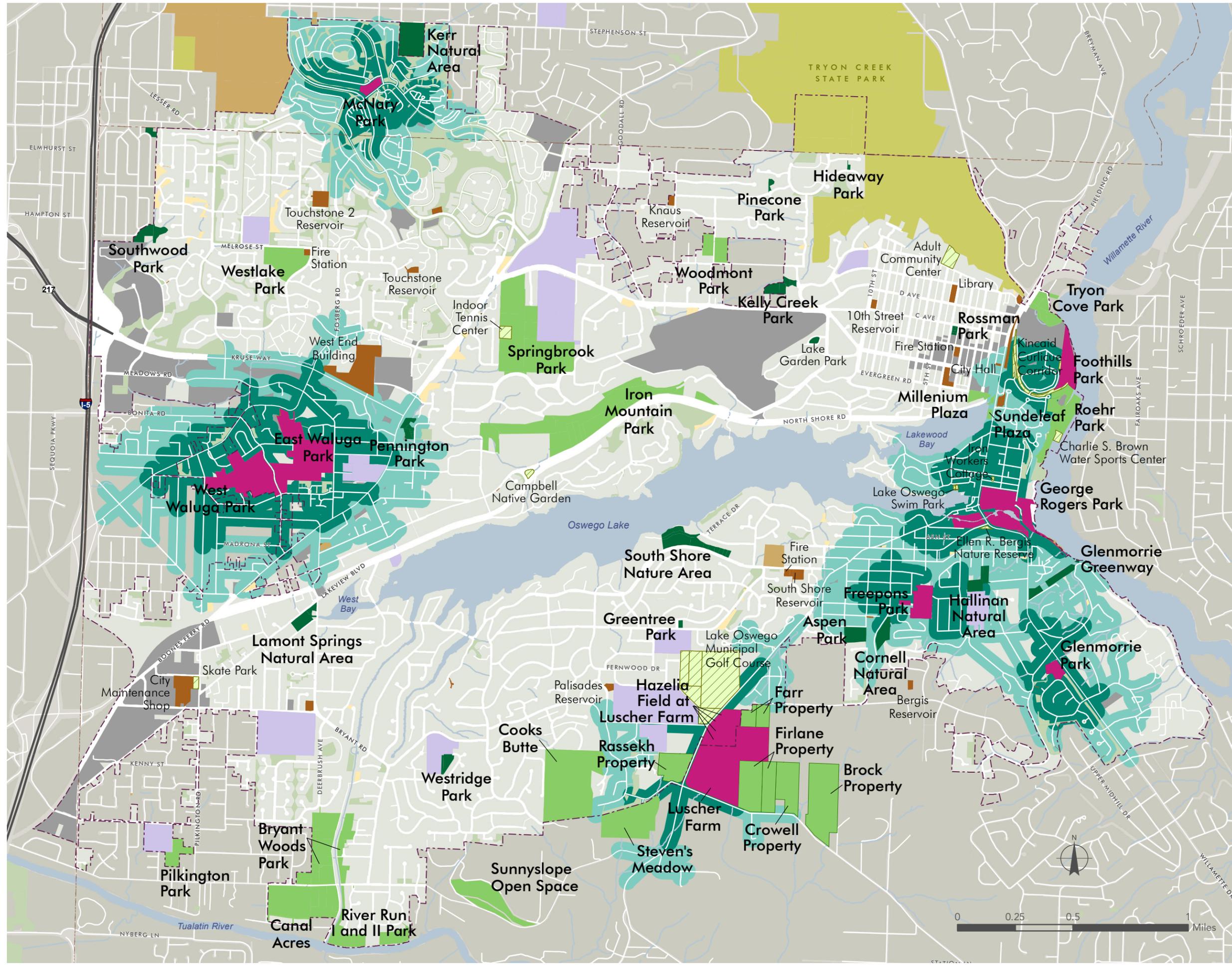




- Citywide Park
- Local Park
- Special Purpose
- Other Public Open Space
- Other City Property
- Other Public Land
- Other Jurisdiction Park
- Private Open Space
- School Property
- Water Feature
- City Limits
- County Boundary
- Freeway
- Habitat Cluster
- Potential Habitat Link
- Potential River Habitat Link



**MAP 2: HABITAT
CONNECTIVITY
& CLUSTERS**



Essential Park Services

■ Play and Exercise and Nature*

Service Area

■ 1/4 Mile
■ 1/2 Mile

Park Classifications

■ Citywide Park
■ Local Park
 Special Purpose
■ Other Public Open Space

**This park meets all three essential park services*

| | |
|---|---|
| ■ Other City Property | ■ Non-residential Parcel |
| ■ Other Public Land | City Limits |
| ■ Private Open Space | County Boundaries |
| ■ Other Jurisdiction Park | ■ Water Feature |
| ■ School Property | — Freeway |



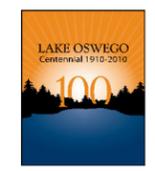
**MAP 3:
ESSENTIAL PARK SERVICES ACCESS**

Essential Park Services

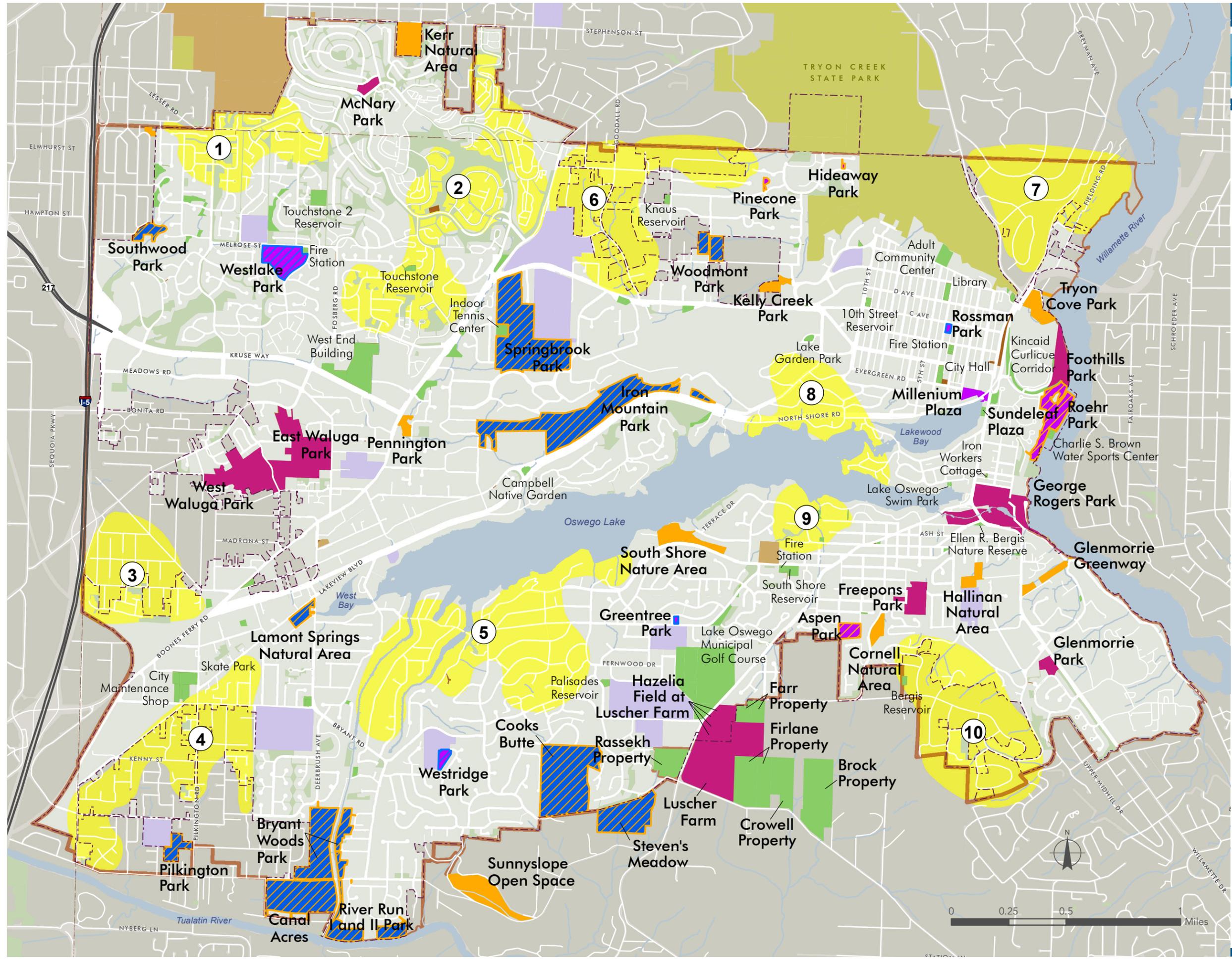
- Play
- Play and Exercise
- Play and Nature
- Play and Exercise and Nature*
- Exercise and Nature
- Nature
- Gap in Essential Service
- Urban Services Boundary

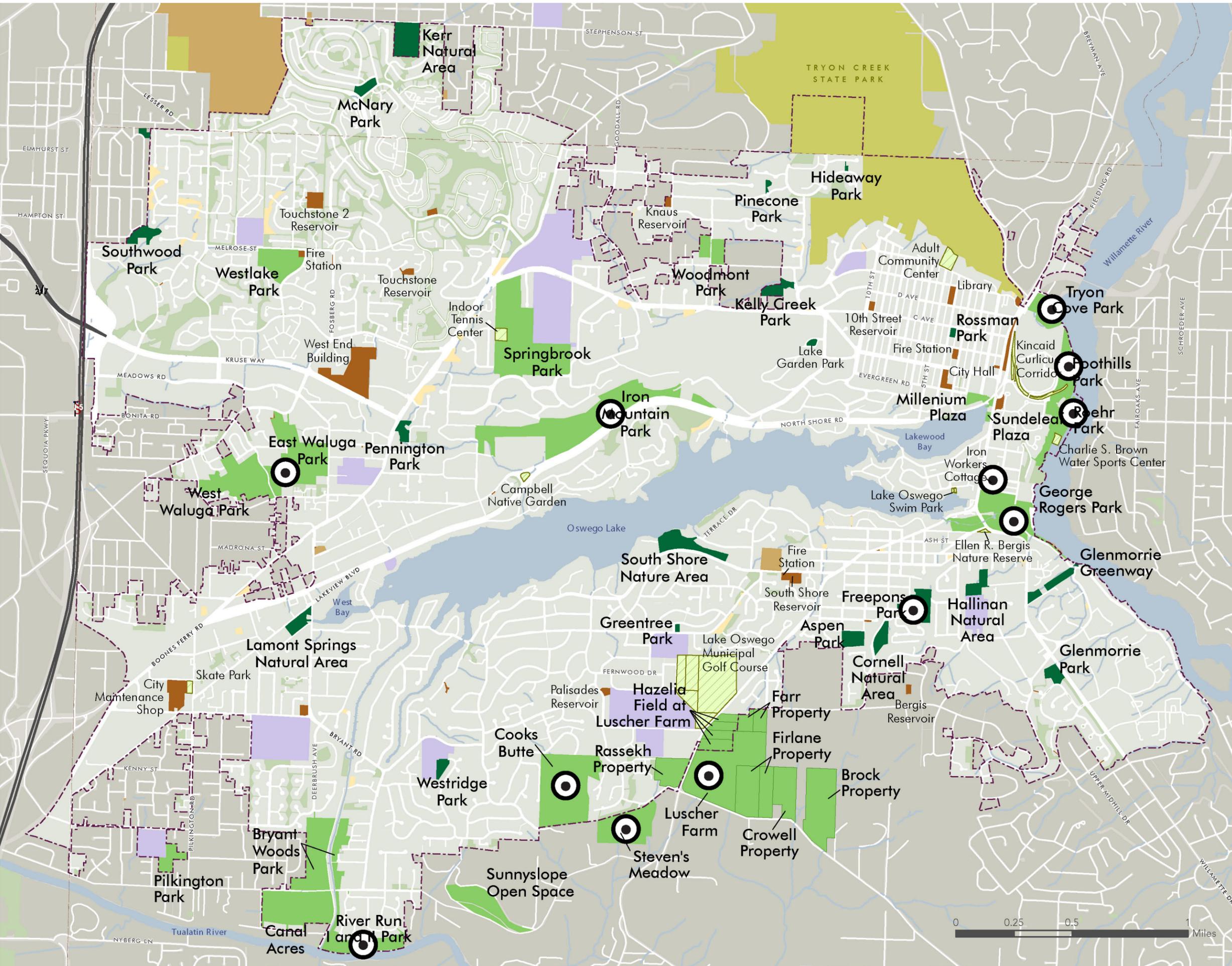
*This park meets all three essential park services

- Other City Property
- Other City Park Land
- Other Public Land
- Non-residential Parcel
- Private Open Space
- City Limits
- Other Jurisdiction Park
- Water Feature
- School Property
- Freeway
- County Boundaries

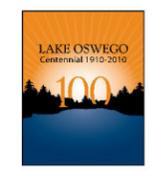


MAP 4: GAPS IN ESSENTIAL SERVICES ACCESS





- Citywide Park
- Local Park
- Special Purpose
- Other Public Open Space
- Other City Property
- Other Public Land
- Other Jurisdiction Park
- Private Open Space
- School Property
- Water Feature
- City Limits
- County Boundary
- Freeway
- Site With Identified Historic Resources



**MAP 5:
HISTORIC
RESOURCES**

3. KEY SYSTEM NEEDS

This chapter presents a summary of findings based on the information and analysis chapter. The findings identify what is needed for a complete and comprehensive plan for Lake Oswego’s park system. Fulfilling these needs will enable the City to provide access to essential services, improve existing parks and facilities, provide recreation variety, and enhance natural resources and park maintenance.

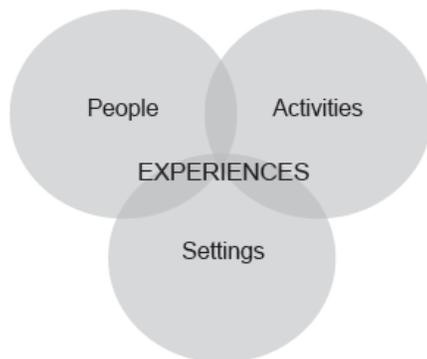


These key system needs provide a foundation for the plan framework presented in Chapter 4, as well as the recommendations outlined in Chapter 5. (A more detailed assessment can be found in the *Community Needs Assessment Report*, available under separate cover).

PARK AND RECREATION EXPERIENCES

The community identified the need for quality park, recreation and natural area experiences—experiences that are fun, memorable and rewarding. These experiences attract park users and recreation participants, building the ongoing support and investment needed to sustain the City’s park system. There are three primary ingredients that must be considered in order to provide these experiences: people, activities and settings (Figure 3-1).

Figure 3-1: A Model of Experiences



People

The people of Lake Oswego are the primary users of the park system. Understanding user needs, designing places for people and responding to the types of parks and recreation opportunities that are desired and supported by the community are central to creating quality experiences.

Activities

Activities include both formal programs offered by the City, and informal or self-initiated activities which occur throughout the City's parks and natural areas. To provide the desired type of activities, encourage more people to explore and enjoy the park system, and foster healthy lifestyles and a strong community, the City must offer a range of quality programs, events and facilities.

Settings

Settings are the facilities and places where experiences can occur. These settings must support the desired activities by, for example, providing places for children's play or group picnics, the desired solitude or activity level, and the desired park character. Therefore, diverse settings are required to provide the quality experiences desired by the community. The park classification types presented in Chapter 2 identify the park settings found in Lake Oswego.

NEEDS

To create a park system that provides the kind of high quality experiences expected by Lake Oswego residents, system-wide needs must be addressed. Needs, in the context of this plan, are the settings and activities that are required to provide the range of experiences identified through the multiple layers of analysis summarized in the prior chapter. These needs gained strength and significance with each additional supporting layer. The four key needs, listed in no implied order, include:

- Filling geographic gaps;
- Investing in existing parks and facilities;
- Providing recreation options; and
- Enhancing stewardship, maintenance and operations.

FILLING GEOGRAPHIC GAPS

To meet community needs and respond to community demand, Lake Oswego's future park system must provide a set of essential services in close-to-home locations: exercise and sports, play for children and experiencing nature. This was a key

finding from the *Parks Plan 2025* public involvement process. As demonstrated by the geographic analysis, a number of areas of the city lack access to all three essential services.

Play for children

Play for children is the essential service that most residents lack access to within walking distance (¼- to ½-mile). Children's play has traditionally been provided in developed parks. To provide access to children's play throughout the city, Lake Oswego must incorporate play into more parks, such as by providing natural play areas in some natural parks.

Exercise and sports

More opportunities for active recreation should be added to enhance health and wellness. Trails, water trails and pathways can serve the dual function of promoting health and wellness, and providing nature-based opportunities. Trail-related recreation is the most popular type of recreation activity among Lake Oswego residents. Providing trail opportunities within parks and an interconnected trail system that connects community destinations would strengthen these opportunities.

While trails are a popular option, a variety of additional facilities support Exercise and Sports such as athletic fields, basketball courts and fitness stations. Indoor programmable space also allows for a variety of activities which promote exercise.

Experience nature

Opportunities to experience nature also should be enhanced by integrating natural features into parks, contributing to the City's natural character that is so valued by residents. The park assessment found that natural habitat can be enhanced for wildlife and ecological functions by expanding and connecting existing habitat clusters. In response to the community's desires, the City should also improve river access in riverfront parks.



Lack of park land

There are also several areas where the essential services are not available due to lack of park land. Filling in these gaps, particularly in areas currently outside of the City limits and within the urban services boundary, is a longer term need that Lake Oswego must address.

Residential Density

Providing each of these essential services becomes more important as the density of residential housing increases. Within an underserved residential area the more densely distributed the housing units are, the more residents fall into that geographic gap. In addition, houses on smaller lots are also more likely to use park land more intensively and may have more need for certain types of facilities.

INVESTING IN EXISTING PARKS AND FACILITIES

Reinvestment in existing parks, natural areas and the facilities within them is currently the community's highest priority. In the past, the City has largely focused on improving Lake Oswego's park system by adding a new park to serve a new set of activities. Today, the city is largely built out and most of the likely park land is in public ownership, requiring a shift towards reinvestment in existing sites.

Enhance sustainability measures

Parks and public spaces can serve as examples of sustainable and energy-efficient management. Sustainability should be used as a filter to guide all forms of park planning, operation and maintenance. The City should ensure that management and reinvestment in the park system take into consideration energy, natural resource, and water conservation as well as financial efficiency. Park and facility design should incorporate sustainable materials and features, and take into consideration the life cycle cost savings of investing upfront in the design and installation of sustainable systems and materials. Use of water efficient irrigation systems, integrated pest management practices, and cultural landscape management practices that reduce reliance on chemicals should continue to be incorporated into maintenance of the system. Incorporating best practices for sustainable landscape management should be continually evaluated and incorporated into all levels of decision making and practice.

Improved asset management

As facilities age and as desired activities change, reinvestment should occur to meet community needs. Some major facilities that can no longer serve the community, such as the Indoor Tennis Center and Skate Park, can be replaced. Such changes should be based on a comprehensive asset management plan.

Natural area stabilization

Natural areas should be stabilized to prevent further deterioration. The City has taken the first steps to set the stage for enhanced natural area stewardship by committing resources to high priority invasive plant species removal. This was based on the evaluation of natural area conditions completed for this Plan. Funding the major efforts, such as initial removal of ivy and other prevalent invasive species, will enable staff and volunteers to make greater progress stabilizing and ultimately enhancing natural areas.

Sports fields improvements

In the past, the City has addressed an increasing demand for sports fields by making field improvements to City and School District sports fields that allow for increased playing time. The City is at a critical point where these improvements will no longer satisfy resident needs for rectangular and triangular fields. For this reason, the City has completed a sports field demand analysis, which identifies the types and numbers of fields needed (*Athletics Field Requirements Study, 2011 Update*). Access to school fields is becoming more limited, as is park land to accommodate future fields. Therefore, the City, in collaboration with community sports groups, must make a decision about how it will meet sports field needs in the future and how to balance meeting sports needs with meeting the many other community needs.

Related planning efforts, community input and the *Parks Plan 2025* park system assessment all strongly support a reinvestment in Lake Oswego's existing park and natural area system. This will allow the City to create additional or enhanced experiences by adding or improving existing parks, natural areas, and the facilities within them.

PROVIDING RECREATION OPTIONS

Lake Oswego residents want a system of unique parks and a variety of recreation facilities and programs. Since residents are more likely to be active when activities that they desire are readily available, recreation variety promotes a healthier community. These unique, diverse parks and facilities also contribute to community character and provide opportunities for community gathering that build a stronger community. Needs related to the three essential services can be met in a variety of ways.



Recreation management

In some situations, particularly in natural areas or environmentally sensitive lands, options must be limited so as to maintain focus on management and restoration goals. For this reason, site master plans and clear design guidelines that define allowable options are needed to guide development in all City parks. By providing guidance while accommodating variety, these plans and guidelines will enable the City to create unique parks that reflect the character of their setting, natural features and their neighborhood.

Recreation programming

Recreation programming and events provide recreation variety, fulfill essential service needs and create more diverse recreation experiences. However, available facilities are needed to support these programs. Certain types of programming, such as sports leagues and community gardening, require specialized facilities. However, to build community and meet economic development goals other types of recreation programming can be provided in almost any park space—and in some cases, even in commercial areas such as Downtown and Lake Grove. Bringing fitness programs outside or providing nature education walks are good examples of programs that can connect people with nature. Programming requires investment in both staff and facilities. Therefore, the City needs to focus on where and how programming occurs to maximize the benefit provided, including considering options for stable, long-term indoor recreation facilities.

ENHANCING STEWARDSHIP, MAINTENANCE AND OPERATIONS

To support quality experiences, the City also needs to increase its investment in the ongoing operations and maintenance of the park system.

Maintenance hierarchy

Satisfaction with the level of maintenance at the City's more prominent developed parks is high, but adding new facilities to meet needs for essential services and provide recreation variety will increase maintenance needs. As facilities and activities are added, the current maintenance funding will not sustain the quality of maintenance residents expect. The type and level of maintenance provided must be appropriate to park character and scale. Citywide developed parks require a different level of maintenance than neighborhood parks.

Sustainable operations

To meet community desires for sustainability and meet the requirements of the City's sustainability framework, the maintenance and operations of City parks should continue to apply and improve on sustainability practices.

Natural area management

Much of the park system is either natural in character or remains undeveloped. Natural areas require a special approach to stewardship that differs from the maintenance of developed sites. These approaches should be guided by a maintenance plan. Part of the investment in natural area maintenance will need to be toward programming and directing efforts to help the community become good stewards of the City's highly valued parks and natural area lands. To fully harness the enthusiasm and potential of volunteers to help steward these areas, the City needs to create programs that educate people about their natural resources and engage people directly with nature. Adequate staffing to supervise volunteers also will be needed.

Reviewing and updating

Finally, to effectively manage the park, recreation and natural area system for today and tomorrow, planning and management plans must be updated regularly to ensure up-to-date guidance for decision-making.

4. PLAN FRAMEWORK

Parks Plan 2025 is a long range plan that presents the community's vision for parks, natural areas, recreation facilities and programs. These elements play an important role in achieving the community's vision. The plan framework described in this chapter provides guidance for developing and implementing the Parks Plan to ensure that decisions align with the community's vision for the City. It includes the goals and objectives for parks, recreation and natural areas, which together provide a foundation for system-wide recommendations.



COMPREHENSIVE PLAN VISION

The Lake Oswego community articulated its vision for Lake Oswego through the Comprehensive Plan update process, a separate City planning effort concurrent with *Parks Plan 2025* development. To achieve the desired future of the city, *Parks Plan 2025* must support the vision:

In 2035, Lake Oswego is a thriving, sustainable city, meeting the community's needs without compromising the needs of future generations. Our community is recognized for its quality of life, exceptional schools, and excellent local government. Our multi-generational neighborhoods, healthy natural resources, vibrant mixed-use shopping, employment districts, and diverse services and activities are accessible to all.

PARKS PLAN 2025 GOALS AND OBJECTIVES

Through an extensive public outreach process for *Parks Plan 2025*, the community identified four overarching goals to achieve Lake Oswego's desired park, recreation and natural area system. Goal numbers are for reference purposes only and goals are otherwise listed in no particular order. These goals address each key system need identified in the previous chapter of this plan and include:

GOAL 1 FILLING GEOGRAPHIC GAPS

GOAL 2 INVESTING IN EXISTING PARKS & FACILITIES

GOAL 3 PROVIDING RECREATION OPTIONS

GOAL 4 ENHANCING STEWARDSHIP, MAINTENANCE AND OPERATIONS

To realize the community's vision and meet park system needs, each goal of *Parks Plan 2025* has multiple objectives that must be achieved. These objectives describe the desired outcomes that will be attained by implementing the recommendations of *Parks Plan 2025*. While not all objectives may be achieved in this planning horizon, they establish long-term directions for the city's future. The following describes each goal in more detail and lists the various long-term objectives to be addressed.

GOAL 1: FILLING GEOGRAPHIC GAPS

Ensure that all residents have access to essential recreation services.

To create an equitable and balanced park and recreation system, all residents should have access to exercise and sports, play for children, and nature experiences. These opportunities were identified by residents as essential services during the *Parks Plan 2025* community involvement process. To fill geographic gaps and provide equitable access to these experiences, new recreation facilities, such as traditional playgrounds, nature play areas, sports fields, sports courts, trails and opportunities to enjoy nature, will need to be developed. Many of these needs can be met by adding recreation facilities or opportunities to existing parks and natural areas. However, filling some gaps in services may require the acquisition and development of new parks or natural areas, or new or expanded partnerships to provide services.

Objectives:

- a. Provide residents access to essential services (i.e., play for children, nature experiences and exercise/sports) within a maximum ½-mile of their homes.
- b. Incorporate diverse opportunities for children's play in developed and natural-character parks to reconnect children with nature and engage them in outdoor play.
- c. Develop trails in natural areas, where appropriate, to increase access and provide opportunities to experience nature.
- d. Link disconnected neighborhoods via trail corridors to improve park access and community connectivity for bicyclists and pedestrians.
- e. Link properties in natural area habitat clusters through targeted acquisitions to enhance existing natural resources, connect habitat corridors and provide opportunities to experience nature.
- f. Integrate natural features into existing parks.
- g. Focus on filling service gaps for essential services inside the City limits through renovation of existing facilities and/or development of new facilities at existing sites.
- h. Where opportunities do not exist inside the City limits, address needs for park and recreation facilities and services in areas outside of the City limits through acquisition and development.



GOAL 2: INVESTING IN EXISTING PARKS AND NATURAL AREAS

Renovate existing parks and facilities; and stabilize natural areas to preserve existing city assets.

The City of Lake Oswego should continue to invest in its existing parks, facilities and natural areas to enhance safety, usability and environmental health. This goal was identified as the highest community priority during the *Parks Plan 2025* community involvement process. Recreation facilities and natural areas both need capital reinvestment or replacement on a recurring schedule to address aging or deteriorating resources. By improving existing facilities or replacing deteriorating facilities, the City can maximize and protect its existing capital investment, ensuring that these sites do not become unsafe and unusable. Projects may include improving or replacing existing picnic shelters, sports courts, trails and playgrounds. Historic resources in parks also need investment to ensure these cultural sites do not become degraded over time and are available for the public enjoyment. Most of the City's natural areas also need reinvestment. In these areas, stabilizing or restoring habitat will enhance a site's ecological function and capacity to support outdoor recreation. For example, capital projects in natural areas may include large-scale removal of invasive species, stream bank stabilization and erosion control, and/or native replanting.

Objectives:

- a. Replace or renovate aging, deteriorating or overcrowded facilities in existing parks and natural areas to provide safe, usable public facilities.
- b. Improve trails and pathways in parks and natural areas to ensure safety, accessibility and connectivity to neighborhoods, schools and business districts for all ages and abilities.
- c. Provide enhanced public access to the Willamette and Tualatin Rivers.
- d. Remove invasive species in City parks to allow native plant species and the natural habitat to flourish.
- e. Stabilize and restore natural areas and stream corridors within City parks to enhance wildlife habitat, maintain

water and air quality, support ecological function, and improve the environmental health of the city.

- f. Maximize use of existing sports fields in the community, recognizing the limited opportunities to provide new fields.
- g. Enhance sustainability by incorporating best practices such as efficient irrigation, heating, cooling, recycling systems, and permeable surfaces in the renovation, design and construction of existing and new facilities.
- h. Stabilize historic sites in parks to prevent deterioration and restore sites where appropriate for public enjoyment.

GOAL 3: PROVIDING RECREATION OPTIONS

Create unique and diverse recreation facilities, programs and parks to serve a multi-generational community.

Beyond the essential services desired by the community, Lake Oswego should continue to support a wide variety of recreation opportunities for its citizens. Unique and diverse facilities, programs, parks and natural areas will encourage a wider variety of people to engage in recreation activities and improve their health; strengthen the identity and character of individual neighborhoods and the entire city; and support family and community gatherings to foster a sense of cohesiveness.

The goal of park diversity should drive parks and facility development and programming. For example, each park or natural area should reflect its natural setting, site character and location. Programs should be offered at a variety of times, locations and formats to appeal to variety of ages, interests, cultures and skill levels. In addition, a variety of parks, natural areas and recreation facilities are needed to support these diverse recreation programs, events and experiences.



Objectives:

- a. Develop park master plans and designs to guide future improvements and ensure overall cohesiveness in scale and character, while ensuring a variety of recreational needs are met.

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- b. Continue to develop and invest in facilities that are unique, interesting and well-designed to reflect the natural and historical character of the area and contribute to neighborhood and city identity.
- c. Develop parks to allow flexibility in accommodating changing demographics and recreation trends and needs in the future.
- d. Continue to provide a year-round palette of programs and events offered at a variety of times, locations and formats to appeal to people of diverse ages, physical abilities, interests, cultures and skill levels.
- e. Provide a variety of indoor and outdoor facilities to maintain and enhance opportunities and access to recreation opportunities.
- f. Renovate park facilities and add new types of facilities to existing parks to increase the variety of recreation opportunities and self-initiated recreation experiences.
- g. Continue to offer special events in parks and at other community locations to increase community cohesiveness, provide diverse recreation opportunities and support economic development.
- h. Base recreation program delivery on an entrepreneurial approach to ensure innovation, quality and value to the community.

GOAL 4: ENHANCING STEWARDSHIP, MAINTENANCE AND OPERATIONS

Promote stewardship, conservation and sustainability through park and natural area operations and management.

Parks and natural areas are key links to a healthy and stable environment. Park land conserves habitat for wildlife, and clean water and air. Management of the park system relies on strong maintenance, management and operations plans to ensure the ongoing caretaking and stewardship of City parks and facilities is done effectively and efficiently. These operational plans ensure sufficient funding and staffing is identified and allocated to protect and sustain City resources now and in the future.

In addition, Lake Oswego should foster a stewardship ethic that promotes the value and benefit of City parks, natural areas, and historic sites so that residents are willing to take care of and support park assets now and in the future. This may involve conducting public outreach and marketing, offering environmental education, expanding volunteerism, and working with partners such as the School District and others. It also includes modeling best management practices, sustainable development, resource conservation, operational efficiency, quality maintenance, cost recovery and wise use.

Objectives:

- a. Maintain existing parks at a level appropriate to the scale and character of each site.
- b. Effectively manage Lake Oswego's parks, natural areas, and historic sites with decision-making supported by inventories and management plans that define maintenance tasks and frequencies, investment levels, and staffing needs for specific sites and/or the entire system.
- c. Dedicate appropriate levels of funding, staffing and resources to ensure parks are adequately maintained.
- d. Consider the long-term management, operations and maintenance needs of new projects, parks, facilities and programs; and dedicate adequate funding to maintain appropriate maintenance and staffing levels.
- e. Provide public access to and use of existing and future natural areas while ensuring site protection and stewardship.
- f. Encourage resource conservation and protection in parks and natural areas when developing facilities, projects and environmental programming.
- g. Apply the City's sustainability framework to projects and programs to encourage continuous improvement in the use of City assets and to sustain resources for future generations.



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- h. Develop a city-wide environmental awareness stewardship campaign to ensure residents and visitors appreciate and care for Lake Oswego's parks and natural areas.

RELATIONSHIP TO COMPREHENSIVE PLAN

Realizing goals of *Parks Plan 2025* is essential to achieving the Comprehensive Plan vision of a high quality of life and a sustainable future. The Comprehensive Plan process has broken down the vision into seven action areas. The *Parks Plan 2025* recommendations directly reference these action areas using the icons of the Comprehensive Plan process. The action areas and icons are introduced below.



Community Culture

Our educational, cultural and recreational opportunities strengthen the social fabric of the community.



Complete Neighborhoods and Housing

We have a wide variety of neighborhoods with high quality, attractive and compatible housing that serves a range of ages, incomes and households.



A Connected Community

We have safe, efficient and convenient transportation choices.



Economic Vitality

We are a community where people can live, work, play and meet their daily needs for goods and services.



Healthy Ecosystems

We are good stewards of our environment.



Community Health and Public Safety

Our community is a safe place to live and supports lifelong active and healthy living.



Inspiring Spaces and Places

Our architecture and natural setting inspire people to live here.

Table 4-1 illustrates the relationship between *Parks Plan 2025* goals and the City's Comprehensive Plan, followed by a summary of how the goals relate to the Comprehensive Plan's Action Areas.

Table 4-1: Goals and Action Areas Summary

| Comprehensive Plan Action Areas | Parks Plan 2025 Goals | | | |
|---|-------------------------|-----------------------------|------------------------------|---|
| | Filling Geographic Gaps | Investing in Existing Parks | Providing Recreation Options | Enhancing Stewardship, Maintenance & Operations |
| <i>Community Culture</i> | • | • | • | • |
| <i>Complete Neighborhoods & Housing</i> | • | • | • | |
| <i>Connected Community</i> | • | • | • | |
| <i>Economic Vitality</i> | • | • | • | • |
| <i>Healthy Ecosystems</i> | • | • | • | • |
| <i>Community Health & Public Safety</i> | • | • | • | • |
| <i>Inspiring Spaces & Places</i> | • | • | • | • |

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Community Culture: Parks and natural areas are essential components in the fabric of a vibrant city. The City's recreation facilities, programs and events seamlessly tie neighborhoods and people together, enhancing community cohesiveness, strengthening community identity, and helping to define the character of Lake Oswego.

This Comprehensive Plan Action Area will be achieved by implementing the following *Parks Plan 2025* goals: *filling geographic gaps, reinvesting in existing parks, providing recreation options and enhancing stewardship, maintenance and operations.*



Complete Neighborhoods and Housing: Close-to-home parks, recreation facilities and natural areas are important elements of complete neighborhoods. The availability of recreation opportunities in neighborhoods attracts new residents and workers to the city.

This Comprehensive Plan Action Area will be achieved by implementing the following *Parks Plan 2025* goals: *filling geographic gaps, reinvesting in existing parks and providing recreation options.*



Connected Community: Linking disparate areas of the city through a network of connected trails, parks and natural areas will provide safe and efficient transportation choices; more accessible parks, facilities and natural areas; and connected habitat clusters and wildlife corridors to support the ecological integrity of the community.

This Comprehensive Plan Action Area will be achieved by implementing the following *Parks Plan 2025* goals: *filling geographic gaps, reinvesting in existing parks and providing recreation options.*



Economic Vitality: Attractive and accessible parks and recreation opportunities are a cornerstone of a community where people can live, work and play. Well-maintained parks and natural areas increase the value of nearby properties and support revenue-generating facilities, programs and events that draw visitors to the city. These visitors, in turn, support other businesses, contributing to the community's vitality. Events and activities in business districts, such as the Farmers' Market in downtown, support the economic health of these areas.

This Comprehensive Plan Action Area will be achieved by implementing the following *Parks Plan 2025* goals: *filling geographic gaps, reinvesting in existing parks, providing recreation options and enhancing stewardship, maintenance and operations.*



Healthy Ecosystems: The City's parks and natural areas play a critical role in protecting the city's diverse natural resources. The stewardship, stabilization and restoration of these areas contribute to water and air quality, watershed protection, stormwater management, fish and wildlife habitat, and sensitive land protection. In addition, environmental education, outdoor recreation programs and nature interpretation foster the development of a stewardship ethic among the community's youth and residents who will continue to support healthy ecosystems in the future.



This Comprehensive Plan Action Area will be achieved by implementing the following *Parks Plan 2025* goals: *filling geographic gaps, reinvesting in existing parks and enhancing stewardship, maintenance and operations.*



Community Health and Public Safety: Parks, recreation facilities and programs are central to active and healthy living. They can contribute to health and fitness, encourage healthy lifestyles, support gardening and local food systems, and decrease rates of community health issues, such as obesity, diabetes and chronic disease. Well-designed and maintained parks and natural areas can create safe spaces and places to recreate, but also contribute to public safety by reducing wildfire risk, flood hazards and erosion.

This Comprehensive Plan Action Area will be achieved by implementing the following *Parks Plan 2025* goals: *filling geographic gaps, reinvesting in existing parks, providing recreation options and enhancing stewardship, maintenance and operations.*

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Inspiring Spaces and Places: Our parks, natural areas, historic resources, and beautification sites inspire people to love and live in Lake Oswego. The breathtaking views, tree canopy and natural areas are integral elements of the city, providing the scenic backdrop for the architectural style that is carried forward in our well-designed parks and recreation facilities. Parks and natural areas protect and compliment the City's valued historic elements.

This Comprehensive Plan Action Area will be achieved by implementing the following *Parks Plan 2025* goals: *filling geographic gaps, reinvesting in existing parks, providing recreation options and enhancing stewardship, maintenance and operations.*

APPLICATION TO CITY PLANNING EFFORTS

As an implementing document to the Comprehensive Plan, Parks Plan 2025 should be referenced in city-wide and site specific planning efforts to guide these efforts toward the community vision. In large scale planning efforts City Parks and Recreation Department staff should be involved to ensure that opportunities for larger scale projects can be realized and the recommendations of these efforts are aligned with Parks Plan 2025.

5. PARKS PLAN 2025 RECOMMENDATIONS

Parks Plan 2025 recommendations identify specific steps necessary to implement the plan objectives presented in the previous chapter. The recommendations address new and existing parks, recreation facilities, natural areas, programs, maintenance, restoration and management. Recommendations are organized by goal. Each includes a list of existing sites to guide and prioritize implementation, along with the Comprehensive Plan Action Areas that the recommendations support.



GOAL 1: FILLING GEOGRAPHIC GAPS

The following recommendations include strategies and actions to provide essential services where needed.

1.1: ADD NEW PLAY AREAS

Identify locations within existing park sites that could address play for children service gaps and add play areas.

Providing play areas within ½ mile of most residents requires incorporating play areas into many existing parks and natural areas. The City can increase the number and variety of play areas by providing new play structures and nature play areas in underserved areas of the City.

Action Steps:

1. Add play areas where there are identified gaps for this essential service, as identified by Map 3: Essential Park Services Access and Map 4: Gaps in Essential Service Access.
2. Increase the variety of play options. In addition to traditional playgrounds, consider thematic play structures and interactive nature play areas.

FILLING GEOGRAPHIC GAPS

- 1.1 Add new play areas.
- 1.2 Develop trails and pathways.
- 1.3 Identify and integrate natural features.
- 1.4 Manage the property portfolio.
- 1.5 Connect natural area corridors.

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3. Prioritize play area development in high-density residential areas and neighborhoods with few or no opportunities for youth play.
4. Ensure that the character of play equipment reflects the character of the park. For example:
 - Consider brightly colored, prominent and attention-getting play equipment in highly developed parks.
 - Establish nature play or adventure play areas in natural areas and natural parks.
 - Incorporate natural-looking materials and equipment in parks with natural characters (e.g., artificial climbing boulders and logs, equipment in muted or natural colors, and integrated plantings).
5. Recognize the important role of school play areas in augmenting the City's facilities. Work with the School District to maximize access as appropriate.

Relevant Park Sites:

- Bryant Woods/Canal Acres/River Run (natural character)
- Cooks Butte (natural character)
- Iron Mountain Park (natural character)
- Lamont Springs (natural character)
- Pilkington Park
- Southwood Park
- Springbrook Park (natural character)
- Woodmont Park
- South Shore Nature Area (natural character)

Related Comprehensive Plan Action Areas:



I.2: DEVELOP TRAILS AND PATHWAYS

Develop the interconnected, city-wide pathway system as proposed in the Trails and Pathways Master Plan (2003), including pathways within existing and future parks as well as pathways that connect parks and community destinations.

Trails and pathways can support exercise and nature experiences by providing opportunities for some of the most popular recreation activities among residents – walking, biking, dog-walking, jogging/running and nature walks. Trails also improve access to parks and natural areas for people with and without disabilities, and support an interconnected community and non-motorized transportation. The Trails and Pathways Master Plan recommends the development of trails across the community. In many cases, these trails connect to parks or include routes through parks. Develop a variety of trails within parks and natural areas, including fitness trails and interpretive trails, to improve access to essential services.



Support the design and development of new trails outside of parks, particularly in underserved areas, to provide park access for pedestrians and bicyclists and access to essential recreation services. In all cases, trail development through natural areas should balance public access needs with the protection of natural resources. Trails in parks and natural areas should also be ADA accessible unless there is an exception that prevents this access, such as excessive slope, or significant natural or cultural resources that would be disturbed by trails. ADA trail surfaces should match park character. For example, use a natural surface, such as crushed and compacted gravel, in natural character parks.

Action Steps:

1. Design and develop a variety of trails within parks and natural areas to engage a wide variety of trail users in exercise and nature experiences. Examples include loop/perimeter trails, nature trails and fitness trails.
2. Provide supporting amenities that enhance the user experience, such as informational and interpretive signage, mileage markers, benches, water fountains, kiosks, viewing blinds, boardwalks and outdoor exercise equipment.

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3. Design trails and pathways to minimize impacts to environmental and cultural resources identified in master plans and management plans.
4. Develop water trails by providing support amenities at appropriate access points, such as docks, equipment storage and restrooms.
5. Update the City's Comprehensive Plan to incorporate the "community connector" and "regional" paths and trails. Both trail types are identified in the 2003 Pathways and Trails Master Plan.
6. Leverage City and other community projects to implement the 2003 Pathways and Trails Master Plan.
7. Coordinate with Metro to implement Lake Oswego's regional trail segments.
8. Complete Lake Oswego's segment of the Willamette River Greenway by acquiring easements on remaining parcels, constructing a pedestrian/bike bridge across Tryon Creek, and connecting the trail north to Portland.
9. Evaluate and improve the ADA accessibility of existing trails. Design accessible trails and pathways based on Americans with Disabilities Act Accessibility Guidelines (ADAAG) and other state and federal guidelines to meet legal requirements and increase eligibility for funding assistance.

Relevant Park Sites:

- Canal Acres, Bryant, River Run I & II
- East Waluga Park
- Kerr Natural Area
- Iron Mountain Park
- Lamont Springs Natural Area
- Pennington Park
- Southwood Park
- Tryon Cove, Foothills, Roehr, and George Rogers Parks (Willamette River regional trail)
- Woodmont Park
- Tryon Cove connection to Willamette Greenway
- Access to Tryon Creek State Park

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6. Use “no-mow” zones and create “fence-line habitat” (where appropriate) as a way to introduce more natural elements to park sites.
7. Continue to participate in the Audubon Cooperative Sanctuary Program for Golf Courses or a similar program to enhance natural features and wildlife habitat at the Lake Oswego Public Golf Course.

Relevant Park Sites:

- Freepons Park
- Greentree Park
- Westlake Park
- Westridge Park
- Adult Community Center
- Millennium Plaza
- Lake Oswego Public Golf Course
- Iron Mtn., Springbrook, Canal, Bryant, River Run I and II

Related Comprehensive Plan Action Areas:



I.4: MANAGE THE PROPERTY PORTFOLIO

Fill gaps in access to essential services through the acquisition of new park sites to meet current and future demand.

While Lake Oswego is nearly built out, there remains a need to provide parks in areas that are underserved. Redevelopment of existing properties can fulfill the need for more parks, especially when creating developed parks or reestablishing natural areas. At the same time, this effort alone does not adequately address Lake Oswego’s underserved needs. Because of current conditions and development characteristics, new park acquisition is required and will largely be based on long-term opportunities to purchase land from willing sellers. In all instances, priority should be given to parcels with unique characteristics such as sites that provide views or access to water, expand habitat corridors and natural areas, or have significant historic value or provide areas for active recreation when it is needed.

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Action Steps:

1. Focus on acquiring new sites and corridors in areas currently underserved. Map 4: Gaps in Essential Service Access shows ten areas where residents do not have access to all three essential services, primarily due to lack of park land within the ½ mile travel distance.
2. Acquire waterfront property along the Willamette and Tualatin rivers for the multiple values it provides to the park system.
3. Acquire significant cultural and historic sites to preserve the community's heritage, when opportunities arise.
4. Where small natural area sites do not fit within the system, consider swapping or divesting of these properties in exchange for more appropriate sites.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



I.5: CONNECT NATURAL CORRIDORS

Protect land to expand and connect existing natural resource habitat clusters.

Six main clusters of natural area habitat in Lake Oswego protect natural resources and provide wildlife habitat. All of these clusters can be characterized ecologically as discontinuous habitat corridors. Linking these sites to create continuous corridors between clusters will improve wildlife habitat and enhance opportunities for outdoor recreation and nature experiences. Map 2 illustrates the habitat clusters, and shows gap areas and connections to regional destinations such as Tryon Creek State Natural Area.

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Action Steps:

1. Seek opportunities to acquire additional natural resource habitat through property donations, purchase, conservation easements or other means to achieve the following:
 - Link existing park sites within a habitat cluster, improving the ecological value of the cluster.
 - Connect habitat clusters together to create continuous corridors between clusters.
2. To create an interconnected system, connect new sites identified to fill gaps in habitat corridors with existing parks and natural areas.
3. Evaluate recreation opportunities that are appropriate in habitat cluster areas (e.g., trail use and wildlife observation), and prioritize the acquisition of sites with both high resource value and opportunities to support essential recreation needs.
4. Coordinate efforts to educate homeowners about habitat protection with the Backyard Habitat Certification Program in partnership with the Audubon Society.

Relevant Park Sites:

- Springbrook Creek - Iron Mountain Habitat Cluster
- Cornell Habitat Cluster
- South Lake Oswego Habitat Cluster
- Willamette River Tryon Creek Habitat Cluster
- Waluga Habitat Cluster
- Westlake Habitat Cluster

Related Comprehensive Plan Action Areas:



GOAL 2: INVESTING IN EXISTING PARKS AND FACILITIES

The following recommendations include strategies and actions to maximize the use of current assets including parks, natural areas and recreation facilities.

2.1: ENHANCE CAPITAL REPLACEMENT PLANNING

Update and expand capital replacement planning to identify the useful life and replacement of structures, features, facilities and equipment.

Capital replacement and reinvestment involves replacing outdated or worn facilities as scheduled based on their age and use. Reinvestment and replacement needs depend on the lifecycle of specific facilities, equipment and amenities, but are also affected by factors such as the intensity of site use. Funds should be set aside annually so that the City has money available to replace facilities when needed. These funds will cover major repairs and facility replacement, such as resurfacing sport courts, repaving trails, replacing irrigation system components and replacing playgrounds.

The City has planned for replacement of much of its play equipment to repair damaged structures and meet ADA requirements. In addition, the City is planning for capital repairs and upgrades to maintain specific facilities such as Luscher Farm buildings and various picnic facilities. However, it also needs a comprehensive plan to consider short-and long-term needs for facility reinvestment and replacement. This will ensure that parks and recreation facilities continue to support recreation activities safely, and function as integral elements of neighborhoods and communities as these sites age. Historic properties such as the worker's cottage will be adequately preserved, and special facilities such as Rohr Park's Water Sports Center will be maintained. For rental facilities and facilities with associated use fees, a replacement plan ensures that these facilities continue to be desirable rentals, generating revenue for Lake Oswego. Facility

INVESTING IN EXISTING PARKS AND FACILITIES:

- 2.1 Enhance capital replacement planning.
- 2.2 Implement existing site master plans.
- 2.3 Develop sustainable facilities.
- 2.4 Stabilize natural areas.
- 2.5 Enhance river connections.
- 2.6 Relocate and expand the Indoor Tennis Center.
- 2.7 Replace the skate park.
- 2.8 Enhance and expand opportunities for exercise and sports.
- 2.9 Protect and preserve historic resources

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replacement is also an opportunity to meet federal ADA requirements and to create inspiring spaces and places.

Action Steps:

1. Identify facilities in need of immediate replacement and budget for these improvements in the capital improvement plan.
2. Develop a comprehensive capital replacement plan for short- and long-term capital repair and replacement needs for all parks, facilities, equipment and vehicles. The plan should be updated annually to coincide with annual budgeting.
3. Annually evaluate, budget and schedule system-wide replacement of critical recreation components such as playgrounds, picnic shelters, ballfield lighting, docks, sports fields and courts, and park amenities.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



2.2: IMPLEMENT EXISTING SITE MASTER PLANS

Implement completed site master plans to enhance existing park sites. Depending on the site, these actions will expand recreation opportunities and support the ecological function of natural areas.



Three City parks have adopted site master plans that, when implemented, will renovate and, in some cases, increase the recreation capacity and function of these sites. For example, the *George Rogers Park Master Plan* (2002) recommends renovating the site to improve pedestrian access; replacing aging bathrooms and picnic shelters; removing invasive species from natural areas and adding interpretive displays; and integrating art into new facility development. The *Canal Area Master Plan* (2001 – Bryant Woods, Canal Acres, River Run I and II parks) recommends natural area improvements to habitat and environmental interpretation, trail development, and creating new access points to the Tualatin River for canoeing and kayaking.

The Luscher Area Master Plan is an update to the *The Luscher Farm Master Plan* (1997). The new plan includes the areas addressed in the 1997 plan, as well as new properties acquired by the City. Anticipated improvements will enhance urban agricultural activities, provide several new recreation facilities, enhance programming and event opportunities, provide access to exercise and sports, and increase opportunities to experience nature.

Action Steps:

1. Identify a timeline and funds to implement improvements noted in the following master plans:
 - *Luscher Area Master Plan* (Expected adoption 2012)
 - *George Rogers Park Master Plan* (2002)
 - *Canal Area Master Plan* (2001)
2. Complete identified projects as phased in master plans, and as funding allows.

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Relevant Park Sites:

- George Rogers Park
- Canal Acres, Bryant Woods Park, River Run I & II
- Luscher Area Parks

Related Comprehensive Plan Action Areas:



2.3: DEVELOP SUSTAINABLE FACILITIES

Utilize best practices that enhance sustainability when renovating parks and replacing facilities.



Apply the City's adopted sustainability framework to facility selection when renovating and replacing facilities. Following the direction of the City's *2007 Sustainability Plan*, coordinate new capital projects with the goals, milestones and performance measures established to track progress in four action areas: energy and transportation; water conservation; procurement; and waste reduction and recycling. Sustainability-oriented goals and milestones that relate to site planning, design and capital development are identified below.

Action Steps:

1. Implement a water efficiency program that builds on existing City efforts in the following areas:
 - Use water-efficient irrigation systems for park lands and turf areas, and water efficient fixtures in all new restrooms and water fountains.
 - Use water recycling systems in any water play areas and fountains.
 - Use recycled (reclaimed) water for park irrigation, where appropriate.
 - Incorporate low-water landscaping and drought-tolerant plantings into park design and development.
 - Audit water billing to track use, identify efficiency targets and monitor costs.

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- For new facilities, move towards a “net zero” water system design the extent practicable.¹
2. Use environmentally sustainable park development practices, materials and green building techniques. For example:
- Use local and recycled materials in buildings and park furnishings.
 - Select energy-efficient heating and cooling systems when replacing outdated or non-working systems.
 - Pursue LEED-compliant construction techniques in the development of indoor facilities. This does not require LEED certification.
 - Incorporate fire management, flood control, erosion control and pollution/discharge elimination into park design and construction.
 - Consider the life-cycle cost along with the environmental and social benefits of green features and techniques to ensure a sustainability strategy that acknowledges financial realities.
 - Incorporate renewable energy opportunities, particularly solar photovoltaic and solar thermal (hot water), where appropriate to reduce future operating costs and to meet the State 1.5% for solar requirement for public buildings.
 - Follow the Guidelines and Performance Benchmarks established by the Sustainable Sites Initiative (a certification program developed by the American Society of Landscape Architects). Identify a park property to be used as a pilot for using this standard.
3. Use best practices for sustainable landscape designs that minimize surface water runoff. For example:
- Use permeable surfacing in new paved trails and parking lots.
 - Continue to incorporate bioswales and drainage channels as functional and aesthetic park features.

¹ “Net zero” water systems limit the consumption of freshwater resources and return water back to the same watershed to prevent depletion of water resources.

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4. Expand the recycling program to more parks by providing and servicing receptacles that allow for self-sorting of recyclable materials.
5. Move towards a "zero waste" model for the parks system where practicable, such as incorporating strategies for parks and recreation events (i.e. composting, packaging) and educating park users by providing these guidelines.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



2.4: STABILIZE NATURAL AREAS

Plan, prioritize and initiate natural area stewardship programs to stabilize natural areas, address public safety hazards and halt deterioration.

Lake Oswego's natural areas are in need of immediate stabilization to stop the spread of invasive species, minimize fire threat and address safety issues such as dumping, hazard tree/limb removal, destabilized stream banks, trail erosion, etc. For example, the City should remove English ivy from tree canopies to prevent its spread or the development of "ivy deserts," where the invasive species chokes out other plant life. Site and system stabilization is a first step toward the long-term restoration of existing parks and natural areas. These tasks will support a healthy ecosystem, but also can enhance the recreation potential of a site and support public safety.



Action Steps:

1. Prioritize stabilization efforts, using a "protect the best" approach to protect and restore all of the highest functioning sites first and then proceed to protecting others (See Appendix D for more information about natural area condition).
2. Coordinate actions, as determined in recommended natural area management plans, to assign staff, potential partners and volunteers to stabilization efforts.

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3. Address safety issues at all sites, including illegal dumping, erosion and wildfire risk.
4. Focus on invasive species, including regular monitoring and intervention to prevent further spread or establishment of new populations.

Relevant Park Sites:

- Lamont Springs
- Pennington Park
- Tryon Cove Park
- Foothills Park
- Roehr Park
- George Rogers Park
- Cooks Butte Park
- Canal Acres Park
- Bryant Woods Park
- River Run I & II Parks
- South Shore Park
- West Waluga Park

Related Comprehensive Plan Action Areas:



2.5: ENHANCE RIVER CONNECTIONS

Provide public access to the Willamette and Tualatin Rivers.

Riverfront access is highly desired by the community. Waterfront parks are scenic, often inspiring places that support a variety of recreation experiences. The City of Lake Oswego owns ten waterfront sites where various water access facilities are provided. Explore opportunities at these sites, and especially at newly acquired properties, to provide river overlooks, opportunities to access the water's edge, and water-based recreation opportunities such as swimming, fishing and boating.

Action Steps:

1. Provide river access at River Run Park by implementing the *Canal Acres Master Plan* (2001). The plan includes a

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non-motorized watercraft launch for small boats and a waterfront overlook. This will enhance the Tualatin River Water Trail experience.

2. Improve river access on the Willamette River for non-motorized craft and opportunities to get to the river's edge at Tryon Cove Park.



3. Acquire new property adjacent to existing waterfront parks to enhance public access if opportunities arise.

4. Consider acquisition opportunities for other waterfront sites that can provide new opportunities for water access and/or water edge protection.

5. Evaluate waterfront natural areas to determine if water access is consistent with the site's ecological goals and the protection of natural resources.

Relevant Park Sites:

- River Run Park (I & II)
- Tryon Cove Property
- Foothills Park
- Roehr Park
- George Rogers Park
- Glenmorrie Greenway

Related Comprehensive Plan Action Areas:



2.6: RELOCATE AND EXPAND THE INDOOR TENNIS CENTER

Construct a new eight-court indoor tennis facility.

The existing tennis center is a four-court facility built in the mid-1970's. The facility has outgrown its capacity to meet the demand for community tennis programs and activities. Two studies conducted in 2009 and 2010 identified strong market demand for indoor tennis in Lake Oswego, and analyzed and recommended the construction of a new indoor public facility.

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Action Steps:

1. Develop a new eight-court indoor tennis facility on property large enough to expand to 10 courts in the future.
2. Pay for a new facility with a combination of funding such as Tennis Fund reserves, sale of existing tennis center site, revenue bonds, park system development charges or other options.
3. Pay for the cost of operating any new facility with revenues generated from tennis operations.
4. Design the tennis facility using the latest green building techniques for cost effective design and operation. Targets should include a "net zero" water system and investing 1.5% for solar following the lead of the State for public buildings.

Relevant Park or School Sites:

- Rassekh park property (Luscher Farm)

Related Comprehensive Plan Action Areas:



2.7: REPLACE THE SKATE PARK

Develop a new skate park that will be a city-wide amenity.

The existing City skate park is popular, but less than adequate in size and lacks the amenities to accommodate a wide range of users. The current site is temporary and will eventually become part of the City's maintenance operations facility. Design and build a new skate park that is more centrally located and suitable for use by a wide range of skaters. Due to the expected popularity of such a facility, the City should locate the skate park in an area that can accommodate the amount of use and level of traffic that such an amenity could create. Include supporting infrastructure such as parking and restrooms.



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Action Steps:

1. Select a park site in a prominent location, near public transit and with good visibility from adjacent neighborhoods, streets and businesses. Ideally, the site will be physically located in an area that is accessible for the majority of city residents.
2. Consult with local skaters and skate park design experts to develop a well thought-out and popular facility that can be used by the broadest number of users.
3. Consider designing a facility that can be used year-round and is made of durable materials to stand up to wet weather conditions.

Relevant Park Sites: To be determined

Related Comprehensive Plan Action Areas:



2.8: ENHANCE AND EXPAND OPPORTUNITIES FOR EXERCISE AND SPORTS

Provide additional facilities and programs for keeping residents healthy and fit.

Exercise and sports is one of the essential services identified by the community. Staying healthy is a national priority that parks and recreation departments are well suited to address through available facilities and programs. Staying active improves health and longevity, and as the city's population ages there will be a greater need for facilities to accommodate the active interests of baby boomers and mid-age adults who are participating in exercise and active sports later in life.

Enhancing opportunities for residents to stay fit can be accomplished in a variety of ways such as finding new opportunities within existing parks for personal fitness and exercise, developing new athletic facilities, and enhancing existing fitness programs

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Action Steps:

1. Add facilities in underserved areas that support exercise and sports, such as basketball courts, tennis courts and volleyball courts.
2. Implement the golf course improvements described in the *Golf and Tennis Feasibility Study* or improve the existing driving range.
3. Modify existing recreation programs to incorporate enhanced fitness offerings for all ages, with an emphasis on youth and 50+ community members.
4. Use the *Athletic Field Requirement Study* (2011) to develop an appropriate and supportable level of sports field service for Lake Oswego.
 - Form a working committee representing the City, the School District athletic programs and community sports groups to standardize playing time blocks, scheduling and access across community facilities.
 - Set policy to balance scheduling of sports fields based on the *Athletic Field Requirements Study* (2011).
5. Pursue opportunities to modify and develop additional athletic fields in order to address current and future youth and adult team sport needs.
 - Utilize findings from the updated *Athletic Field Requirements Study* (2011) to match shifts in the needs of sports users. Refer to Appendix J, Athletic Fields Requirements Study, Executive Summary.
 - Where possible, adjust the configuration of fields to adapt the system to a wider range of ages playing organized sports.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



2.9: PROTECT AND PRESERVE HISTORIC RESOURCES

Stabilize and restore historic and archeological resources in parks.

Lake Oswego's historic resources contribute to its quality of life by fostering community pride through a unique sense of identity, and strengthens the economy of the city through heritage and cultural tourism. Protection and restoration of these resources is necessary in preserving them for future generations to enjoy.

Action Steps:

1. Develop an historic resources management plan to inventory resources and document existing conditions, identify strategies for stabilizing and restoring resources, and establish a prioritized implementation plan with estimated costs.
2. Incorporate resource stabilization and/or restoration projects in capital improvement plans and in the annual budget process based upon priorities identified in the historic resources management plan.

Relevant Park Sites:

- George Rogers Park
- Roehr Park
- Foothills Park
- Tryon Cove Park
- Iron Mountain Park
- River Run Park
- Luscher Farm
- Cooks Butte Park
- East Waluga Park
- Stevens Meadow
- Freepons Park
- Iron Worker's Cottage

Related Comprehensive Plan Action Areas:



GOAL 3: PROVIDING RECREATION OPTIONS

The following recommendations include strategies and actions to provide a variety of recreation opportunities through programming and the design and development of parks, facilities and natural areas.

3.1: DEVELOP SITE MASTER PLANS AND DESIGNS

Create park master plans and designs to ensure that new parks and renovated existing parks meet a variety of recreation needs.

PROVIDING RECREATION OPTIONS:

- 3.1 Develop site master plans and designs.
- 3.2 Reflect Lake Oswego's unique identity.
- 3.3 Provide diverse programs/events.
- 3.4 Provide programs to address essential services.
- 3.5 Introduce new recreation facilities, amenities.
- 3.6 Expand Urban Agriculture.
- 3.7 Investigate options for a multi-purpose recreation center.
- 3.8 Develop a public plaza in Lake Grove.

Prior to park development or significant renovation, create site master plans for parks that maximize the use of park space to meet a variety of recreation needs. Site master plans involve coordination with the broader community of stakeholders and citizens to obtain input on the design of a new park or renovation of an existing park. To help make neighborhoods more walkable, the Comprehensive Plan Vision Map addresses the concept of a "Community Hub" which may include small scale farmer's markets, neighborhood events, and food and coffee carts. Where appropriate, site master plans may accommodate Community Hubs in the design of parks and public spaces.



The "Parks and Natural Area Zone" (PNA) in the City's Development Code (Article 50.13b) sets out a clear process for developing and modifying site master plans. The Code describes the elements to be addressed and included in a park master plan. The PNA zone also provides for robust public involvement in developing master plans, and describes the review and approval process that must be followed.

Iron Mountain Park is a signature natural area for the City and an important historical site. The park's master plan is out of date.

Action Steps:

1. Create park master plans for city-wide parks that have not yet been developed or are in need of renovation in the near future. Designs may include "Community Hubs," which allow for occasional or temporary limited commercial or community activities as defined by the Comprehensive Plan.
2. Involve all stakeholders in the master planning process, including city-wide residents and nearby neighbors, interest groups, potential partners, and park planning, maintenance and programming staff, per the PNA zone requirements.
3. In addition to the PNA zone requirements, consider the following factors in each master plan:
 - Options to support the essential services identified in this plan and to enhance recreation variety;
 - Community demographics;
 - Recreation trends;
 - Public safety and security;
 - City's sustainability framework;
 - Potential partnership opportunities; and
 - Environmental stewardship opportunities.
4. Refine park design and development guidelines during the master planning process to address factors such as appropriate levels of development for park type (i.e., city-wide park vs. local park), required amenities, etc. A design guideline framework based on the park classification system is provided in Appendix K.
5. Utilize Crime Prevention through Environmental Design (CPTED) guidelines and City sustainability policies in the design and operation of parks and facilities.
6. Identify the maintenance and operations impacts for each master plan in consultation with maintenance and recreation programming staff.
7. Update the master plan for Iron Mountain Park to include recreation opportunities and natural area management.

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Relevant Park Sites:

- Iron Mountain Park (Master Plan)
- Woodmont Park (Master Plan)

Related Comprehensive Plan Action Areas:



3.2: REFLECT LAKE OSWEGO'S UNIQUE IDENTITY

Create and improve facilities and environments that convey Lake Oswego's natural, historical and cultural identity within the region.

The presence of the Willamette River, Tualatin River, Oswego Lake and the City's urban forest are all important natural elements that should be carried through the park system. In addition, the City's parks protect significant cultural and historic resources such as the Iron Worker's Cottage, Luscher Farm, and remnants of the iron industry found in George Rogers, Iron Mountain and Foothills parks. These resources complement non-profit and private resources such as the Hunt Club, Oswego Lake Country Club, and the Lakewood Center for the Arts, along with the historic downtown and private residences. Public art in Lake Oswego's business districts and throughout the park system contribute to Lake Oswego's identity as an "arts community."



Lake Oswego's long-time slogan to "live where you play," and its commitment to protection of historic and natural resources and promotion of public art are central to the City's identity. Celebrate this unique character through integrating, interpreting and showcasing its natural, cultural, historic and arts assets in the park system. This can be done in a variety of ways such as themed play environments and structures, interpretive signage and displays, public art, and programs and events.

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Action Steps:

1. Identify opportunities in the park system for interpretation of Lake Oswego natural, cultural and historic resources through educational signage, community and school tours, events, etc.
2. Capitalize upon and celebrate Lake Oswego's unique features by offering programs and events, and by partnering with other local organizations to highlight Lake Oswego's unique identity.
3. Partner with the Lake Oswego Arts Foundation, Lakewood Center for the Arts and other art partners to support and/or provide opportunities to create and appreciate public art and host art events throughout the park system.

Relevant Park Sites:

- System-wide
- Foothills Park
- Luscher Area Properties
- Millennium Plaza Park
- Springbrook Park

Related Comprehensive Plan Action Areas:



3.3: PROVIDE DIVERSE RECREATIONAL PROGRAMMING

Continue to provide diverse recreation programming and community events to engage a wide variety of participants.

Parks Plan 2025 public outreach activities and survey results confirmed that recreational programs and activities are important elements of the City's park system. A strong system of parks, recreation facilities and natural areas can be activated through diverse programs and events that encourage recreation participation, life-long learning, fitness and exercise, and social connections among a wide variety of residents and visitors. These opportunities are offered through five

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recreation divisions within the Parks and Recreation Department. Each division will continue to provide programming within a defined spectrum of recreational opportunities appropriate to their mission and areas of responsibility.

In addition, the City should seek ways to take advantage of its unique settings to offer programs that foster a sense of place and reflect community identity. Successful examples of this type of programming include the agricultural and gardening programs and events at Luscher Farm, skateboarding camps at the Skate Park, movies at Millennium Park, and the programming offered through a partnership at the Water Sports Center in Roehr Park.

The five City Parks and Recreation Department divisions and their recreational programming are:

- Cultural/Special Events – Offers programs that promote cultural, emotional and intellectual development and unique community events that are innovative and socially engaging.
- Sports and Fitness – Promotes the benefits of exercise through sport and fitness, and sport league programming for all ages.
- 50+ Adults – Offers programs that enhance the social engagement, education, and health and wellness of citizens over the age of 50.
- Golf – Provides golf and golf-related programs emphasizing family, youth and older adult play.
- Tennis – Offers tennis programs and activities to all ages, emphasizing learn to play programs and league play.



Action Steps:

1. Endeavor to make programming available to all age groups and ability levels, including people with disabilities. Provide the opportunity for diverse populations to co-mingle and interact where possible.
2. Offer diverse programming at a variety of times and locations, thus making programs available to the widest cross section of the community.

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3. Seek opportunities for cross-generational events and programs, combining the inherent abilities, energies and experiences of all generations.
4. Take into consideration the City's unique setting and focus programming on Lake Oswego's abundant resources including its waterfront connections, vast open space and natural areas, public plazas, and its many developed parks.
5. Follow strategies and recommendations outlined in the Department's *Recreation Strategic Plan* to guide program delivery.
 - a. Base program delivery on defined standards of quality, innovation, stewardship of resources, and service to the community.
 - b. Emphasize an entrepreneurial approach to managing and making program delivery decisions, including cost recovery and pricing policies to drive business decisions.
 - c. Conduct on-going evaluation to ensure that integrity and excellence are achieved in all program offerings.
 - d. Seek partnerships to leverage resources in meeting the community's programming needs.
 - e. Measure and monitor the programming needs of the community on a regular basis.
 - f. Continually promote all programming opportunities, increasing community awareness and delivering a consistent, identifiable message.
 - g. Update the *Recreation Strategic Plan* every three to five years to ensure programming and business strategies are fresh, innovative and meet the community's needs.
6. Continue to assess the demand and need for facilities to meet programming needs, and actively pursue meeting these needs through creative partnerships, renovation of existing facilities and/or new facilities to meet identified needs.

Division-Specific Action Steps:

Cultural Division/Special Events:

1. Provide innovative events and programs for people of all ages and abilities that further address and enrich the cultural, emotional, educational and intellectual needs of the community.
2. Offer a variety of indoor and outdoor, year-round special events that celebrate Lake Oswego's unique character. These events provide opportunities for community development, foster economic partnerships and increase civic pride.

Sports and Fitness:

1. Offer team and individual sport program opportunities that meet and address demands and trends, including new and innovative programs.
2. Continue to utilize available community facilities and resources to maintain capacity for sport and fitness activities.
3. Promote health and wellness, sports, fitness and social recreation activities through events, classes, camps, leagues and community partnerships.
4. Seek opportunities for cross-generational activities. Note: A summary of sports field recommendations is provided in Appendix J.

Adults and 50+ Individuals:

1. Consider restructuring recreation division staffing for adult and 50+ programs to facilitate improved coordination and program innovation with the use of available resources.
2. Address the trend toward non-centralized recreation experiences for 50+ adults by offering recreational opportunities beyond the Adult Community Center facility.
3. Expand and provide greater variety in adult and 50+ programming by offering activities in natural areas, sports fields, trails and other indoor/outdoor facilities throughout the community.

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4. Provide education and health promotion programs that encourage adults and adults ages 50+ to stay mentally and physically active.
5. Provide recreational opportunities, events and volunteer opportunities that engage adults and residents ages 50+ socially and encourage community involvement.

Golf:

1. Continue to increase the number of tournaments and expand programming opportunities for youth, family, women and adults ages 50+.



2. Look for opportunities to market the facility to niche groups (women, families, youth, 50+ adults).
3. Actively promote the unique characteristics of the course, emphasizing an attractive setting, shorter wait times and quicker rounds.

Tennis:

1. Continue to offer a robust instructional program for youth, adults and 50+ individuals.
2. Investigate options for meeting unmet needs for tennis through creative programming and scheduling of the facility.
3. Work towards construction of a new indoor facility to meet unmet demand.

Related Comprehensive Plan Action Areas:



3.4: PROVIDE RECREATIONAL PROGRAMS TO ADDRESS ESSENTIAL SERVICES

Provide recreation programming and community events to support essential recreation services desired by the community.

To augment the addition of park sites to fill gaps in essential services, Lake Oswego citizens desire recreation programs and events that support exercise and sports, play for children, and nature experiences. Incorporate recreation programs, activities and events that support these essential services into the City's existing recreation program.

Action Steps:

Exercise and Sports:

1. Continue to support life-long learning about health, fitness and active lifestyles through classes, camps and leagues for all ages.
2. Provide facilities and programs that support active recreation for adults and seniors.
3. Expand sports and fitness programs, especially active recreation for adults and seniors, trail activities, water-based programming (boating, fishing, etc.), and aquatics.
4. Promote health and wellness by providing special events, festivals and specialized activities to support health and fitness. Examples include group walks, races, bicycling events, non-league sport tournaments, contests, waterfront festivals and information fairs. Consider traditional activities (e.g., "three on three" basketball, 5k races, triathalons, fishing contests) and non-traditional events (e.g., volksmarching, Wii Sports tournaments, treasure hunt and geocache races). Consider both competitive and recreational events.

Children's Play:

5. Provide programming options and special events that create and encourage opportunities for children's play throughout the community, and especially in unserved areas.

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Access to Nature:

6. Expand special events, outdoor recreation and nature interpretation programs to provide more programs and events in natural areas or natural parks, particularly where essential services are not provided.
7. Expand programs and special events to support nature experiences and park stewardship. Examples include volunteer clean-up days, Adopt-a-Park (or Trail), bird-watching clubs, interpretive programs, geocaching clubs, plant identification classes and orienteering.
8. Create a Nature/Environmental Education program area to help address needs for nature experiences and promote a stewardship ethic through education and outdoor activities.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



3.5: INTRODUCE NEW RECREATION FEATURES AND AMENITIES

Respond to current demand and provide recreational variety by adding new and unique facilities in new and/or existing sites.

Adding new types of amenities will expand on the City's existing foundation of essential services and enhance opportunities for programming. Providing a variety of park facilities at different parks will contribute to a more complete system as a whole, providing more options for residents while improving access to essential services throughout the city.

Action Steps:

1. Provide new playgrounds in underserved areas and integrate nature play areas in parks and natural areas where possible. Consider other specialized play spaces, such as thematic playgrounds and barrier-free play areas.

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2. Add parcours exercise circuits and stations, and other self-directed exercise opportunities to existing park sites, where appropriate.
3. Develop a variety of trail types of trails in parks and natural areas including loop/perimeter trails, nature trails and fitness trails.
4. Provide spaces and reservable facilities for family and group celebrations (e.g., picnic shelters) in underserved areas of the city.
5. Provide small "skate spots" in appropriate developed local and city-wide parks to augment the skate park.
6. Develop additional amenities such as electrical service or drinking water needed to support city-wide special events in appropriately scaled parks.
7. Explore providing new off-leash dog areas in new or existing park sites to provide convenient geographical access. Initially, identify one site for either the northeast or west of the city.
8. Increase opportunities for swimming, canoeing, kayaking and water play on the Willamette and Tualatin Rivers.
9. Pursue partnerships to provide recreation opportunities whenever possible.



Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



3.6: EXPAND URBAN AGRICULTURE

Provide additional urban agriculture opportunities throughout the City to provide access for residents.



Urban agriculture, as an emerging trend locally and nationally, can link social, economic and natural systems together and be a strong component of creating a sustainable future. The City's park and recreation system is uniquely positioned contribute towards this future with a vibrant farmer's market, community garden, and urban agriculture activities at Luscher Farm. Expansion of this effort through education and additional gardens throughout the community will aid in embedding this vision in the community's culture.

Action Steps:

Community Gardens

1. Provide additional community gardens throughout the City to improve access for residents.
2. Analyze suitable community garden sites, and consider factors such as soil quality, available sunlight, water availability, support infrastructure and neighboring uses when determining the garden's placement.
3. Provide amenities and facilities to support programming and use, such as a composting area.
4. When developing new master plans or site designs, consider the addition of a community garden if supported by the community, and if management resources are available.
5. Involve the community in the planning and developing additional community gardens to minimize staff involvement in management and oversight of the program.

Urban Agricultural Education

1. Seek ways to promote and expand urban agricultural education.

Relevant Park Sites:

- Woodmont Park
- Southwood Park
- Other sites to be determined

Related Comprehensive Plan Action Areas:



3.7: INVESTIGATE OPTIONS FOR A MULTI-PURPOSE RECREATION CENTER

Continue to consider opportunities to develop a multi-purpose recreation center.

The community has engaged in an extensive discussion on building a multi-purpose recreation and community center with amenities such as a swimming pool, gym, classrooms, teen center and community spaces. This discussion has included the development of a financial feasibility analysis, market study, an examination of the types of space needed, and preliminary design work.

The need for indoor program space limits the financial success of the City's programs and the ability to provide a consistent level of program quality to meet community needs. The Adult Community Center, the City's only facility available for indoor recreation programs, is aging, has limited access and affords little room for expansion. Renovation of the Center to accommodate the needs of modern recreation programming now and into the future is not possible. Recreation facilities are trending away from single purpose facilities toward multi-use, and multi-generational facilities that attract a wide range of residents for a variety of purposes such as community gatherings, classes, meetings and sports.



The desire for an indoor recreation/community center facility continues to arise in discussions about future recreation needs. However, the community is not currently prepared to fund the development of a new facility in the current economic environment.

Action Steps:

1. When financially feasible, pursue the design and development of a new multi-generational, multi-purpose recreation and community center. Locate the facility at a highly accessible location. Consider amenities and

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facilities that support community and social activities, fitness and healthy living. Consider the following:

- Community social and event space
 - Reservable multi-purpose rooms
 - Classrooms/meeting rooms
 - Arts/crafts rooms
 - Teen/youth drop-in room
 - Aquatics facility
 - Gymnasium and indoor sports courts
 - Fitness and dance
 - Showers/locker rooms
 - 50+ facilities
2. Consider potential partnerships to meet needs for a recreation center.
 3. Until a recreation/community center is affordable, consider other options to address programming needs, such as the use of other city spaces and partnerships with schools and non-profits. Particular attention should be paid to temporarily closed school buildings, which could provide recreation space to address this need.
 4. As a temporary or possible longer term option, continue to utilize the partially adapted West End building for recreation programming. Before the disposal of any city-owned property is considered, evaluate its potential for meeting parks and recreation facility needs (e.g. library or tennis center sites).

Relevant Park or School Sites:

- Closed school sites (i.e., Palisade Elementary and Uplands Elementary)
- Another site to be determined when recreation center funding is available

Related Comprehensive Plan Action Areas:



3.8: DEVELOP A PUBLIC PLAZA IN LAKE GROVE

Identify a potential site for a public plaza in the Lake Grove Business District.

The Lake Grove Village Plan has identified the need for a new plaza in the Lake Grove Business District to serve as a community focal point and central gathering place for events. Similar to Millennium Plaza and associated redevelopment on the east side of the City, the addition of a public plaza in the Lake Grove Business District has great potential to attract residents, visitors and businesses in a memorable setting. This site will become a magnet for redevelopment, providing programming space to support Lake Grove businesses.

Action Steps:

1. Participate in identifying and acquiring a centrally located site for the plaza consistent with the Lake Grove Village Plan, giving priority to locations in close proximity to Hallmark Drive, Three Sisters Creek and the Lake Grove Elementary School.
2. Ensure that the site is accessible to pedestrians, bicyclists and shoppers, with nearby parking.
3. Create a site design for the plaza, incorporating event space and programming opportunities as well as art or interpretive features that reflect the identity and character of Lake Oswego and the surrounding area.
4. Develop the site according to adopted design and development guidelines.

Relevant Park Sites: New site to be determined

Related Comprehensive Plan Action Areas:



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GOAL 4: ENHANCING STEWARDSHIP, MAINTENANCE AND OPERATIONS

The following recommendations include strategies and actions to enhance the stewardship, maintenance and operations of existing and future parks, natural areas, recreation facilities and programs.

4.1: UTILIZE SCALE AND CHARACTER CLASSIFICATION IN PLANNING, DESIGN AND MANAGEMENT

ENHANCING STEWARDSHIP, MAINTENANCE AND OPERATIONS:

- 4.1 Utilize scale and character classifications in planning, design and management.
- 4.2 Enhance the existing system-wide maintenance plans.
- 4.3 Develop natural resource management plans.
- 4.4 Update planning and management documents
- 4.5 Restore habitat.
- 4.6 Conduct a public information program.

Utilize the scale and ideal character classification for each park property in the system for site planning, development, maintenance and management.

As part of the planning process, each existing park within the City was classified to describe the park system in two ways: by scale (local, city-wide or special purpose) and by character (ranging from natural to developed). These classifications may not always reflect the current condition of the site, but instead reflect the intended level of use and desired character for the park. Appendix D presents the inventory of parks classified according to their recommended character and scale. Developing and managing sites according to their intended character will help ensure that the City supports recreation variety, healthy ecosystems, complete neighborhoods and a connected community.



Action Steps:

1. Use the park classification system to plan, design and develop parks according to their site character and scale. A framework for design guidelines based on the classification framework is provided in Appendix K.

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2. Confirm the appropriate level of maintenance for each park site according to the three tiers of maintenance described for developed parks and for natural areas. Adjust maintenance levels accordingly.
3. Periodically evaluate and update the classification of specific sites as needed to reflect changing recreation trends and needs. Make associated adjustments to maintenance levels.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



4.2: ENHANCE THE EXISTING SYSTEM-WIDE MAINTENANCE PLAN

Enhance the existing maintenance plan for parks and recreation facilities based on a tiered system for different park types.

Maintenance is tied to the lifecycle of park and recreation facilities and day-to-day resource needs. In Lake Oswego, a concentration of investment in some parks has created a number of very high-quality sites while leaving others neglected and many buildings in fair and poor condition.

It is critical to identify available maintenance funds before new facilities are constructed. Maintenance needs should be considered at every stage of the park planning and design process. Park and facility design should emphasize maintenance efficiencies and labor-saving elements where possible.

A well documented maintenance plan for Lake Oswego's parks will provide guidance for varied levels of maintenance. While developed parks require routine maintenance of sports fields, courts and related facilities, natural areas in parks require a different scale and type of maintenance all together. Hybrid park types will include a balance of both developed and natural maintenance tasks. Most importantly, the application of different maintenance levels should reflect the amount



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of maintenance needed at each site, rather than the amount of funding available.

Action Steps:

1. Refine Lake Oswego's current tiered maintenance plan for its developed and natural area parks to clarify the distinctions in maintenance tasks and quantify the associated costs.
2. Incorporate the following tasks into the *developed park maintenance tiers*:
 - *"Basic"*: routine monitoring, inspection and maintenance of recreation facilities.
 - *"Standard"*: level of maintenance including more frequent and intensive repairs at larger, more heavily used city-wide parks such as group picnic facilities and sports fields.
 - *"Enhanced"*: increased maintenance for landscaping at sites that are highly visible and heavily used such as Millennium Plaza Park, Foothills Park and George Rogers Park; additional resources for set-up and clean-up of community-wide events.
3. Incorporate the following tasks into the *natural area park maintenance tiers*:
 - *"Stabilize"*: monitoring, litter removal, periodic invasive species removal, erosion control and wildfire reduction. The goal of "Stabilize" maintenance is to promote site stewardship and stabilization.
 - *"Restore"*: In addition to "Stabilize" maintenance, restoration requires a clearly guided management plan or action plan to guide maintenance and restore the site to a high-quality condition.

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4. Assess the need for and use of turf areas in all parks. Identify turf areas with limited recreational or aesthetic value and consider restoring these areas to a natural state. Changes should be made only when they will enhance the natural function of the site or reduce the maintenance costs associated with mowing and turf maintenance. Include signage to explain to park visitors the ecological processes associated with site regeneration and restoration.
5. Continue to meet community expectations for a well maintained park and natural area system in the most efficient and effective manner possible and within available resources, while aspiring to achieve a pesticide-free parks system.
6. Provide on-going staff training in sustainable practices for maintaining parks and natural areas to ensure staff are using the best up to date practices.
7. Integrate the management and maintenance of historic and cultural resources in park maintenance plans and procedures; identify key staff responsible for park historic resources.
8. Take a proactive approach, via the City website, to notify the public in advance of pesticide applications in parks.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



**PARKS PLAN 2025 GOAL 4: ENHANCING STEWARDSHIP,
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4.3: DEVELOP NATURAL RESOURCE MANAGEMENT PLANS

Create natural resource management plans for prominent natural character sites or large hybrid parks with significant natural resources.

Create management plans for significant natural areas to address sites access, compatible uses, maintenance and stewardship needs, and short and long-term stabilization and restoration needs. Creating these plans will require more detailed, site specific information and should include the maintenance staff and any established friends group members who can add on-the-ground knowledge. The management plan can be included in a site master plan or can be completed as a separate effort.

Action Steps:

1. Develop resource management plans for specific sites or habitat clusters in Lake Oswego.
2. Identify the types of activities and features compatible with the natural resources and wildlife, including the allowable intensity of recreation and other land uses.
3. Develop stabilization, monitoring and enhancement strategies for the removal of invasive species.
4. Identify appropriate points for public access, including any separate entrances for non-motorized transportation.
5. Close areas to public access (if needed) or specific uses for resource protection, public safety, and/or enhanced ecological function.
6. Involve maintenance staff, relevant non-profits, volunteers, neighborhood associations, and nearby neighbors in plan development.
7. Include plans for outreach and nature interpretation to educate site visitors and adjacent property owners about appropriate site uses, ecological function and natural area benefits.

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Relevant Habitat Clusters:

- Springbrook Creek - Iron Mountain Habitat Cluster
- Westlake Habitat Cluster
- Waluga Habitat Cluster
- Cornell Habitat Cluster
- South Lake Oswego Habitat Cluster
- Tryon Creek Habitat Cluster

Related Comprehensive Plan Action Areas:



4.4: RESTORE HABITAT

Restore selected natural areas to their highest resource value and ecological function.

Ecological restoration is the process of assisting the recovery of an ecosystem that has been degraded, damaged or destroyed. Once parks and natural areas have been stabilized, the City should selectively identify natural areas for restoration to a more natural, less degraded state. Sites that benefit most from restoration are typically those with high ecological function and environmental value. Restoration tasks are typically long-term processes to address a mix of natural resource management issues such as public safety, environmental health, fire mitigation, wildlife habitat, invasive species elimination, native species composition and structure, monitoring and adaptive management. The following action steps are recommended to restore Lake Oswego's natural areas.

Action Steps:

1. Identify highest value sites based on potential positive impacts to ecological value, public awareness, community identity and financial capacity to support this ongoing commitment.
2. Reduce or eliminate invasive species, and facilitate native plant communities and habitats that are enlarged, more complex and have better function.

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3. Identify and implement other site-specific restoration needs such as water quality improvements, tree thinning, wetlands mitigation and trail improvements.

Relevant Park Sites:

- Willamette River Park properties (Tryon Cove, Foothills, Roehr, George Rogers parks)
- Cooks Butte
- Lamont Springs
- Pennington Park
- Iron Mountain Park
- Springbrook Park

Related Comprehensive Plan Action Areas:



4.5: UPDATE PLANNING AND MANAGEMENT DOCUMENTS

Regularly review and update important planning and management documents for efficient and effective management of the parks and recreation system.

Planning and management documents provide the framework for effectively overseeing and operating the parks and recreation system in Lake Oswego. The plans drive business decisions and therefore must be up-to-date to efficiently manage the system.

Action Steps:

1. Conduct annual updates of the *Capital Repair and Replacement Plan*, *Maintenance Plan*, and *Capital Improvement Plan* to coincide with the annual budget process.
2. Update *Parks Plan 2025* every five years to identify completed action steps and re-establish new five-year implementation strategies. The update should rely upon a staff-driven process to determine community priorities for implementation.

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3. Update the Department's *Recreation Strategic Plan* every three to five years to ensure program delivery meets expectations of the community and responds to new trends.
4. Review the joint use agreement with the School District on a regular cycle (5 years) and update responsibilities and expectations as necessary to reflect changes in facility configuration and use. This should include discussions of the maintenance and use of fields and other recreation facilities at schools that are closed on a short or long-term basis.
5. Plan update processes should involve all stakeholders including city-wide residents, nearby neighbors, interest groups, potential stakeholders and pertinent City staff.

Relevant Park Sites: N/A

Related Comprehensive Plan Action Areas:



4.6: CONDUCT A PUBLIC INFORMATION PROGRAM

Inform residents about the importance of and the benefits provided by parks, recreation and natural areas in Lake Oswego.

Initiate a public information and education program for residents, homeowners and businesses to market the economic, environmental, social and recreational benefits of parks, recreation, natural areas and programs. The goal is to foster a sense of ownership and a stewardship ethic that encourages community support and involvement in the caretaking of City parks and natural areas.

Information can be disseminated through a variety of means, such as online information or forums, press releases, interpretative and informational signage, maps and brochures, flyers and handouts, and at homeowner's association meetings. This information can be specific, such as strategies for controlling invasive species, warnings against encroachment, or explanations of the ecological function of bioswales. It can also be more general, such as explaining the

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benefits of parks and programs in supporting health and wellness or connecting people to the outdoors.

Action Steps:



1. Partner with the "We Love LO" campaign for education and outreach about the economic and community benefits of the parks and recreation system.
2. Identify specific issues, areas or projects to address, such as invasive species control, health and wellness, benefits of volunteerism, water quality enhancement efforts and others.
3. Create a good neighbor program for homeowners and business owners adjacent to park property to educate them about how to enhance parks and natural systems.
4. Coordinate efforts to educate homeowners about habitat protection with the Backyard Habitat Certification Program in partnership with the Audubon Society.
5. Connect people to their parks by providing interpretive signs in parks and natural areas, supporting natural, cultural and historical interpretation and education, and increasing volunteerism.
6. Evaluate hiring a volunteer coordinator to increase community involvement in parks and natural areas.
7. Support nature-based education through organized outdoor programs and environmental education facilities such as kiosks, nature centers, trailheads, resource identification markers, self-guided interpretive trails, shelters and other programming or event space.

Relevant Park Sites: System-wide

Related Comprehensive Plan Action Areas:



COMMUNITY
CULTURE



COMPLETE
NEIGHBORHOODS
& HOUSING



A CONNECTED
COMMUNITY



ECONOMIC
VITALITY



HEALTHY
ECOSYSTEMS



HEALTHY
SAFE SYSTEM



INSPIRING SPACES
& PLACES

6. IMPLEMENTATION PLAN

The Implementation Plan describes how the Parks Plan should be implemented, including a 5-year capital and non-capital improvement plan, a maintenance cost model, and flexible funding strategies. The chapter describes how priorities were developed, including the results of a scientific survey and a set of prioritization criteria. A variety of tools are provided to assist the community, elected officials and staff in implementing and updating the *Parks Plan* in the future.



USING PARKS PLAN 2025

Parks Plan 2025 should be used to guide the evolution of the park system, charting the course for future park, recreation and natural area investments and operations. The tools in this chapter will be used in ongoing decision making during the long-term plan implementation timeline.

IMPLEMENTATION PLAN ELEMENTS

This chapter includes five decision making tools created for Lake Oswego to guide plan implementation. These tools were based on the inventory analysis, trends, needs and community input. The project team used the tools during the planning process to identify priorities and create the five-year plan to guide the first stage of implementation. Each tool is designed to be actively used by the City in making decisions and managing the park system over the life of *Parks Plan 2025*.

A. Validating Need

Based on the public involvement findings and technical analysis conducted in the community needs assessment, the statistically valid *community priority survey* confirms broad citizen priorities for development, delivery, and management of the parks system. This survey played a central role in establishing plan direction.

B. Assigning Priority

This section presents the primary criteria to apply and factors to consider when ranking and prioritizing projects.

C. Identifying Projects

The *five-year implementation plan* identifies the initial package of projects, based on Parks Plan 2025 recommendations, application of the prioritization criteria and existing capital planning.

D. Determining Costs

This section includes initial construction costs, non-capital project costs, and a model to help determine the ongoing commitment to operations and maintenance.

E. Choosing Funding Strategies

This section summarizes potential sources of funding for capital needs, as well as resources necessary for operations and maintenance to sustain the system into the future.

A. VALIDATING NEED: THE COMMUNITY PRIORITY SURVEY

In November 2011, Davis, Hibbitts & Midghall, Inc. (DHM Research) conducted a statistically valid telephone survey of Lake Oswego residents to gauge the community's level of support for *Parks Plan 2025* goals, and previously identified resident priorities falling under each goal area. All participants in the survey were over 18 years of age and lived in the City of Lake Oswego. The survey was designed to assess residents' opinions generally and to review findings by multiple subgroups, including age, gender, zip code, income, and households with children.

Details of the survey methodology and results are included in Appendix H.



SUMMARY AND OBSERVATIONS

Overall, the community priority survey validated many of the findings of the earlier public involvement activities, confirming the direction of *Parks Plan 2025* and providing additional support for adoption. The summary points below represent the direction a representative sample of Lake Oswego residents want to see the City's park system take over the coming years.

Lake Oswego residents strongly support their recreation facilities and natural areas, and are generally satisfied with this service.

- Survey results reflect residents' widespread use of and satisfaction with Lake Oswego's recreation facilities and natural areas. A large majority (81%) had visited natural areas in Lake Oswego within the past year, and an even larger number had visited parks (93%). With such extensive use, support is strong for maintaining these local amenities.

Residents see the four goals associated with the Parks Plan as important.

- According to participating residents, the highest priority direction is *keeping parks and facilities up-to-date and in good repair* (95% of respondents), followed closely by the *maintenance and stewardship of natural areas* (90%).

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- Offering a *diverse variety of recreation programs for all ages* (89%) ranked closely with and just below maintenance and reinvestments.
- *Ensuring that all residents have a park near home* (75%) is important but ranked at a lower level than the other goals.

Maintenance of existing parks and natural areas takes priority for residents.

- As part of a priority setting question, community members allocated the largest part of a hypothetical budget toward keeping parks, playgrounds, sports fields and courts up-to-date and maintained. Almost 36 percent was assigned to this maintenance goal.
- In the same question, the next highest allocation was 28 percent for another maintenance goal – maintaining and managing natural areas in Lake Oswego.

USING THE COMMUNITY PRIORITY SURVEY

The findings of the Community Priority Survey give current, direct guidance toward the initial prioritization of projects. During the first five-year period of the plan, this survey, along with the other public input from this planning process will guide management of the system.

B. ASSIGNING PRIORITY: UTILIZING PRIORITIZATION CRITERIA

The City will need to implement a wide variety of projects to meet the park and recreation needs identified by the community. However, some will be more urgent to the community and to achieving the envisioned park system than others. The criteria are used to evaluate each project against key elements of the community's vision for the park system.

Based on feedback received during ongoing community outreach, five criteria were developed, each directly related to the Plan Framework. The criteria feature multiple intent statements (posed as questions) that should be used to guide project prioritization and ranking.

All proposals were evaluated and ranked using the criteria to identify the extent to which they contribute to the envisioned park and recreation system. It's possible that a proposal may not adequately respond to all intent statements or all criteria, yet may still be important to the City and community. As such, the criteria provide a degree of flexibility in identifying priorities.



I. INVEST IN EXISTING PARKS AND FACILITIES

- Does this project reinvest in existing sites?
- Does the project enhance facilities to allow more participation?

2. ENHANCE STEWARDSHIP, MAINTENANCE AND OPERATIONS

- Does the project stabilize, enhance or restore habitat or other natural functions?
- Does the project encourage stewardship of natural areas/resources through hands-on interaction or education?
- Does the project contribute to the long-term financial sustainability of the park, recreation and natural area system?

3. LEVERAGE ECONOMIC OPPORTUNITY

- Does the project take advantage of a unique funding opportunity?
- Can the project be completed at a lower cost if timed to coordinate with other projects planned or underway?
- Can the project contribute to the economic development of an area or the city as a whole?

4. FILL GEOGRAPHIC GAPS IN ESSENTIAL SERVICES

- Do the site improvements expand access to exercise and sports?
- Do the site improvements expand access to play for children?
- Do the site improvements expand access to nature experiences?
- Do the improvements expand access to services in high density areas?

5. FILL OTHER COMMUNITY NEEDS

- Does the project meet other needs identified in the Community Needs Assessment?
- Does the project accomplish goals from other adopted City plans?
- Does the project advance the Parks and Recreation Department mission?

USING THE PRIORITIZATION CRITERIA

The prioritization criteria are listed in order of importance based on the community priority survey results, the current economic climate and the financial resource realities of building and maintaining the system.

Using these questions can be as simple as creating a checklist for discussion. The criteria can also be integrated into internal ranking systems for the capital facilities planning process. Setting the criteria up as questions that make simple, direct ties

to the goals of *Parks Plan 2025* ensures that the direction of action remains aligned with the community's vision.

The prioritization of projects will happen periodically as new ideas emerge, and more systematically as part of the internal five-year update of *Parks Plan 2025*. For this reason, prioritization criteria are designed to help evaluate each project against park system goals.

C. IDENTIFYING PROJECTS

The recommendations for parks and facilities in Lake Oswego includes projects that will need to be rolled out over a long period of time, including projects for which it will be difficult to assign a timeline, such as land acquisition. To begin Plan implementation, a list of recommended projects that can be implemented in the short term is provided.

FIVE-YEAR IMPLEMENTATION STRATEGY

Table 6-1, on the following pages, presents the entire five-year implementation strategy which emphasizes *investing in existing parks and natural areas*, planning and policy development to *better manage the park and natural area system*. Some of these projects flow from existing capital planning. All of the projects carried forward have been revisited in light of the Plan recommendations and the prioritization criteria.



For each project, table 6-1 indicates: the type of project (capital, planning, policy or programming); project name; relevant goals; recommendation number and page reference; a more detailed project description; potential year of implementation; total estimated cost; and potential funding sources. It is important to note that while the project may arise out of one recommendation, it may further several goals. As identified in the needs assessment and scientific survey, Goals 2 and 4 are currently the most important and apply to most of the projects in this five-year implementation strategy.

| Goals | | | | | | | | | | Applicable Funding Sources | | | | | | | | | | | | |
|--|---|----------------------------|---|---------------------------------|--|-----------------------|-------------------------------|---|--------|----------------------------|--------|--------|--------|-------------------------------|--------------|--------|--------------|--------------|---------------|----------------------|---------------|-----------------|
| Type | Project | 1. Filling Geographic Gaps | 2. Investing in Existing Parks and Facilities | 3. Providing Recreation Options | 4. Enhancing Stewardship, Maintenance and Operations | Recommendation Number | Recommendation Page Number(s) | Description | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total Cost Over 5 year Period | General Fund | Grants | Capital Bond | Revenue Bond | Redevelopment | Park Stewardship Fee | Special Funds | Parks SDC Funds |
| Capital Projects | | | | | | | | | | | | | | | | | | | | | | |
| Capital | Natural Area Stabilization | | ● | ● | ● | 2.4 | 5-15 | Continue investment in invasive species removal within high-value natural areas. | X | X | X | X | X | \$ 350,000 | X | | | | | X | | |
| Capital | Add Community Garden Sites | ● | ● | ● | | 3.6 | 5-31 | Build community garden sites to expand access. | | X | | | | \$ 50,000 | X | X | | | | X | | |
| Capital | Develop River Access Points | ● | ● | ● | ● | 2.5 | 5-16 | Add canoe/kayak access to existing riverfront property at River Run Park and George Rogers Park. | X | X | X | X | X | \$ 100,000 | X | X | X | | | X | | X |
| Capital | George Rogers Park Master Plan Implementation | | ● | ● | ● | 2.2 | 5-12 | Reinvest in a key city-wide park by continuing the phased improvements detailed in the adopted master plan. | | X | | | X | \$ 2,880,000 | X | X | X | | | X | | |
| Capital | Tryon Creek Pedestrian Bridge | ● | | ● | | 1.5 | 5-8 | Submit MTIP grant for design/development. | | | | | X | \$ 300,000 | X | X | | | | X | | |
| Capital | Interpretive Signage | ● | ● | ● | ● | 1.3, 3.2 | 5-5, 5-23 | Develop system-wide interpretive signage program to inform the community about the history and natural systems featured in Lake Oswego parks. After developing signage design, add signs incrementally to parks across the system, starting with city-wide sites. | | X | X | X | X | \$ 150,000 | | X | X | | | X | X | |
| Capital | Playground Replacements | | ● | ● | ● | 2.1 | 5-10 | Replace playgrounds prioritized based on age, condition and accessibility | X | X | X | X | X | \$ 235,000 | X | X | X | | | X | | |
| Capital | Upgrade Irrigation Systems | | ● | | ● | 2.1 | 5-10 | Systematically replace and upgrade park irrigation to increase water efficiency and reduce required maintenance time. | X | X | X | X | X | \$ 1,500,000 | X | | X | | | X | | |
| Capital | Park Facility Repair and Replacement | | ● | | ● | 2.1 | 5-10 | Replace picnic shelters, bathrooms, vehicles etc. | X | X | X | X | X | \$ 1,215,000 | X | X | X | | | X | | |
| Capital | Add Riverfront Property | ● | ● | ● | ● | 2.5 | 5-16 | Continue to acquire riverfront properties for trail easements, hand-launch boat access and viewpoints. | X | X | X | X | X | TBD | X | X | X | | | X | | X |
| Capital | Small Exercise and Sport Facilities | ● | ● | ● | | 2.8 | 5-19 | Add small exercise and sport facilities, such as basketball courts or fitness stations, to existing parks to fill gaps in access and add variety. | | | X | X | X | TBD | X | X | X | | | X | | |
| Capital | Indoor Tennis Center Replacement | | ● | ● | ● | 2.6 | 5-17 | Construct new facility at new site to replace existing tennis center. | | X | X | X | | \$ 4,800,000 | X | | X | X | | X | X | X |
| Capital | Golf Driving Range | | ● | ● | ● | 2.8 | 5-19 | Confirm a location and construct a replacement golf driving range | | X | X | X | | TBD | | | X | | | | X | X |
| Capital | Implement Canal Acres/Bryant Woods/River Run Natural Resource Management Plan | ● | ● | ● | ● | 4.3, 4.5 | 5-39, 5-41 | Complete an ecological inventory and develop a desired future condition, identify access and interpretation opportunities and constraints. | | X | X | X | X | \$ 1,200,000 | | X | | | | X | X | |
| Subtotal: Capital Projects \$ 12,780,000 | | | | | | | | | | | | | | | | | | | | | | |
| Planning, Policy and Programming Projects | | | | | | | | | | | | | | | | | | | | | | |
| Planning | Complete Luscher Area Master Plan | | ● | ● | ● | 2.2 | 5-12 | Complete the in-progress update to the Luscher Farm Master Plan. | X | | | | | \$ - | X | | | | | | | |
| Planning | Major Facilities Recapitalization Plan | | ● | ● | ● | 2.1 | 5-10 | Develop a repair, replacement and recapitalization plan for the Adult Community Center, Tennis Center, Golf Pro Shop, Water Sports Center, Swim Park and maintenance facilities. | | X | | | | \$ - | X | | | | | X | | |
| Policy | Property Portfolio Management Standards | ● | ● | ● | ● | 1.4 | 5-7 | Establish policies for accepting land into the park system and disposition of unneeded land based on the contribution to recreation and natural resource goals and apply these standards to "other public properties" identified in the inventory. | X | | | | | \$ - | X | | | | | X | | |

| Goals | | | | | | | | | | Applicable Funding Sources | | | | | | | | | | | | |
|--|--|----------------------------|---|---------------------------------|--|-----------------------|-------------------------------|--|--------|----------------------------|--------|--------|--------|-------------------------------|--------------|--------|--------------|--------------|---------------|----------------------|---------------|-----------------|
| Type | Project | 1. Filling Geographic Gaps | 2. Investing in Existing Parks and Facilities | 3. Providing Recreation Options | 4. Enhancing Stewardship, Maintenance and Operations | Recommendation Number | Recommendation Page Number(s) | Description | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total Cost Over 5 year Period | General Fund | Grants | Capital Bond | Revenue Bond | Redevelopment | Park Stewardship Fee | Special Funds | Parks SDC Funds |
| Planning, Policy and Programming Projects (Continued) | | | | | | | | | | | | | | | | | | | | | | |
| Policy | Park Maintenance and Recapitalization Standards | | ● | ● | ● | 4.1, 4.2 | 5-36, 5-37 | Set standards for budgeting maintenance costs and recapitalization of park assets; apply these to the maintenance cost model. | X | | | | | \$ - | X | | | | | X | | |
| Planning | Historic Resources Management Plan | | ● | ● | ● | 2.9 | 5-20 | Inventory historic resources and document existing conditions, identify strategies for stabilizing and restoring resources, and establish a prioritized implementation plan with estimated costs. Assign park staff to oversee management. | | X | | | | \$ - | X | X | | | | X | | |
| Planning | Indoor Programming Facilities | ● | ● | ● | ● | 3.7 | 5-32 | Continue to seek stable, long-term access to key indoor facilities for recreation programming including classrooms, gymnasiums, art rooms, etc. | X | X | X | X | X | TBD | X | | X | X | | X | | |
| Planning | Sports Field Maintenance Plan | | ● | ● | ● | 2.1 | 5-10 | Develop the repair and replacement schedule for all grass and artificial turf fields in the system. | | X | X | | | \$ - | X | | | | | X | | |
| Planning | Sports Field Coalition | ● | ● | ● | ● | 2.8 | 5-19 | Establish a working group representing the City, the School District, youth and adult athletic groups in the community to address court and field needs. | X | | | | | \$ - | X | | | | | X | | |
| Planning | Luscher Farm Coalition | | ● | | ● | 2.2 | 5-12 | Encourage the expansion and/or formation of a non-profit organization to work collaboratively with the City in promoting, developing and funding a historic/urban agricultural education program and facilities at Luscher Farm. | X | X | X | X | X | \$ - | X | | | | | X | | |
| Policy | Sports Field Level of Service | ● | ● | ● | ● | 2.8 | 5-19 | Work with the new sports field coalition to establish standards for access to fields and scheduling practices that recognize the limited current and future field space in the City and School District system. | | X | | | | \$ - | X | | | | | X | | |
| Planning | Sports Field Location | ● | ● | ● | ● | 2.8 | 5-19 | Finalize the preferred location for new artificial turf rectangular fields, multi-purpose soccer fields and softball fields as recommended in the Athletic Fields Requirements Study. | X | | | | | \$ - | X | | | | | X | | |
| Planning | Iron Mountain Park Natural Resource Management Plan and Implementation | ● | ● | ● | ● | 4.3, 4.5 | 5-39, 5-41 | Create natural area management and implement recommendations. | X | X | X | X | X | \$ 300,000 | X | X | | | | X | | |
| Programming | Public Information Campaign | ● | ● | ● | ● | 4.6 | 5-42 | Provide informational messages about the benefits of park and recreation in various media. | X | X | X | X | X | \$ - | X | | | | | X | | |
| Programming | Volunteer Coordinator | | ● | ● | ● | 4.3, 4.6 | 5-39, 5-42 | Leverage community goodwill through coordinating friends groups and individual projects that can be completed by volunteers. | X | X | X | X | X | TBD | X | | | | | X | | |
| Policy | Recreation Program Pricing Policies | ● | ● | ● | ● | 3.3 | 5-24 | Refine policy for cost recovery to align with Recreation Strategic Plan and Parks Plan 2025 goals and recommendations | X | X | | | | \$ - | | | | | | X | | |
| Programming | Sustainability Training | | | | ● | 2.3, 4.2 | 5-13 | Initiate training in sustainability for parks and recreation staff, and in particular park maintenance staff. Ongoing, beginning in year one. | X | | | | | \$ - | | | | | | X | | |
| Programming | Implement Recreation Strategic Plan | ● | ● | ● | ● | 3.3, 3.4 | 5-24, 5-28 | Refocus recreation programming consistent with the goals and recommendations of Parks Plan 2025, details of these modifications will be guided by the Recreation Strategic Plan. | X | X | X | X | X | TBD | X | X | | | | X | | |
| Subtotal: Planning, Policy and Programming Projects (with identified costs) | | | | | | | | | | | | | | \$ 300,000 | | | | | | | | |
| Grand Total | | | | | | | | | | | | | | \$ 13,080,000 | | | | | | | | |

Key: ● = fulfills the goal, ● = partially fulfills the goal

D. DETERMINING COSTS: CAPITAL AND OPERATIONS COSTS

FINANCIAL RESOURCES

The City of Lake Oswego has relied on three primary sources for investments in the park system:

- General Fund
- Parks System Development Charges
- General Obligation Bonds
- Accumulated capital in special funds

The general fund dollars come from taxes and fees and are used to fund most City services. Over the past four years the general fund, in addition to the regular operation of the park system, has contributed between \$78,000 and \$250,000 annually to capital and planning projects. These general funds implemented a variety of projects from master plans to fleet vehicles, and mower replacements to the repair of park facilities.

The system development charges (SDCs) collected for parks are restricted by law to enhancing the capacity of the system, although they can also be used to reimburse for excess capacity that exists in the system. SDC funded projects in Lake Oswego have generally been chosen based on increased demand created by new residential development and additional employees within the city. Since the charges are based on new housing and jobs, the collection and accumulation of system development charges varies year to year and with larger economic cycles. In the past two years, SDC collections have increased from a low of less than \$160,000 per year to \$613,000 in 2010-11. The current balance of the parks SDC account is anticipated to be approximately \$1,000,000 following completion of the Stafford Basin Trail-Phase 2 in 2012.

The legal restrictions and variability of collections year-to-year limit the usefulness of SDCs as a source of capital for the park system as a whole. However, in projects that can be tied specifically to expansion of the system, SDC funds can be especially useful to leverage additional resources such as matching funds for grants.

General obligation bonds are another resource that can be used to finance a variety of public projects and require voter approval. This resource is used to fund general-purpose public



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improvements and cannot be used to pay for self-supporting enterprise activities. The City has two parks bonds (of four total outstanding City bonds) currently in repayment, including a bond for parks issued in 2003 and a 2001 bond for open space and athletic fields. Bond debt is repaid through property taxes.

The final source of funding for park projects is a collection of smaller special purpose funds that include the capital reserves of the City's indoor tennis center and the tourism fund, which receives a portion of the local lodging tax. These funds have specific purposes that limit their applicability to system-wide projects. In general, the project must have a direct connection to the purpose or source of funding. All three of these funds will be utilized to implement *Parks Plan 2025*. Most immediately relevant is the accumulated capital reserves of the Indoor Tennis Center, which are targeted to fund part of the replacement facility.

ROUGH PROJECT COSTS

The cost of design, construction, renovation and the addition of features within a park or across an entire system can play a major role in decisions about how and when to initiate a project. While some recommendations presented in this plan will require refinement to understand the anticipated cost, others can be generally approximated. In the five-year implementation strategy presented in Table 6-1, the costs described are "rough costs" meant to provide a reasonable approximation of what a project would cost from start to finish if it were completed today. For most of the planning, policy and programming projects, no cost is included in the table. It is anticipated that these projects will be completed with existing staff resources.

MAINTENANCE AND OPERATIONS RESOURCES

The maintenance division of the Parks and Recreation Department expended an estimated \$2,700,000 in 2011-12, completing a wide range of ongoing maintenance and repairs, natural area stabilization and community event support activities. In addition to the ongoing maintenance budget, the City has recently decided to make a new commitment to natural area maintenance. The addition of \$50,000 in operating funding for the removal of invasive species in some of Lake Oswego's highest value natural areas resulted in the treatment of approximately 135 acres of land.

The maintenance resources are allocated entirely from the general fund and are a part of the annual budgeting process. In recent years, as new park sites have been developed, there has been no direct increase in the level of maintenance funding for these new sites. This has resulted in the spreading of resources across a larger land and facility base. While new parks, including Sundleaf Plaza, Millennium Plaza and Foothills Park, have some initial efficiencies due to all-new features and equipment, the city-wide scale and highly developed and programmed character of these parks adds considerably to the workload and materials costs. Further, as these parks age, ongoing reinvestment is needed to keep these and other signature parks looking and functioning to the high standards of the community. The reinvestment in systems, finishes and amenities to sustain the park system is known as *recapitalization* and makes up an important part of the overall maintenance program.

MAINTENANCE COST MODEL

The *Parks Plan 2025* goals emphasize the importance of taking care of Lake Oswego's park system. The recommendations include adding to the City's maintenance and capital replacement planning to address the new classification scheme for parks in Lake Oswego. Details, such as the cost to maintain parks at a particular scale and character, can be applied to the existing park system to better understand its needs. Additionally, the impacts of any new parks on maintenance resources also must be addressed. To assist in understanding, budgeting for and managing these changes to maintenance costs, a flexible model of maintenance costs has been developed to serve as an ongoing tool for City staff and decision makers.

The maintenance cost model is a spreadsheet-based inventory and interactive tool that breaks down the cost of maintaining developed areas and natural areas into the respective maintenance tiers based on the scale of the park. The cost associated with the developed and natural area maintenance is calculated on a per-acre basis with add-ons for restrooms and sports fields (which represent significant additional maintenance needs).

A snapshot of the maintenance cost model is presented in Appendix I, with rough values and selections for the maintenance level and cost per acre as a reference point for how the model works. The actual live spreadsheet will allow staff to refine key factors to improve accuracy and to run

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alternative scenarios. There are several key input values in the model:

- % Developed: the extent of developed area,
- % Natural: the extent of natural area.
- Maintenance Tier: which developed and natural maintenance tier should be applied to this park,
- Restroom Add-On: requires additional maintenance resources.
- Sports Field Add-On: requires additional maintenance resources.

Each of these selections and the costs entered into the model can be revised and updated to reflect the current realities of maintenance costs and practices.

A key use of this model will be to identify the additional resources needed following the acquisition, development or restoration of a park site. It is also envisioned as a discussion tool for understanding the implications of changes to the overall maintenance budget or maintenance practices at specific sites.

E. CHOOSING FUNDING STRATEGIES: SUSTAINABLE FUNDING

The funding approach is the final step in advancing the five-year implementation strategy. The key to building a sustainable system is to find the right mix of funding tools to both build the system the community desires and be able to maintain that investment in the long-term. Ultimately, regardless of the funding mechanisms used, securing the necessary funding relies on strong ongoing support from the community. Building and sustaining the long-term support of the community is a continuous process that creates a self-reinforcing “virtuous circle” (Figure 6-1). Following a description of this process, this section lists a range of funding options that hold the best potential to build and sustain Lake Oswego’s envisioned park system.

Figure 6-1: Building Sustainable Funding Support



Maximize Resources

The Parks and Recreation Department is adept at making the most out of available funding resources. This theme will be carried into all facets of park development and maintenance through a variety of strategies. To save costs, some park projects can be designed and scheduled to coincide with other public improvements such as sewer and water projects. Also, the increasingly entrepreneurial approach to programming reduces the investment by the City through sponsorships and user fees. Finally, it is important to

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recognize projects that contribute back to the economy, such as facilities to accommodate large community events, help support the City and generate revenue.

Cultivate and Leverage Good Will

Traditional capital funding tools such as bonds, fees and grants will continue to be important to the park and recreation system. These tools, particularly bonds, rely on political and voter approval, which is the most direct payoff of this cyclical process. Additionally, sponsorships, private donations and foundations can provide significant money for building and maintaining the park system. Volunteer labor and "friends-of" groups are also cost-effective tools that will be leveraged. In-kind donations (labor and money) can also galvanize community spirit and sense of ownership. It is important to note that many of these efforts will require an investment in staff capacity for coordination.

Document Successes

Because support for the park system begins and ends with the community, it is important to continuously review, assess and document project development and use of resources. Periodic newsletters, gift catalogues, or signage are all ways to document successes and call for additional support.

Promote Community Ownership



The City will continue to communicate the benefit of the park system, focusing on the economic, social and environmental benefits to capture the attention of Lake Oswego residents. This shared learning process will include formal opportunities (such as presentations to service groups, interpretive signage, mailed and online materials, e.g., the program guide) and informal opportunities, such as interactions with recreation and maintenance staff. The focus of the City's efforts here should be to build an understanding of the return each tax payer is receiving on their investment in the park system, and the importance of protecting that investment through maintenance and reinvestment. With this understanding will come an enhanced sense of community ownership of the City's parks, recreation and natural area system.

ADDITIONAL FUNDING OPTIONS AND RESOURCES

With the number of benefits and benefactors that the system creates the City should continue to pursue a range of funding resources to spread the costs to all those that will benefit. Ultimately, no one resource will provide all the funding and support necessary for the envisioned system. The existing primary sources of the General Fund and Park SDCs will not cover the needed future improvements. New sources of funding must meet the revenue policies specified within the City's budget.

Funding sources with the biggest potential for success in Lake Oswego include:

- Bonds;
- Park stewardship fees;
- In-kind resources;
- Redevelopment funding;
- Grants; and
- Other sources.

Bonds

The City relies on bond funding for much of its major capital projects, including park system investments. Capital bonds are a proven and well understood funding tool that should be considered for the future.

- *General obligation bonds.* These are voter-approved bonds with the assessment placed on real property. The money can only be used for capital improvements, and not maintenance. This property tax is levied for a specified period of time (usually 15-20 years). As of 2012, the City is repaying two existing park bonds, issued in 2001 and 2003.
- *Revenue bonds.* These bonds are sold to finance revenue generating facilities, such as performing arts centers and sports complexes. The interest and capital are paid from the revenue produced from the facility's operation. Typically the City will have to guarantee the repayment, meaning that if revenue does not cover the necessary payments the City will be required to pay in some other way. The City has used revenue bonds for water and sewer improvements but not in the park system.

Park Stewardship Fee

A park stewardship fee could be created by a local ordinance as a direct user fee for the purpose of constructing and maintaining recreation facilities. Oregon law allows a fee assessed to all businesses and households in the city for use of parks based on the amount of use typically generated by a particular use. Many jurisdictions utilize the flexibility of this funding source and apply it to park maintenance and operations, rather than capital improvements (although it can be used for both). For example, the City of West Linn uses a flat fee assessed to all households to raise nearly \$1 million annually for maintenance of parks, recreation facilities and natural areas.

Park fees have a potential to be a significant and stable revenue stream for local jurisdictions. Park fee revenue will grow with population growth, and local jurisdictions can escalate the fee to reflect increased costs of providing park facilities.

A more targeted stewardship fee could specifically fund the stabilization and maintenance of the City's natural areas. This could be a portion of the existing surface water fee, recognizing the role that the City's natural areas play in filtering and slowing stormwater runoff. This same objective could be addressed with a new fee, billed along with water usage, that recognizes the connection between water quality and the natural systems Lake Oswego's natural areas support. This approach highlights the multiple benefits to the citizens and is aligned with the priorities of the community.

Sponsorships and Donation

As a result of increased community ownership and understanding of the benefits the system provides, the City should see an increased willingness to contribute directly to the enhancement and upkeep of the system. Two common categories of direct contributions are sponsorships and donations.

Sponsorships in the park, recreation and natural areas system have typically included contributing toward one or a series of community events, such as movies in the park or community concert series. These types of events are very popular and well-attended, creating an excellent opportunity for visibility and recognition for sponsors. In addition to sustaining and building the relationships with existing sponsors, the City could explore new sponsorship opportunities. Successfully pitching a new sponsorship opportunity requires a clear understanding of what the sponsor needs to get in return for investing in the event,

program or service. The key, as with successful sponsorships of community events, is visibility and recognition.

Donations of labor, money or land by community service groups and private groups or individuals are an effective funding resource. With all in-kind resources, it is critical to let the community know what is being accomplished and what is needed. Coordinating with an existing community foundation to accept contributions can make cash giving more enticing to donors by providing a write-off for the charitable contribution.

- *Maintenance endowments.* Maintenance endowments are designed to invest in ongoing maintenance improvements and infrastructure needs. Such endowments can be based on a variety of sources including user and development fees, gifts and partnerships.
- *Trusts and estates.* Trusts are established by individuals or families to leave a portion of their wealth to the City. Using a trust fund, these tools allow the fund to grow over a period of time which can then be used to support specific park and recreation facilities or programs that are designated by the trustee. Estates are based on an agreement between a property owner and the city. The agreement allows the city to use a portion of the property for park purposes and then all of it after the person's death. Generally, such an arrangement is a tax benefit to the property owner, allowing them to receive a tax deduction on their property while leaving a life estate.
- *Foundations.* Foundations, such as the Portland Parks Foundation, work in concert with the local community to leverage funding for parks and recreation. While these organizations are typically formed by private citizens as a non-profit, cities often help facilitate their formation.
- *Friends Associations.* Similar to foundations, these groups are typically formed to raise money for a single property or purpose that could include a park facility or program.

Redevelopment Funding

Parks and public spaces can benefit from redevelopment funding. Commonly leveraged through tax increment financing (TIF), this tool enables the city to collect the property tax revenue attributed to increased value resulting from new investments within a designated area (TIF district). Once established, the property tax revenue attributable to new

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assessed value within the district is directed to identified improvements--which can include parks--within the district. The acquisition and construction of Lake Oswego's newest parks, Millennium Plaza and Sundleaf Plaza were funded through redevelopment. It is important to note that while redevelopment funds can be a useful tool in creating capital funding, they can not be used for the increased operations and maintenance needs resulting from these new parks.

Grants

Grant funding has proven its reliability in Lake Oswego. Because most grant programs require a certain match (typically in cash or in-kind services), the City will need to ensure that such resources can be made available if funding is awarded. Grant programs that should be considered for Lake Oswego's parks system are identified below.

- *Metro Nature in Neighborhoods Restoration and Enhancement Grants (Metro)*. Metro's Restoration and Enhancement Grant Program supports hands-on activities and environmental education programs that protect and contribute to watershed health in the region. The program connects community-minded people to their neighborhoods, natural areas, backyards and beyond. The funding cycle for Metro's Restoration and Enhancement Grant Program is from 12 to 24 months. Typically, an announcement about the availability of funds is made in the fall, free grant-writing workshops are offered in early winter and funds are made available beginning in July. Requests can range from \$5,000 to \$25,000; a 1:1 match is required.
- *Metropolitan Transportation Improvement Program (Federal Government and Metro)*. Allocated by Metro, these federal transportation funds are available for design, acquisition and construction of transportation projects including roadways, boulevards and pedestrian and bicycle improvements.
- *Greenspaces Grants Program (Metro and U.S. Fish and Wildlife Service)*. This program provides funding for urban projects that emphasize environmental education, habitat enhancement and watershed health. Environmental education grants focus on building programs to encourage watershed and ecological learning, stewardship of urban natural areas and fostering community involvement. Grants are awarded up to \$10,000. Habitat enhancement

and restoration grants are intended to restore and enhance fish and wildlife habitat, wetlands, riparian corridors and upland sites. These grant awards are up to \$40,000. All of these grants require a 1:1 match in cash, donations or in-kind services. Enhancement projects must be located on public lands or in conservation easements that are held in perpetuity.

- *Local Government Grant Program (Oregon Parks and Recreation Department)*. Using state lottery dollars, this program provides funding assistance for the acquisition, development and rehabilitation of park and recreation areas and facilities. The Local Government Grant Program provides up to 50 percent funding assistance for cities with populations over 5,000. Projects with a maximum grant request of \$250,000 are reviewed and prioritized by the Local Government Advisory Committee on a biennial basis.



- *Recreation Trails Program (Oregon Parks and Recreation Department)*. Projects eligible for Recreation Trails Program (RTP) funding include maintenance and restoration of existing trails, development and rehabilitation of trailhead facilities, construction of new recreation trails, and acquisition of easements and fee simple titles to property. Recipients are required to provide a minimum 20% match. Grants are awarded yearly.
- *Land and Water Conservation Funds (Oregon Parks and Recreation Department)*. These federal funds, administered through the State, provide matching grants to local governments for acquisition and development of public outdoor recreational areas and facilities. Wetlands and natural areas may be included as part of the recreational area. The focus of these grants is park acquisition, development and/or rehabilitation. Grants require a 50 percent match.
- *Watershed Restoration Grants (Oregon Watershed Enhancement Board)*. Projects considered for these grants include: watershed restoration, enhancement, assessment and monitoring; watershed education and outreach; watershed council support; and property, easement and water rights acquisition. With three grant

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cycles per year, these grants have been awarded in amounts exceeding \$500,000, with the average award ranging between \$20,000 and \$70,000. A 25% cash or in-kind match is required.

Other Alternative Sources

- *Joint public/private partnership.* Partnerships are formed by the city through an agreement with a private corporation to help fund, build, and/or operate a public facility. The three primary incentives that a public agency can offer is free land to place a facility (usually a park or other piece of public land), tax advantages and access to the facility. Although the city may have to lose some control, it is one way of obtaining public facilities at a lower cost.
- *Exchange or sale of property.* Surplus or under-used public property can be traded for private property from willing sellers that would be more suitable for park use.
- *Infrastructure projects.* As a key part of a City's Green Infrastructure, park and open space projects can often be vital parts of other infrastructure projects or funded using sources originally designed for transportation, stormwater, flood protection and other engineered infrastructure projects.

UPDATING PARKS PLAN 2025

This plan is designed to provide guidance for the long-term development of the park, recreation and natural areas system. The implementation plan above targets the first five-year period, but the plan framework and recommendations will serve for at least 15 years. Over time, conditions will invariably change based on evolving interests, trends, issues and opportunities. As a result, the City should update the implementation plan every five years to remain true to community needs and interests.



The process for completing the implementation update of *Parks Plan 2025* will be considerably simpler than the full planning process, and should be completed by staff with some technical assistance.

The first five of the implementation plan elements can serve as a guide for the update process. These steps and the key update factors are presented below.

A. Validating Need

As time passes, changes in the economy, the political landscape and the makeup of the community will require an updated look at these priorities. The first step of the update process should include a statistically valid survey to verify and update the priorities of the community within the *Parks Plan 2025* framework.

B. Assigning Priority

The prioritization criteria are currently sorted in order of emphasis by the community. The updated community priority survey may indicate a shift in these priorities that will require a re-ordering to reflect the current community opinions.

C. Identifying Projects

Using the recommendations, current capital replacement needs and the progress through the first five-year plan, a new list of projects for prioritization should be created.

D. Determining Costs

For new capital projects, staff can develop rough costs for prioritization purposes, followed by more detailed costs for inclusion in the Capital Improvements Plan. The implications of new projects can be accurately estimated based on the maintenance cost model. The cost of non-capital projects such as planning, policy development and programming, should also be developed for newly identified projects.

E. Choosing Funding Strategies

From the strategies included in this chapter, as well as any new ideas developed, the City should target funding tools that are relevant and applicable to the new project list.

CONCLUSION

Lake Oswego has long been a recreational destination, well loved by residents and visitors; a City to “live where you play” and a community that values its connection to the natural environment. *Parks Plan 2025* begins the renewal of this legacy, setting forth a forward-thinking and strategic approach to guide the park system, based on a comprehensive dialogue with engaged citizens, City staff and decision makers.

The City must stand behind this plan that represents the community’s ambitions for the envisioned park system. Through the lenses of parks, recreation and natural areas, *Parks Plan 2025* supports the high quality of life that residents value so dearly. Some 1,800 community members collectively voiced their support for investing in existing parks and natural areas; enhancing stewardship, maintenance and operations; providing recreation options; and filling geographic gaps. Yet, over the 15-year lifespan of the Plan, recommendations and decisions will be tested by economic challenges and shifting attitudes towards parks and recreation services.

The true value of the *Parks Plan 2025* is its ability to offer both inspiration and support. Both virtues will be necessary to finance Parks Plan recommendations. It will also be necessary for the City to be flexible, creative and patient. Funding options presented in the Plan call for a range of tools, both new and existing, drawing on partners and the support of the public. While some projects can be achieved using current resources, the City must identify additional resources, and seize opportunities as they arise to achieve the fully developed system.

The support needed to make the Parks Plan successful does not end with its adoption. It will be critical to sustain public support for the park system in the future. Throughout implementation of the Parks Plan and future updates, the City should engage residents, businesses and land owners through a meaningful and responsive involvement process. The City must continue to involve its citizens actively and take every opportunity to communicate the many and varied benefits that the community enjoys as a result of the parks and natural areas in which they have invested.

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