



## Chapter 8: Strategies



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Following is a brief accounting of strategies that can satisfy Lake Oswego's park and recreation needs along with a discussion of the philosophical issues involved.

### 8.1 Alternative service roles

Lake Oswego could provide park and recreation facilities and services under one of the following alternative service policies:

#### Alternative 1: Comprehensive role

Lake Oswego could provide a public facility and program for every type of park and recreation activity that could interest city and surrounding area residents. A comprehensive service approach, however, would have a number of drawbacks:

- feasibility - there may not be a sufficient number of resident users within Lake Oswego city limits to economically support the development and operation of some specialized types of park and recreation facilities, such as major indoor athletic and aquatic facilities, youth and teen centers, performing arts facilities, and the like.
- duplication - other public and private agencies have already successfully developed some appropriate, publicly accessible facilities, such as indoor swimming pools, athletic field stadiums, major classroom and assembly facilities - and special environmental features such as marinas. Lake Oswego could spend considerable monies providing a facility that would duplicate and dilute the need for an existing facility service.
- capacity - Lake Oswego may not have the financial resources to develop and operate a comprehensive list of facilities and services even if city residents elected to do so.

#### Alternative 2: Specialized role

Lake Oswego could pursue a limited, focused approach to park and recreation services such as providing developments with specific types of facilities (picnicking, playgrounds, and play areas) that may be used by residents on a neighborhood basis as opposed to providing sites that may be used by residents of the surrounding regional area.

A narrow or specialized approach to park and recreation service, however, would have the following drawbacks:

- balance - a quality park and recreation system should provide a choice of activities allowing for weather, season, and individual preferences. A narrow, focused inventory of facilities on a neighborhood or even site specific basis could become sterile or uninteresting. Residents would also be shortchanged if no other agency

assumed responsibility for providing for the other activity interests that Lake Oswego decided not to support.

- representation - as the most comprehensive level of government, local residents depend on Lake Oswego to represent their interests with other governmental agencies. Lake Oswego has a responsibility to see that other agencies successfully provide facilities within the local area in the event Lake Oswego does not, and to offset the impact of regional park and recreation activity demands on local facilities.
- opportunity - Lake Oswego may be aware or in a position to capitalize upon a land or facility opportunity when another agency may not be able to respond in time or alone. Examples include the use of utility corridors for trails, the acquisition of surplus or defunct facilities, and sometimes by project specific mitigation through the subdivision and/or environmental impact review process.

### **Alternative 3: Strategic role - Recommended Action**

Lake Oswego could perform a strategic role providing:

- park and recreation facilities and programs that no other agency can or is willing to provide;
- acting as a coordinator of local interests where facilities are provided by many other agencies; and
- acting as a facilitator where unique acquisition or development opportunities may occur that could be implemented or operated by other agencies.

A strategic approach to services will require the following:

- involvement - Lake Oswego must coordinate planning and development efforts with other agencies such as the school district, county, state, federal, and other public and private agencies to be aware of and have impact on these and other agency local programs and efforts,
- planning - Lake Oswego must continually analyze long range needs and conditions for residents within city limits and the urban growth boundary in order to recognize and be prepared to act on opportunities,
- priorities - Lake Oswego must decide policies and outline actions to be undertaken should opportunities allow strategic developments,
- commitment - Lake Oswego must provide appropriate staff expertise and budgets with which to implement strategic planning programs and projects when no other agency can or is able within a strategic time schedule.

## **8.2 Role recommendations by function**

This plan recommends Lake Oswego pursue a *modified strategic approach* to services where Lake Oswego assumes responsibility for those functions no other agency or organization can provide, and helps coordinate or support those functions and activities that have other viable sponsors. Lake Oswego would be the coordinator or planner of first resort, and the provider of last resort. For example:

### **Coordinating activities**

Lake Oswego should provide central information and coordination services for park and recreation activities within the Lake Oswego urban growth boundary since Lake

Oswego alone has the local authority and resources to operate as a central facilitator. This role should include the maintenance and updating of future population growth estimates,



# Alternative role strategies

No action - present policies  
 | Alternative 1: Comprehensive role  
 | Alternative 2: Specialized role  
 | Alternative 3: Strategic role

Environments					Other participants or providers
wildlife habitat	X	X		X	w/Land Trust
wetland and natural area preservation	X	X		X	w/Land Trust
passive open space	X	X	X	X	w/Land Trust
<b>Outdoor facilities</b>					
playgrounds	O	X	X	X	w/Lake Oswego School District
skateboard courts	X	X	X	X	
basketball courts	O	X	X	O	w/Lake Oswego School District
volleyball courts	O	X	X	X	
tennis courts	X	X	X	X	w/Lake Oswego School District/Mt. Park Recreation Center
football fields		X			
soccer fields	X	X	X	X	w/Lake Oswego School District
baseball/softball fields	X	X	X	X	w/Lake Oswego School District
jogging tracks		X			
picnicking areas	X	X	X	X	
swimming beach	O	X		O	also by Lake Corporation
fishing from a bank or dock	X	X		X	also by Lake Corporation
boat ramps and access	O	X		X	also by Lake Corporation
recreational vehicle camping		X			
walking in a park	X	X	X	X	
walking on a trail	X	X		X	
bicycle trails	X	X		X	
bicycle touring routes	X	X		X	
equestrian trails		X		O	w/Lake Oswego Hunt Club
golf courses	X	X		X	as enterprise account
<b>Indoor facilities</b>					
swimming pool/sauna		X		O	w/Lake Oswego School District
ice arena		X			
exercise/physical conditioning		X		X	w/Lake Oswego School District
indoor gymnasium (basketball/volleyball)	X			X	w/Lake Oswego School District
indoor racquetball/handball courts		X			by Metropolitan Portland Regional Commission
arts/crafts/pottery rooms		X	X	X	w/Lakewood Arts Center
classroom/small meeting/training room	X	X	X	X	w/Lake Oswego School District/Lakewood Arts Center
auditorium/large meeting room		X		X	w/Lake Oswego School District/Lakewood Arts Center
kitchen facilities	X	X		X	
day care/preschool		X		X	w/Lake Oswego School District
youth/teen center		X		X	w/Lake Oswego School District
senior center	X	X		X	
cultural/performing arts		X			w/Lake Oswego School District/Lakewood Arts Center
<b>Programs</b>					
daycare and school child latch key		X		X	w/Lake Oswego School District
athletic leagues and sports programs	X	X	X	X	w/Lake Oswego School District
swimming instruction and competition		X		O	w/Lake Oswego School District
special population resources		X		X	w/Lake Oswego School District
teen age group programs		X		X	w/Lake Oswego School District
senior age group programs	X	X		X	
adult education and instruction	X	X		X	w/Portland Community College
cultural/performing arts		X		O	w/Lakewood Arts Center & Lake Oswego Arts Commission
special events	X	X		X	

X major role/responsibility    O minor role/responsibility



inventories of existing and proposed facility developments, the identification of probable local facility and program needs, and proposals of area wide facility and program solutions.

#### **Planning and development assistance**

Lake Oswego should provide more detailed planning and development assistance when:

- there are no other designated agencies or organization that can;
- the activity involves citing controversies or environmental consequences that may not be equitably resolved otherwise within the Lake Oswego urban growth boundary; or
- a proposed development will be within the Lake Oswego urban growth boundary and thus potentially annexed into corporate limits subject to Lake Oswego authority.

#### **Development, operation and maintenance**

Lake Oswego should only develop, operate or maintain park or recreation facilities and activities under the following circumstances:

- the facility will have the broadest possible benefits for a large proportion of the local population and will be financed using resident approved methods; or
- facility development and operating costs will be recaptured from direct charges of the populations who use the facility; or
- facility development and operating costs will be compensated in some manner through local agreements with the using agency, area or benefiting user group, particularly where the demands will originate from a regional service requirement; or
- the site or facility has intrinsic value apart from traditional operation and maintenance needs, like a passive natural area or wetland preservation.

### **8.3 Role responsibility by activity**

By activity, this plan recommends Lake Oswego assume the following responsibilities:

#### **Environmental conservation**

Lake Oswego should assume a major responsibility for the planning, coordination, and preservation of unique wildlife habitat, ecological, wetland, environmental, and open space areas.

Lake Oswego should work with all other public and private agencies, particularly Oregon State Parks, Fish & Wildlife, Natural Resources, and Transportation Department to create an effective approach to these local conservation issues and proposals.

#### **Outdoor facilities**

Lake Oswego should assume a major responsibility for the planning, development, and operation of a variety of outdoor facilities including playgrounds, tennis courts, picnicking areas, swimming and fishing beaches, park and bicycle trails that are directly related to site opportunities within the urban growth boundary and are of most interest to local residents.

Lake Oswego should help coordinate and assist other public and private agencies, such as the Lake Oswego School District, to develop major competitive outdoor athletic facilities including football, soccer, baseball, and softball, as well as pick-up play facilities for outdoor basketball and volleyball courts since these facilities are and will be provided by this agency.

### **Special facilities**

Lake Oswego may assume some responsibility, including enterprise operations and/or joint efforts where appropriate, for the development and operation of facilities that have special or unique interests, impacts or relevance to residents of Lake Oswego that may not be provided by another public or private agency.

### **Indoor facilities**

Lake Oswego should help coordinate and assist other public and private agencies, such as the Lake Oswego School District, Lakewood Arts Center, and others to plan, develop, and operate specialized indoor facilities including exercise and conditioning, gymnasiums, courts, arts and crafts, classrooms, small meeting rooms for special populations, youths and teens, seniors, and the general population since these facilities directly serve the local area and are of major interest to city residents of all ages.

Lake Oswego should help coordinate and assist other public and private agencies, especially the Lake Oswego School District, to develop specialized indoor athletic facilities including swimming pools and aquatic facilities, gymnasiums, auditoriums, kitchens, and large meeting facilities that service particular age groups within the community.

### **Recreation programs**

Lake Oswego should assist with, and possibly coordinate the operation of programs for athletic leagues and sports, teen and senior age groups, and special populations since these facilities directly serve the local area and are of major interest to city residents of all ages.

Lake Oswego should help coordinate and assist other public and private agencies, potentially the YMCA, to initiate specialized programs for daycare and school child latch key services using city and school facilities where appropriate.