



Chapter 3: Goals and objectives

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The following goals and objectives are based on an analysis of park, recreation, open space conditions, and the results of workshop planning sessions.

3.1 Wildlife resources

Incorporate unique ecological features and resources into the park system to protect threatened species, preserve habitat, and retain migration corridors that are unique and important to local wildlife.

Wildlife habitat

- a. Identify and conserve critical wildlife habitat including nesting sites, foraging areas, and migration corridors within or adjacent to natural areas, open spaces, and the developed urban areas – such as Oswego Canal and Tryon Creek.
- b. Preserve especially sensitive habitat sites that support threatened species and urban wildlife habitat - such as the riparian corridors adjacent to the Tualatin and Willamette Rivers.

Natural areas

- a. Preserve and protect significant environmental features including unique wetlands, open spaces, woodlands, shorelines, waterfronts and other characteristics that support wildlife and reflect Lake Oswego's resource heritage – such as the Oswego Canal.
- b. Provide public access to environmentally sensitive areas and sites that are especially unique to the Lake Oswego area - such as Cooke's Butte Park, Iron Mountain, and the Luscher Farm properties.

3.2 Open spaces and preserves

Develop a high quality, diversified park system that preserves and enhances significant environmental resources and features.

Open spaces

- a. Define and conserve a system of open space corridors or separators to provide definition between natural areas and urban land uses within the Lake Oswego developing area – such as West Waluga and East Waluga Parks.
- b. Increase natural area and open space linkages within the developed area, particularly along the Oswego Canal.
- c. Preserve environmentally sensitive areas as natural area linkages and urban separators, particularly along the steep hillsides that define Iron Mountain and Cooke's Butte.

Urban growth preserves and set-asides

- a. Cooperate with other public and private agencies, and with private landowners to set-aside land and resources necessary to provide high quality, convenient park and recreation facilities before the most suitable sites are lost to development - such as the undeveloped and sensitive lands around the Luscher Farm properties.
- b. Preserve unique environmental features or areas in future land developments and increase public use and access. Cooperate with other public and private agencies, and with private landowners to set aside unique features or areas as publicly accessible resources - such as the mill sites adjacent to Roehr Park.

3.3 Historical resources

Develop a high quality, diversified park system that preserves significant historical opportunity areas and features.

Historical features and interests

- a. Identify, preserve, and enhance Lake Oswego's multicultural heritage, traditions, and cultural features including historical sites, buildings, artworks, views, and monuments within the downtown and historical districts and park sites.
- b. Identify and incorporate significant historical and cultural lands, sites, artifacts, and facilities into the park system to preserve these interests and provide a balanced social experience - such as the iron ore smelter in George Rogers Park.
- c. Work with the Lakewood Arts Center, Oswego Heritage Council, and other cultural groups to incorporate community activities into the park and recreational program.

Manmade environments and features

- a. Incorporate interesting manmade environments, structures, activities, and areas into the park system to preserve these features and provide a balanced park and recreation experience - such as the Oswego Canal and Lake headgates, dams, and other improvements.
- b. Work with the Lake Corporation, homeowner associations, and other property and facility owners to increase public access and utilization of these special features.

3.4 Trail and corridor access systems

Develop a high quality system of multipurpose park trails and corridors that access significant environmental features, public facilities and developed local neighborhoods and business districts.

Trail systems

- a. Create a comprehensive system of multipurpose off-road trails using alignments through Oregon State Parks, Pacific & Western Railroad landholdings as well as cooperating private properties where appropriate.
- b. Create a comprehensive system of on-road bicycle routes for commuter, recreational, and touring enthusiasts using scenic, collector, and local road rights-of-way and alignments through Lake Oswego and the surrounding area.
- c. Link residential neighborhoods to community facilities like the library and city hall, among others.

- d. Work with Oregon State, Clackamas County, Portland, METRO and other appropriate parties to link and extend the Willamette Riverfront Trail along the river shoreline south to West Linn and north to Portland.
- e. Link trails with parks, schools, athletic clubs, swimming pools, the downtown, as well as other commercial and retail activity centers within Lake Oswego.
- f. Extend trails through natural area corridors like Tryon Creek State Park, and the Tualatin and Willamette Rivers that will provide a high quality, diverse sampling of area environmental resources.

Supporting furnishings and improvements

- a. Furnish trail systems with appropriate supporting trailhead improvements that include interpretive and directory signage systems, rest stops, drinking fountains, restrooms, parking and loading areas, water and other services.
- b. Where appropriate, locate trailheads at or in conjunction with park sites, schools, and other community facilities to increase local area access to the trail system and reduce duplication of supporting improvements.
- c. Install telephones, emergency call boxes, or other means by which trail users can summon fire, emergency aid, police, and other safety and security personnel should the need arise.
- d. Develop trail improvements of a design and development standard that is easy to maintain and access by maintenance, security, and other appropriate personnel, equipment, and vehicles.

3.5 Recreational facilities

Develop a high quality, diversified recreation system that provides for all age and interest groups.

Waterfront access and facilities

- a. Cooperate with Oregon State Parks Department, Portland, West Linn, and other public and private agencies to acquire and preserve additional shoreline access for waterfront fishing, wading, swimming, and other related recreational activities and pursuits.
- b. Develop a mixture of watercraft access opportunities including canoe, kayak, sailboard, and other non-power boating activities, especially on the Tualatin and Willamette Rivers, and Oswego Canal and Lake.

Athletic facilities

- a. Develop athletic facilities that meet the highest quality competitive playing standards and requirements for all age groups, skill levels, and recreational interests.
- b. Concentrate on field and court activities like soccer, football, baseball, basketball, tennis, and volleyball that provide for the largest number of participants.
- c. Develop, where appropriate, a select number of facilities that provide the highest competitive playing standard, possibly in conjunction with the Lake Oswego School District, local church and private school organizations, and other public and private agencies.

Indoor facilities

- a. Develop multiple use indoor community centers that provide arts and crafts, music, video, classroom instruction, meeting facilities, eating and health care, daycare, latch key, and other spaces for all age groups including preschool, youth, teens, and seniors on a year-round basis.
- b. Maintain and expand multiple use indoor recreational centers that provide aquatic, physical conditioning, gymnasiums, recreational courts, and other athletic spaces for all age groups, skill levels, and community interests on a year-round basis.
- c. Support the continued development and diversification by the Lake Oswego School Districts, YMCA, YWCA, Adult Community Center, Lakewood Arts Center, Portland Community College, Marylhurst College, and other organizations of special meeting, assembly, eating, health, and other community facilities that provide general support to school age populations and the community-at-large at elementary, middle, and high schools within Lake Oswego.
- d. Develop and operate special indoor and outdoor cultural and performing arts facilities that enhance and expand music, dance, drama, and other audience and participatory opportunities for the community-at-large.

3.6 Special purpose facilities

Develop high quality facilities that meet the interests of all segments of the community.

Special enterprises

- a. Where appropriate and economically feasible (self-supporting), develop and operate specialized and special interest recreational facilities like golf courses, swimming pools and aquatic centers, convention and theater facilities, and marinas for these interests in the general population.
- b. Where appropriate, initiate joint planning and operating programs with other public and private agencies to determine and provide for special activities like golf, water parks and marinas on a regional basis.

3.7 Recreational programs

Develop high quality recreational programs and services that meet all community group needs.

Recreational programs

- a. Support arts and crafts, classroom instruction in music and dance, physical conditioning and health care, meeting facilities, daycare, latch key, and other program activities for all cultural, age, physical and mental capability, and income groups in the community.
- b. Support soccer, baseball, softball, basketball, volleyball, tennis, and other instruction and participatory programs for all age, skill level, and income groups in the community.
- c. Assist historical and cultural societies to develop and display artifacts, reports, and exhibits; and conduct lectures, classes, and other programs that document and develop awareness of Lake Oswego's heritage.

3.8 Cultural arts programs and resources

Develop high quality, diversified cultural arts facilities and programs that increase community awareness, attendance, and participation opportunities.

Programs

- a. Support successful collaborations between the Lakewood Arts Center, Lake Oswego Historical Society, Chamber of Commerce, business community, service groups, schools, arts patrons, and artists that optimally utilize artistic resources and talents.
- b. Develop strategies that will support and assist local artists and art organizations. Where appropriate, support policies and programs that encourage or provide incentives that attract and retain artists and artworks within Lake Oswego.

Artworks

- a. Acquire public artworks including paintings, sculptures, exhibits, and other media for indoor and outdoor display to expand resident access and appropriate furnish public places.

3.9 Design and access standards

Design and develop facilities that are accessible, safe, and easy to maintain, with life cycle features that account for long-term costs and benefits.

Accessibility

- a. Design outdoor picnic areas, fields, courts, playgrounds, trails, parking lots, restrooms, and other active and supporting facilities to be accessible to individuals and organized groups of all physical capabilities, skill levels, age groups, income and activity interests.
- b. Design indoor facility spaces, activity rooms, restrooms, hallways, parking lots, and other active and supporting spaces and improvements to be accessible to individuals and organized groups of all physical capabilities, skill levels, age groups, income and activity interests.

Maintenance

- a. Design and develop facilities that are of low maintenance and high capacity design to reduce overall facility maintenance and operation requirements and costs.
- b. Where appropriate, use low maintenance materials, settings or other value engineering considerations that reduce care and security requirements, and retain natural conditions and experiences.

Security and safety

- a. Implement the provisions and requirements of the American Disabilities Act (ADA) and other design and development standards that will improve park facility safety and security features for park users, department personnel, and the public-at-large.
- b. Develop and implement safety standards, procedures, and programs that will provide proper training and awareness for department personnel.
- c. Define and enforce rules and regulations concerning park activities and operations that will protect user groups, department personnel, and the general public-at-large.

- d. Where appropriate, use adopt-a-park programs, neighborhood park watches, park police patrols, and other innovative programs that will increase safety and security awareness and visibility.

3.10 Financial resources and coordination

Create effective and efficient methods of acquiring, developing, operating and maintaining facilities and programs that accurately distribute costs and benefits to public and private interests.

Finance

- a. Investigate innovative available methods, such as system development charges, land set-a-side or fee-in-lieu-of-donation ordinances, and inter-local agreements, for the financing of facility development, maintenance, and operating needs in order to reduce costs, retain financial flexibility, match user benefits and interests, and increase facility services.
- b. Consider joint ventures with other public and private agencies such as the Lake Oswego School District, Lakewood Arts Center, Lake Corporation, Marylhurst College, regional, state, federal, and other public and private agencies including for-profit concessionaires, where feasible and desirable.

Public and private resource coordination

- a. Create a comprehensive, balanced park and recreation system that integrates Lake Oswego facilities and services with resources available from Lake Oswego School District, and other state, federal, and private park and recreational lands and facilities in a manner that will best serve and provide for resident area interests.
- b. Cooperate with Lake Oswego School District, and other public and private agencies to avoid duplication, improve facility quality and availability, reduce costs, and represent resident area interests through joint planning and development efforts.

Cost/benefit assessment

- a. Define existing and proposed land and facility levels-of-service (ELOS/PLOS) that differentiate requirements due to population growth impacts versus improved facility standards, neighborhood versus community nexus of benefit, city versus the combination of city, county, school, and other provider agency efforts in order to effectively plan and program park and recreation needs within the proposed urban growth area boundaries.
- b. Create effective and efficient methods of acquiring, developing, operating, and maintaining park and recreational facilities in manners that accurately distribute costs and benefits to public and private user interests - including the application of service development charges where new developments impact existing level-of-service (ELOS) standards.
- c. Develop and operate lifetime recreational programs that serve the broadest needs of the population recovering program and operating costs with a combination of registration fees, user fees, grants, sponsorships, donations, scholarships, volunteer efforts, and the use of general funding.
- d. Where appropriate, provide recreational programs, like golf courses, for those interested groups who are willing to finance the cost through user fees, registration fees, volunteer efforts or other means and methods.

3.11 Human resources

Develop, staff, train, and support a professional parks, recreation, and arts staff that effectively serves the community in the realization of the above listed goals and objectives.

Personnel

- a. Employ a diverse, well-trained work force that is motivated to achieve department and citywide goals.
- b. Encourage teamwork through communications, creativity, positive image, risk taking, sharing of resources, and cooperation toward common goals.
- c. Where appropriate, provide staff with education, training, and modern equipment and supplies to increase personal productivity, efficiency, and pride.

