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PARKS & RECREATION

Date: 06/30/2016 Updated: 06/30/2024 Date to Be Reviewed: Annually - 06/30/2025

## Title of Document: 2.5 LOPR\_Strategic Profile 2025

The LOPR Strategic Profile provides the highest-level framework defining the Lake Oswego Parks & Recreation (LOPR) Department's primary focus for a four-year period and identifies action plans to achieve stated goals. The LOPR Strategic Profile is also the Department's vision and plan for achieving park and recreation related goals identified in the City of Lake Oswego Comprehensive Plan and Parks Plan 2025 (PP2025). LOPR is currently in process of updating the system plan, Parks Plan 2040. During this interim timeframe, the LOPR Strategic Profile will have an annual review. PP 2040 is scheduled for Council adoption in early 2025. After June 2025, the LOPR\_Strategic Profile will be a three year plan for years 2025-2028.

The Parks & Recreation Department, under the guidance of the LOPR Strategic Profile, has a specific 2.5.A *Recreation Strategic Plan* linked to Statewide Goal 8 as identified in the City Comprehensive Plan and to PP2025 Goal 3, and a 2.5.B *Parks Strategic Plan* linked to Goal 5 of the City Comprehensive Plan and to PP2025 Goals 2 and 4 that further identify tactical actions to achieve the stated goals of the overarching plans (Comp Plan, PP2025 and LOPR Strategic Profile.)

Refer to Appendix A - Linkages to City Comprehensive Plan and Parks Plan 2025 for further information.

### CHAPTER 1: Strategic Profile Vision, Mission, Values

The LOPR Strategic Profile is intended to cultivate department excellence through the Vision, Mission and Values and establish foundation fundamentals for both the Recreation and Parks Strategic Plans. The focus is achieving goals established in the Comprehensive Plan and Parks Plan 2025 while ensuring sustained financial health, program and service delivery excellence and ongoing success of the Parks & Recreation Department.

**LO Parks & Recreation Department Vision** - Lake Oswego Parks & Recreation is the cornerstone of our community's uncompromising environmental and wellness ideals and expectations of excellent service.

We elevate the cornerstone by:

- Inspiring Vitality
- Empowering Wellness
- Delivering Excellence

**LO Parks & Recreation Department Mission** - Lake Oswego Parks & Recreation provides excellence in building community, enriching lives, and caring for the urban and natural environment.



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**LO Parks & Recreation Department Values** - Excellence, Service, Creativity, Innovation, Teamwork, Stewardship, Family, Honesty, Empowerment, Resilience

## CHAPTER 2: Strategic Profile Goals for 2021-2024

### Goals:

- Goal 1: Ensure Recreation Strategic Plan and Parks Strategic Plans align to Community Health, Public Safety and Recreation Goals 5 and 8 of the City Comprehensive Plan, Goals 2, 3 and 4 of Parks Plan 2025, and Goals 1 and 7 of the LOPR Strategic Profile. Refer to Appendix A for more information about these goals.
- Goal 2: Create a marketing & branding strategy tied to the opening of the Lake Oswego Recreation & Aquatic Center (LORAC) in process
- Goal 3: Develop an internal communication strategy & align operational practices amongst all locations
- Goal 4: Develop a strategy for resource allocation & succession planning
- Goal 5: Empower & enrich employees
- Goal 6: Ensure that all residents have access to essential recreation services. *PP2025 Goal 1*
- Goal 7: Renovate existing parks and facilities; and stabilize natural areas to preserve existing city assets. *PP2025 Goal 2*
- Goal 8: Continue CAPRA practices including policy and procedure scheduled reviews, CAPRA annual reporting and continual process improvements.

## CHAPTER 3: Strategic Profile Action Plans for 2021-2024

### Action Plans:

- Goal 1: Ensure Recreation Strategic Plan and Parks Strategic Plan (to be completed) align to Goals 5 and 8 of the City Comprehensive Plan, Goals 3 and 4 of Parks Plan 2025, and Goal 1 of the Strategic Profile. Refer to Appendix A for more information about these goals.
  - Update the Recreation and Parks Strategic Plans in June 2025
  - Update sub plans, policies, guidelines, and practices to meet goals of strategic plans
- Goal 2: Create a marketing & branding strategy tied to the opening of the Lake Oswego Recreation & Aquatic Center (LORAC) in process



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## PARKS & RECREATION

- Goal 3: Develop an internal communication strategy & align operational practices amongst all locations
  - See Goal 2, second bullet
  - Align operations practices amongst all locations utilizing Active Network and Parks Policies & Procedures as the foundations of operational functions.
  
- Goal 4: Develop a strategy for resource allocation & succession planning
  - Identify restructure to allocate resources to the LORAC
    - Hire and train positions
  - Create a succession plan for key positions within the Department
    - Identify key positions
    - Create candidate list
    - Identify training and mentoring required
  
- Goal 5: Empower & enrich employees
  - Create processes and external communications that make customers as self-sufficient as possible (reduce redundant and mundane inquiries)
  - Train employees on policies & processes and degrees of freedom for decision making (when is approval needed)
  - Develop an agreed upon enrichment plan specific to each employee
  - Utilize employee survey results to determine actions for improving employee satisfaction.
  
- Goal 6: Ensure that all residents have access to essential recreation services. *PP2025 Goal 1*
  - Completion of the Rassehk Skate Park
  - Completion of Rassehk Park & Athletic Field Project
  - Completion of the Lake Oswego Recreation and Aquatic Center
  - Completion of the Golf Course and Practice Range renovation
  
- Goal 7: Renovate existing parks and facilities; and stabilize natural areas to preserve existing city assets. *PP2025 Goal 2*
  - Refer to actions identified in Goal 6
  - Review and prioritize list of premier parks, park picnic shelters, restrooms and playground conditions and needed improvements.
  - Track and report invasive species managed, acres treated, native species plantings

### Goal 8:

Continue CAPRA practices including policy and procedure scheduled reviews, CAPRA



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PARKS & RECREATION

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annual reporting and continual process improvements.



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## **APPENDIX A: Linkages of the LOPR Strategic Profile, the Recreation Strategic Plan and the Parks Strategic Plan to goals in the City Comprehensive Plan and Parks Plan 2025 (PP2025)**

### **City of Lake Oswego Comprehensive Plan 2013 - Adopted 3/18/2014**

Original Comp Plan develop 1974-1998, 1994 Update, 2010-2013 Update addresses Statewide Planning Goals

Community Health & Public Safety –*Access to Local Food* p150-152 (Vol II with References to Parks Plan 2025.) – **Addressed in the Recreation Strategic Plan**

**Goal 5: Open Spaces, Scenic and Natural Areas** (chapters carried forward from the 1994 comp plan) – **Addressed in the Parks Strategic Plan**

Section 2 – Vegetation p. 189

Section 5 – Sensitive Lands p. 211

Section 6 – Open Space p. 217

**Statewide Goal 8: Recreational Needs p. 49-52**

**Goals – Addressed in the LOPR Strategic Profile (1) and Recreation Strategic Plan (2)**

1. Plan, acquire, develop, and maintain and restore a system of park and recreation lands and facilities that are available to all segments of Lake Oswego’s population and which can serve the Community’s diverse current and long-range community needs.
2. Provide diverse recreation programs that provide opportunities for learning, recreation, healthy living and fun.

### **Parks Plan 2025 - Adopted July 31, 2012 by Resolution 12-44**

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)

### **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 & 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.



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**Goals – Section 5, 5-1 Parks Plan 2025 Recommendations**

**Goal 1 - Filling Geographic Gaps – Addressed in the LOPR Strategic Profile**

*Ensure that all residents have access to essential recreation services.*

- 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.

**Goal 2 - Investing in Existing Parks and Natural Areas – Addressed in the LOPR Strategic Profile and the Parks Strategic Plan**

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

- 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

**Goal 3 – Providing Recreation Options – Addressed in the Recreation Strategic Plan**

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

- 3.1 Develop site master plans and designs.
- 3.2 Reflect Lake Oswego’s unique identity. (LWILO)
- 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.

**Goal 4 - Enhancing Stewardship, Maintenance and Operations – Addressed in the Parks Strategic Plan**

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

- 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. (FACT BOOK)