



Strategic Plan  
2020 - 2024

## ***A Solid Foundation for an Intentional Future...***

At the City of Lowell, our efforts are focused and intentional. The City’s five-year Strategic Plan translates our vision and mission into an actionable strategy to guide our organization’s work and commitment of resources. The Plan’s goals, objectives, and work plans allows us to be transparent, focus our efforts, and be accountable for our results.

The Strategic Plan is a collaborative effort that is led by the City Council’s leadership, influenced by resident feedback obtained from master plans, reflective of staff contributions, and aligned with other important long-term efforts such as the Lowell Comprehensive Plan.

The Strategic Plan is an evolving document. At the beginning of each year the Plan is updated to remove, add, or modify initiatives. At the end of the year a report is submitted to the City Council and provided to the public to ensure accountability.

The 2020 Strategic Plan is the fourth iteration and the first to take a multi-year approach. The original Plan was facilitated by Walt L. Hanline, Ed.D., and Mrs. Edith Hanline of the National Center for Executive Leadership and School Board Development and approved by the City Council on September 6, 2016.

Figure 1: Rolling Rock Park looking east



## VISION

A rural lakeside community, with a high quality of life, great outdoor activities, proud of our history, looking forward to the future through a responsive government.

## MISSION

A historical rural city surrounded by nature's beauty on the north side of Dexter Lake where all people are valued, encouraged, and appreciated for their diversity. We desire to maintain the rural and historical character of the city, while striving to be a city where people want to live, work, and enjoy the outdoors by providing:

- An efficient, effective government that is open and responsive to the needs of the community.
- The highest quality public services, including water and sewer.
- Transparent and accountable fiscal practices.
- A commitment to excellence by City staff and elected officials.
- Community development that enriches, while maintaining and enhancing the overall quality of life.
- A safe and healthy, welcoming atmosphere, including recreational opportunities.
- Protection of environmental resources.

## GOALS

The Plan incorporates five goals adopted from the City Council mission statement. The overall health of the City depends on our collective ability to successfully accomplish each of these Goals concurrently:

### **Organizational Excellence**

Foster a transparent organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

### **Community Development**

Positively plan, develop, and coordinate economic and population growth consistent with community values.

### **Financial Sustainability**

Responsibly manage financial resources to ensure the City can provide exceptional services, equipment, facilities and infrastructure today, without compromising the level of service for future generations.

### **Dependable Infrastructure**

Provide safe, well-maintained, and dependable water, sewer, stormwater, and transportation infrastructure supported by fair and equitable fiscal policy.

### **Exceptional Quality of Life**

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.



Figure 2: Lowell State Park Marina

## OBJECTIVES

Several objectives are identified under each goal. The objectives refine the goals into broad action areas that support each goal.

## WORK PLANS

These represent a set of initiatives, actions, or performance measures, which are designed to support the objectives. Work plans are implemented, tracked, and staff submits a quarterly status report to the City Council. Work plan initiatives are revised and prioritized by year to advance the objectives.



Figure 3: Lowell School District Summer Recreation Program at the Oregon Association of Rowers dock. The program is supported by the Lowell Parks and Recreation Department.



# ORGANIZATIONAL EXCELLENCE

Foster a transparent organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

## OBJECTIVE

1. Enhance communication and public outreach with residents, businesses, and organizations.

WORK PLAN	2020	2021	2022	2023	2024
A. Present a report of official city communications using the website and other social media to the City Council.	●	●	●	●	●
B. Submit report to the City Council documenting collaborative efforts with other organizations.	●	●	●	●	●
C. Publish a monthly status report of ongoing and future projects to the City Council.	●	●	●	●	●
D. Record work orders (i.e. water turn on/off) in Caselle to document workload and staff response time.	●	●	●	●	●
E. Host at least one virtual public workshop or meeting to engage residents and businesses.	●	●	●	●	●
F. Conduct an annual citizen survey of programs and services.	●	●	●	●	●
G. Update Work Plans included in the Strategic Plan.	●	●	●	●	●

Figure 4: New Lowell Jr/Sr High School “Red Devil” mascot.



**OBJECTIVE**

2. Improve the human resource capacity of the City by providing training opportunities and meaningful evaluation of staff.

<b>WORK PLAN</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
A. Ensure staff are evaluated annually, with meaningful recommendations and plans for remediation included.	●	●	●	●	●
B. Provide a summary report of staff evaluations to the City Council, indicating areas of strength and improvement.	●	●	●	●	●
C. Develop a training program for all departments and submit report to the City Council.	●	●	●	●	●
D. Recommend a consultant to complete a salary and benefit survey of comparable municipalities.		●			

**OBJECTIVE**

3. Support the professional development of the governing body.

<b>WORK PLAN</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
A. Present training opportunities to the City Council on topics such as communication, teamwork, and ethics.	●	●	●	●	●
B. Hire consultant to draft a Governance Handbook for City Council to establish policies, procedures, and protocols.		●			
C. Identify resources and develop the first draft of a councilor orientation handbook.		●			

**OBJECTIVE**

4. Adopt policies that support the goals and objectives of the strategic plan.

WORK PLAN	2020	2021	2022	2023	2024
A. Review the Lowell Revised Code, recommend editorial revisions, and report areas of emphasis to the City Council.	●				
B. Establish a charter review committee to review and discuss potential changes to the Lowell Charter.		●			

Figure 5: Dexter Lake Farmers Market in Rolling Rock Park.



# COMMUNITY DEVELOPMENT

Positively plan, develop, and coordinate economic and population growth consistent with community values.

## OBJECTIVE

1. Provide a high quality built environment and support diverse neighborhoods through effective planning and zoning practices.

WORK PLAN	2020	2021	2022	2023	2024
A. Implement the Caselle Community Development module to process Planning and Building Permits.	●				
B. Add a “parks and recreation” check for new residential subdivisions to ensure the level of service standard is met.	●				
C. Improve the building permit process by accepting online payments, application review, and inspections.		●			
D. Engage stakeholders regarding availability of housing for families that meet LMI requirements and report to Council.		●			
E. Update the Lowell Land Development Code with recommendations from the DLCD Code Assistance project.		●			
F. Identify/apply for grants to complete a Transportation Plan, including street design, lighting and sidewalks.		●			
G. Review grants to update the buildable lands inventory for all residential, commercial, and industrial properties.		●			

Figure 6: Rolling Rock Park looking south.





**OBJECTIVE**

2. Create a welcoming business environment and assist with development, retention, and relocation efforts.

WORK PLAN	2020	2021	2022	2023	2024
A. Assist Oregon RAIN with outreach to entrepreneurs and provide a report of events to the City Council.	●	●	●	●	●
B. Review the System Development Charges deferment program and consider adopting permanent policy.	●				
C. Implement recommendations from Oregon RAIN to improve the local environment for entrepreneurs.	●				
D. Consider recommendations of the Small Business Organizational Assistance Report completed by RDI.	●				
E. Establish design standards for signage and gateways.		●			
F. Erect Gateway Sign on Pioneer Street and/or Monument Sign at North Shore and Pioneer.			●		

Figure 7: Conceptual rendering of a gateway into downtown Lowell on Pioneer Street.



# FINANCIAL SUSTAINABILITY

Responsibly manage financial resources to ensure the City can provide exceptional services, equipment, facilities and infrastructure today, without compromising the level of service for future generations.

## OBJECTIVE

1. Maintain financial records that are accurate, dependable, and inspire public trust.

WORK PLAN	2020	2021	2022	2023	2024
A. Provide monthly and quarterly financial reports consistent with the Financial Management Manual.	●	●	●	●	●
B. Maintain an unrestricted cash balance in the operating funds of at least 17%.	●	●	●	●	●
C. Submit the Annual Financial Report to the Oregon Secretary of State by December 31.	●	●	●	●	●
D. Submit a plan to resolve audit deficiencies within 30 days of receiving the Annual Financial Report.	●	●	●	●	●
E. Request a revision of the contract to ensure the annual financial audit is completed by November 30.	●				

Figure 8: Mountain View Academy "Embrace the Community Day" at Paul Fisher Park.





**OBJECTIVE**

2. Develop a balanced budget and sustainable revenues to support general operations and planned capital improvements.

WORK PLAN	2020	2021	2022	2023	2024
A. Submit proposed operating budget to the Budget Committee by May 1.	●	●	●	●	●
B. Submit narratives to the Budget Committee explaining the programs, services, and goals for each department.	●	●	●	●	●
C. Evaluate revenue options for the maintenance and repair of streets, sidewalks, and stormwater drainage.	●				
D. Consider an ordinance to ensure telecom providers are charged equitably for their use of public right-of-way.	●				
E. Evaluate SDC project lists to accommodate future needs (i.e. parks, stormwater, water, sewer, streets).		●			
F. Submit application for the GFOA Distinguished Budget Presentation Award Program.		●			

Figure 9: Tractor purchased in 2019 for streets, parks, green waste and sewer plant maintenance.



# DEPENDABLE INFRASTRUCTURE

Provide safe, clean, well-maintained, and dependable infrastructure.

## OBJECTIVE

1. Meet or exceed Federal and State water, sewer, and stormwater regulatory requirements and standards.

WORK PLAN	2020	2021	2022	2023	2024
A. Meet or exceed sewer discharge permit requirements.	●	●	●	●	●
B. Meet or exceed water quality requirements.	●	●	●	●	●
C. Meet or exceed stormwater quality requirements.	●	●	●	●	●
D. Submit annual water report to the City Council and residents.	●	●	●	●	●
E. Submit annual stormwater report to the City Council.	●	●	●	●	●
F. Complete minor update of the Stormwater Master Plan, including policies and project list.	●				
G. Complete comprehensive update of the Water Master Plan.	●				
H. Complete comprehensive update of the Wastewater Master Plan.		●			
I. Complete comprehensive update of the Stormwater Master Plan.					●
J. Update 5-Year Total Maximum Daily Load (TMDL) Plan and submit to Oregon Department of Environmental Quality.					●



**OBJECTIVE**

2. Plan and develop new facilities and infrastructure to meet current and long-range needs.

<b>WORK PLAN</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
A. Submit an annual 5-Year Capital Improvement Plan to the City Council for review.	●	●	●	●	●
B. Submit a report to the City Council by on grants available or submitted to fund the 5-Year CIP.	●	●	●	●	●
C. Plan North Shore and Pioneer Street improvements with Lane County.	●				
D. Complete construction of Lakeview Avenue Improvements from Pioneer Street to Moss Street.	●				
E. Complete construction of Main Street Improvements from Pioneer Street to Moss Street.	●				
F. Investigate Improved Broadband Service for Downtown Lowell.	●				
G. Complete design and construction of the Cannon Street Festival Area.		●			
H. Complete 4 <sup>th</sup> Street swale tree planting.		●			
I. Complete construction of Everly Street drainage improvements.			●		
J. Complete construction of sidewalks on 2 <sup>nd</sup> Street, 4 <sup>th</sup> Street, 6 <sup>th</sup> Street, Hyland Lane, and Cannon Street.				●	
K. Acquire property easements for western drainage improvements.					●

## OBJECTIVE

3. Reduce the lifecycle costs of equipment, facilities, and infrastructure by supporting a preventative maintenance program.

WORK PLAN	2020	2021	2022	2023	2024
A. Perform a quarterly maintenance inspection of the facilities.	●	●	●	●	●
B. Submit annual facility maintenance report to the City Council by December 31.	●	●	●	●	●
C. Develop GIS database of existing infrastructure, including water, sewer, stormwater and streets.	●				
D. Document maintenance program for all facilities, vehicles, and equipment.		●			

Figure 10: Lowell Sewer Treatment Plant



# EXCEPTIONAL QUALITY OF LIFE

Promote a clean, engaged environment where people feel safe and enjoy access to community amenities that support a high quality of life.

## OBJECTIVE

1. Develop and maintain parks, recreation, and library facilities for residents of all ages and abilities.

WORK PLAN	2020	2021	2022	2023	2024
A. Conduct a monthly safety inspection of parks and open spaces.	●	●	●	●	●
B. Consider disposition of surplus property in Paul Fisher Park, Rolling Rock Park, and corner Hyland/N. Shore.	●				
C. Develop green space connectivity network plan for pedestrian and bicycle pathways.	●				
D. Develop turf management plan to ensure City turf is maintained at an acceptable standard.	●				
E. Identify funding to support the development of new trail connections between local and regional parks.	●				
F. Budget additional resources, including staff and materials, for parks and facilities maintenance.	●				
G. Complete construction of the Railroad Corridor Trail, including parking, trail, tree thinning, and drainage.	●				
H. Complete construction of Rolling Rock Park – Phase 1, including regrading, irrigation, turf, and sidewalks.	●				
I. Complete design, construction and renovation of the Maggie Osgood Library.		●			



Figure 11: Rolling Rock Park and Cannon Street Festival Area Conceptual Plans

WORK PLAN	2020	2021	2022	2023	2024
J. Complete construction of Paul Fisher Park – Phase 1, including regrading, irrigation, turf, and sidewalks.		●			
K. Better identify and develop the path to Dexter Lake from Alder by adding signage and creating a more defined entrance.		●			
L. Pursue funding to support the development of a dock for non-motorized boats (i.e. kayaks) at Orchard Park.		●			
M. Convene exploratory meetings with partners to explore and clarify needs and capacity of each entity.		●			
N. Complete construction of Rolling Rock Park – Phase 2, including regrading, irrigation, turf, and sidewalks.			●		
O. Complete construction of Paul Fisher Park – Phase 2, including regrading, irrigation, turf, and sidewalks.				●	



## Park Visitation

# 94%

of respondents have been to a Lowell park at least once in the past year

Parks **most frequently visited on a monthly to weekly basis:**

- 1 Lowell State Park (40%)
- 2 Rolling Rock Park (39%)
- 3 Paul Fisher Park (33%)

**Top Park Activities:**



**How do residents get to parks?**

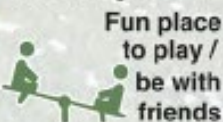


**Underserved Visitors**

Of all park visitors, residents agree **teenagers, people with disabilities, and children under 5** are least well served by parks.

## Kids & Parks

**Best thing about parks:**

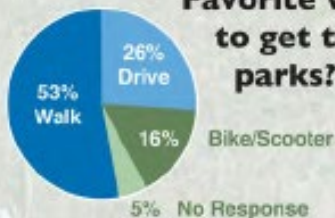


**Worst thing about parks:**



**37%** of kids surveyed feel safest at parks with adults or family present

**Favorite way to get to parks?**



## Park Funding

# 35% 43%

of respondents would support a new fee on their utility bill to pay for parks improvement

would potentially support a new fee, depending on its specifics (costs, etc.)



62% of residents who would support or potentially support a new fee would be willing to pay \$4-\$6 a month or more for a higher level of service

**Residents would prioritize spending on:**

- 1 Improving **existing** facilities & equipment
- 2 Park maintenance





Figure 12: Lowell Covered Bridge Tree Lighting

**OBJECTIVE**

2. Provide diverse recreation and library programming for residents of all ages and abilities.

WORK PLAN	2020	2021	2022	2023	2024
A. Host or financially support at least six community events each year that cater to residents and visitors of all ages.	●	●	●	●	●
B. Support an annual event to introduce youth and adults to water sports and showcase Dexter Lake.	●	●	●	●	●
C. Financially support the Lowell School District summer recreation program.	●	●	●	●	●
D. Create regularly scheduled library programming for residents of all ages.		●			
E. Encourage families to visit parks through advertising in print and social media to raise awareness of events.		●			
F. Develop “accessibility” checklist to ensure the City offers a wide range of events and programs.		●			

**OBJECTIVE**

3. Improve public safety by enhancing crime reporting, public outreach, and emergency preparedness planning.

WORK PLAN	2020	2021	2022	2023	2024
A. Provide reports on speeding from the new radar speed sign.	●	●	●	●	●
B. Purchase vehicle to increase patrols, stage around town, and provide coverage at public events.	●				
C. Partner with the Fire Department and/or School District to conduct emergency preparedness exercises.	●				
D. Coordinate with Lane County emergency management to develop and adopt a hazard mitigation plan.		●			
E. Purchase and install cloud-based video surveillance software to provide remote access for investigations.		●			



Figure 13: First Yard of the Month Award to Monica Thompson at 92 Wetleau Drive.



**OBJECTIVE**

4. Encourage community beautification by serving as an example and providing tools, incentives, and support.

WORK PLAN	2020	2021	2022	2023	2024
A. Submit a monthly status report on code enforcement actions to the City Council.	●	●	●	●	●
B. Distribute community outreach materials for code enforcement through social media and The Bridge.	●	●	●	●	●
C. Provide an annual report on the Yard of the Month, Community Grant, Green Waste Facility, and cleanups.	●	●	●	●	●

Figure 14: Lowell Beautification Day volunteers.

