



GOALS & OBJECTIVES

OVERVIEW

The goals and objectives described in this chapter define the park and recreation services Medford provides and aims to achieve. These goals and objectives were derived from input received throughout the planning process, from city staff and officials, the Parks and Recreation Commission, community members and stakeholders.

GOALS, POLICIES & OBJECTIVES

Taken together, the goals and objectives provide a framework for the Parks, Recreation and Open Space Plan. A goal is a general statement describing an outcome the City wishes to provide. Goals typically do not change over time unless community values shift. Policies are more specific, measurable statements that describe a means to achieving the stated goals. Implementation measures are specific objectives intended to implement and achieve the goals and policies and are contained in subsequent chapters of the Plan. The Medford Comprehensive Plan outlined a number of policy statements pertinent to the provision of parks and recreation and for land stewardship and were a starting reference for the detailed policies and objectives in this Plan.

Vision, Mission & Values

A clear vision statement guides the Medford Parks and Recreation Department.

“We provide a system of attractive, safe, clean, accessible, interconnected parks throughout the city and coordinate a variety of passive and active recreational activities.”

The Department's mission statement is held in the context of the City of Medford's mission statement for “*Continuous improvement and customer service*” - Inspiring the Department to evolve over time to greater service to the citizens of Medford.

“Create healthy lives, happy people and a strong community.”

This vision, mission and the core values of the Department guided the development of the goals and policies for this Plan, and as noted earlier in the Plan the core values include the following:

- **Innovation** – The Department encourages an organizational culture that values new ideas and is not afraid of change or a different way of doing things. We're nimble enough to move resources to meet the changing needs of our customer, community and staff.
- **Community Enrichment** – We provide opportunities for activities, life-long learning and stewardship of quality public spaces that enhance the lives of the community we serve. We work, so many can play.
- **Excellence** – We're laser focused and consistently challenge ourselves to perform every task at the highest level capable by each team member, inspired to do better and be better. We enlist national accreditation standards, which enable the Department to implement best practices in all functions of the organization.
- **Exceptional Customer Service** – Our staff is empowered to make informed decisions and provide creative solutions for our customers. Many of these decisions are gained through experience and creating a culture based on listening and balancing needs in order to exceed our customer's expectations.

Policies & Implementation Strategies

The following pages detail specific policies and strategies in support of the City's goals for its parks and recreation system.



SYSTEM GROWTH & STEWARDSHIP

Goal 1: To provide for a full range of recreational activities and opportunities to meet the needs of all residents of Medford.

Policy 1-A: The City of Medford shall use the Parks Element as a factual basis in the land use decision-making process.

Implementation 1-A (1): Coordinate with the Planning Department to implement the LSP as part of the Comprehensive Plan.

Policy 1-B: The City of Medford shall recognize the social and economic value of other providers in the City and nearby county, state and national recreation resources that provide recreation for Medford residents, create tourist expenditures within the City of Medford, and attract businesses and industries to the City.

Implementation 1-B (1): Provide park and recreation programs that complement nearby county, state and national recreation resources.

Policy 1-C: The City of Medford shall be a primary provider of recreation programs and services community-wide.

Implementation 1-C (1): Provide park and recreation facilities to support community programming needs.

Implementation 1-C (2): Provide program services to all ages, abilities, and economic and cultural backgrounds.

Implementation 1-C (3): Expand the City's role as a primary provider of recreation programs and services and increase programming to meet changing demographics and growing community needs.

Implementation 1-C (4): Monitor local and regional recreation trends to ensure community needs and interests are addressed by available programming.

Implementation 1-C (5): Maintain the aquatics facilities at Jackson Pool until it is renovated or replaced.

Implementation 1-C (6): Pursue opportunities to develop an indoor aquatic facility and recreation center, potentially in partnership with other organizations or agencies. Consider financial feasibility and long term operations needs prior to design or construction of any new facility.

Policy 1-D: The City of Medford shall provide and acquire parklands necessary to adequately serve the City's current and future population based on adopted service levels.

Implementation 1-D (1): Provide parks to meet the service standard of 1.56 acres of developed neighborhood parks per 1,000 persons and 2.75 acres of developed community parks per 1,000 persons.

Implementation 1-D (2): Strive to provide equitable park distribution and prioritize park acquisition in underserved areas where households are more than ½-mile from a developed park.

Implementation 1-D (3): Seek parkland identified within this plan, in both developed and undeveloped areas, to secure suitable locations for new parks to serve future residents. Evaluate opportunities to acquire lands declared surplus by other public agencies for park and recreation use if such land is located in an area of need or can expand an existing City property and can be developed with site amenities listed in the *Guidelines for Site Selection and Development* (see Appendix E).

Implementation 1-D (4): Prioritize park acquisition in areas of the City facing population growth and residential and commercial development.

Implementation 1-D (5): Implement the Southeast Medford Area Plan Map with regard to greenway paths/trails, parks, and recreation facilities.

Implementation 1-D (6): Evaluate opportunities to acquire lands declared surplus by other public agencies for park and recreation use if such land is located in an area of need or can expand an existing City property.

Policy 1-E: Use traditional and new funding sources to adequately and cost-effectively maintain and enhance the quality of Medford’s park and recreation system.

Implementation 1-E (1): Maintain and seek to expand general fund support of parks, recreation programs and maintenance.

Implementation 1-E (2): Offer programs at a range of costs (free, low-cost, full price) and implement other strategies to ensure program affordability, while meeting city financial goals.

Implementation 1-E (3): Maintain and enhance program scholarships and other mechanisms to support recreation access for low-income residents.

Implementation 1-E (4): Pursue alternative funding options and dedicated revenues for the acquisition and development of parks and facilities, such as through private donations, sponsorships, partnerships and grant sources, as well as the retention and reallocation of existing revenue sources currently used for debt service.

Implementation 1-E (5): Consider the use of voter-approved initiatives, such as bonds and levies, to finance the development of additional facilities and significant park upgrades.

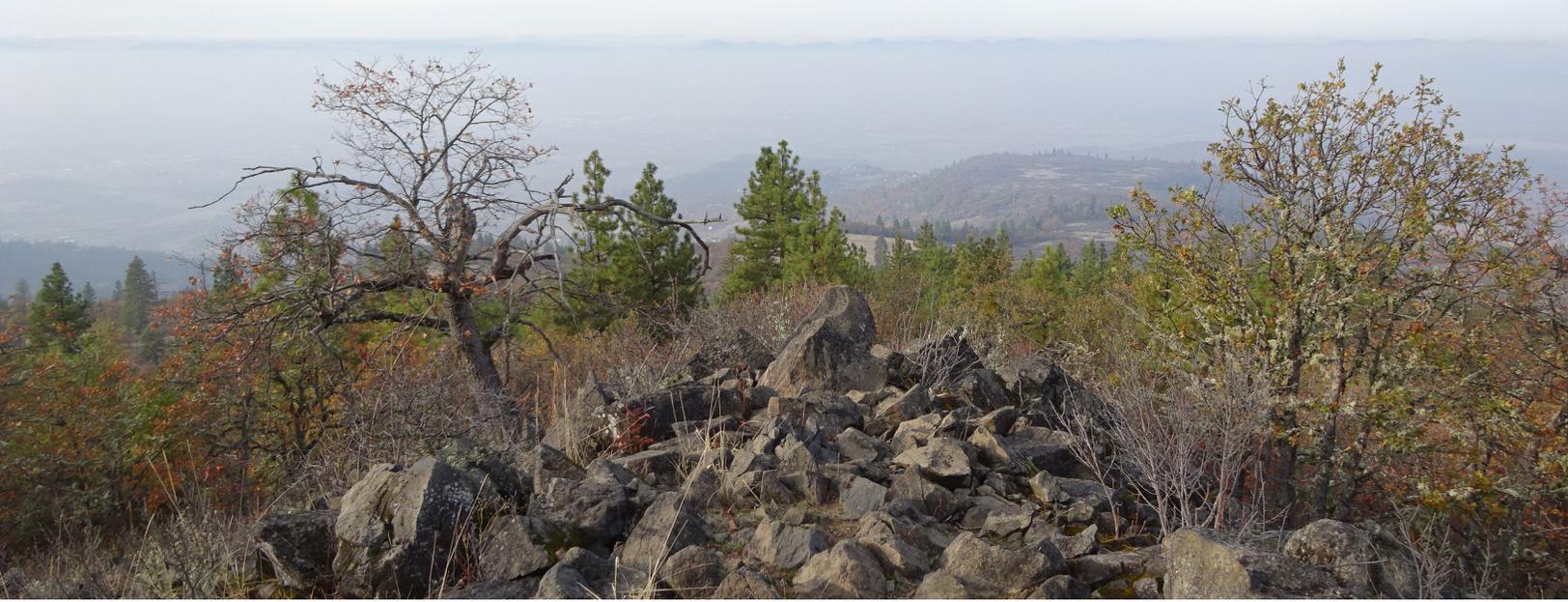
Implementation 1-E (6): Examine the feasibility for and potential benefits of a Park & Recreation District to fund and manage certain park and recreation facilities, such as an indoor aquatics facility.

Implementation 1-E (7): Review, and if necessary update, use and rental fees on a periodic basis to reflect market rates.

Implementation 1-E (8): Establish more revenue-generating programs to increase program funding to subsidize other programs and services.

Implementation 1-E (9): Consider developing additional rental facilities, such as reservable picnic areas, wedding sites and meeting rooms, to meet community needs and generate additional operating resources.

Implementation 1-E (10): Facilitate compatible, revenue-producing concession facilities and services within parks that enhance visitor use and enjoyment of the City’s parks.



NATURAL AREAS MANAGEMENT

Goal 2: To preserve natural resources in the Medford Urban Growth Boundary that provide open space or have unique recreational potential, encouraging development with parks and recreation facilities if appropriate.

Policy 2-A: The City of Medford shall seek to preserve significant natural areas to meet outdoor recreation needs, provide opportunities for residents to connect with nature, and meet habitat protection needs.

Implementation 2-A (1): Develop a long-range public open space plan in partnership with the Planning and Public Works Departments and RVCOG that provides for an interconnected system of creek corridors, greenways, wetlands, and other significant natural resource areas.

Implementation 2-A (2): Develop and implement natural resource management plans for significant natural areas within parks and other City-owned or controlled lands, such as oak savanna, riparian areas, and wetlands, to identify management priorities and to guide acquisition, development and restoration decisions.

Policy 2-B: The City of Medford shall give special consideration to the Bear Creek Greenway corridor, in order to protect this dynamic natural and recreational resource for the enjoyment of present and future generations.

Implementation 2-B (1): Maintain and expand partnerships for the ongoing maintenance and restoration of the Bear Creek Greenway.



Credit: ZabMilenko/Wikipedia Commons; Source: ijpr.org

Policy 2-C: The City of Medford shall give special consideration to Prescott Park, in order to protect this dynamic natural and recreational resource and most significant scenic view for the enjoyment of present and future generations.

Implementation 2-C (1): Follow the recommendations of, and periodically update, the Prescott Park Management Plan.

Implementation 2-C (2): Pursue land additions or parcel reconfigurations for Prescott Park, as opportunities become available, to enhance access or site development opportunities.

Implementation 2-C (3): Pursue inclusion of Prescott Park in the Medford Urban Growth Boundary for eventual inclusion within the City of Medford.

Implementation 2-C (4): Enhance access and public enjoyment of Prescott Park by implementing the Prescott Trails Plan and developing appropriate facilities to enhance appreciation of natural resources, the outdoors, and Medford's unique environment.



BIKE & PEDESTRIAN OPPORTUNITIES

Goal 3: To provide recreational opportunities within parks and connectivity to parks through a path and trail system that is well integrated with the community.

Policy 3-A: The City of Medford shall seek to develop a network of shared-use pedestrian and bicycle paths and trails to promote their important recreational uses within parks and enable connectivity between parks, neighborhoods, public amenities, and major pedestrian and bicycle routes identified in the Transportation System Plan and Southeast Circulation Plan.

Implementation 3-A (1): Coordinate recreational path and trail system planning and development with the City's and Jackson County's Transportation System Plan and Southeast Plan to provide a comprehensive pedestrian and bicycle network.

Implementation 3-A (2): Integrate the siting of proposed path and trail segments into the development review process; require development projects along designated routes to be designed to incorporate path and trail segments as part of the project.

Implementation 3-A (3): Facilitate and provide for a high degree of pedestrian and bicycle connectivity from major shared-use paths, such as the Bear Creek Greenway, to parks and other destinations.

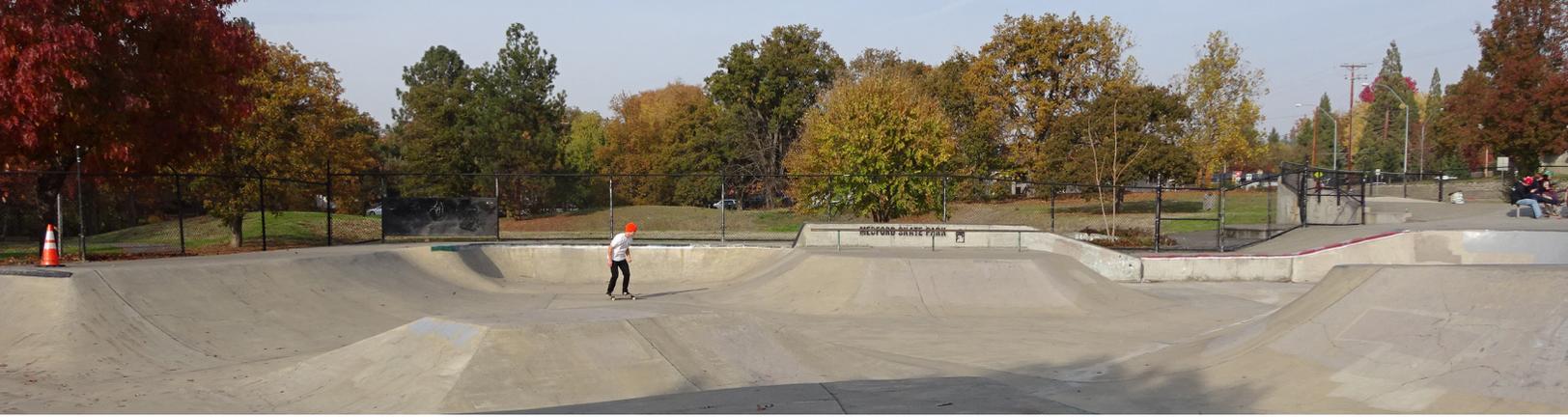
Implementation 3-A (4): Develop the Southeast Area greenway paths shown in the adopted SE Area Neighborhood Circulation Plan Map.

Implementation 3-A (5): Implement the Prescott Park Trails Plan in phases as funding and park infrastructure are available.

Implementation 3-A (6): Partner with local utilities, public agencies and private landowners to secure easements and access to open space for path and trail connections.

Implementation 3-A (7): Implement standards for route and wayfinding signage and associated facilities and informational maps and materials identifying existing and planned path and trail facilities.

Implementation 3-A (8): Provide trailhead accommodations, as appropriate, to include parking, signage, restrooms and other amenities.



MANAGEMENT & MAINTENANCE

Goal 4: To coordinate park and recreation planning, acquisition, maintenance, and development in the City of Medford to serve a broad spectrum of citizen and institutional interests.

Policy 4-A: The City of Medford shall design and maintain parks and recreation facilities in a safe, attractive manner, to serve as positive amenities for the community and the neighborhoods in which they are located.

Implementation 4-A (1): Utilize and periodically update the Guidelines for Site Selection and Development for the acquisition and/or development of parks within each park classification, and include the review of development guidelines and site plans by the Parks Maintenance Division.

Implementation 4-A (2): Implement a consistent park signage program for use throughout the system and consider installation of updated standards for park entry signs and specialized signage such as mileage markers along trails and pathways.

Implementation 4-A (3): Consider design elements that enable parks to be used year-round, including picnic shelters and playground shade structures.

Implementation 4-A (4): Design, improve and maintain parks and facilities in a manner that conserves energy and other resources and maximize efficient maintenance practices.

Implementation 4-A (5): Design and maintain parks and facilities to offer universal accessibility for residents of all physical capabilities, skill levels and age.

Implementation 4-A (6): Incorporate sustainable development and low impact design practices into the design, planning and rehabilitation of new and existing facilities.

Implementation 4-A (7): Examine opportunities to locate a Parks maintenance facility east of Interstate 5 to facilitate enhanced efficiency in the maintenance of east Medford sites and facilities.

Policy 4-B: The City of Medford shall evaluate and design park and recreation facilities to minimize operation and maintenance costs.

Implementation 4-B (1): Review and consider the projected maintenance and operations costs when developing new facilities or redeveloping existing facilities prior to initiating design development.

Implementation 4-B (2): Consider maintenance costs, including transportation and loading/unloading of equipment, before acquiring stand-alone or isolated park sites smaller than one acre.

Implementation 4-B (3): Seek and implement opportunities for acquisition and use of contiguous school and park sites for recreational purposes beneficial to both City and the School District.

Policy 4-C: The City of Medford shall actively manage its park and recreation assets through a regular schedule of maintenance and capital renewal efforts to optimize use, reduce unplanned reactive maintenance and protect public investment.

Implementation 4-C (1): Allocate an average minimum maintenance cost per acre annually for maintenance of each park type and seek to increase maintenance funds using this guideline as new amenities or facilities are added to the City's system.

Implementation 4-C (2): Update the Maintenance and Operations Management Standards Plan, as necessary, to ensure parks, facilities and equipment are maintained in a manner that keeps them safe and attractive; repair or remove damaged components immediately upon identification.

Implementation 4-C (3): Maintain a standardized and systematic inventory and assessment of park system infrastructure, including quantity, location, condition and expected useful life.

Implementation 4-C (4): Implement and finance the upgrades for ADA compliance as noted in the ADA Transition Plan to ensure a safe, secure and accessible park infrastructure.

Implementation 4-C (5): Consider creation of a Natural Resources Division to focus efforts toward natural area management and restoration, and urban forestry related needs.

Implementation 4-C (6): Update the Natural Resource Management Plans and Procedures manual, as necessary to address Integrated Pest Management and other best practices for site management of City-owned or controlled properties.



PARTNERSHIPS

Goal 5: To enhance and support partnerships that leverage Medford's human, social and physical capital to improve recreation opportunities for residents.

Policy 5-A: The City of Medford shall continue to pursue and maintain effective partnerships with neighboring cities, Jackson County, Medford School District, other governmental agencies, and private and non-profit organizations to plan and provide recreation activities and facilities and maximize opportunities for public recreation.

Implementation 5-A (1): Develop and maintain inventories and evaluations of shared athletics and recreation facilities.

Implementation 5-A (2): Pursue or enhance partnerships with the Medford School District to maximize public use of recreation facilities on school sites, especially athletic fields and gymnasiums, and to utilize school grounds as parks in areas where parkland distribution deficiencies exist.

Implementation 5-A (3): Attempt to partner with Jackson County, the State of Oregon and others to provide regional facilities.

Implementation 5-A (4): Coordinate with public, private and non-profit providers, such as organized sports leagues, to plan for projects to enhance and maintain athletic field facilities.

Implementation 5-A (5): Explore partnership opportunities with local hospitals and businesses to develop, fund, and promote park, recreation and wellness activities, programs and amenities.

Implementation 5-A (6): Encourage collaboration among local art, business, education, tourism, city beautification and recreation interests.

Policy 5-B: The City of Medford shall partner with public safety agencies in order to address community perceptions regarding safety in parks and greenways.

Implementation 5-B (1): Coordinate with the Medford Police Department to develop a volunteer program that recruits and trains citizens to serve as park hosts.



AESTHETICS

Goal 6: To maintain and enhance community livability in Medford by promoting the aesthetic quality of the urban environment.

Policy 6-A: The City of Medford shall recognize trees as valuable amenities that contribute to the livability of our city through the proper selection, placement, preservation and maintenance of trees along our streets, in open spaces, and in parks.

Implementation 6-A (1): Provide a mechanism for a tree recognition program.

Policy 6-B: The City of Medford shall require the provision and continued maintenance of appropriate landscaping in conjunction with new development.

Implementation 6-B (1): Consider and advocate for a revision to the Medford Municipal Code to promote sustainable and cost effective maintenance and management of right-of-way landscape areas.

Policy 6-C: The City of Medford shall encourage the establishment of public art in parks, on public grounds, and in public buildings.

Implementation 6-C (1): Investigate mechanisms for displaying art in public places.



ENGAGEMENT & COMMUNICATIONS

Goal 7: To encourage and support active and on-going participation by diverse community members in the planning and decision-making for parks and recreation.

Policy 7-A: The City of Medford shall endeavor to involve residents and stakeholders in park and recreation facility planning, design and recreation program development to solicit community input, facilitate project understanding and build public support.

Implementation 7-A (1): Use a diverse set of communication and informational materials and employ innovative strategies to improve community involvement in park and recreation planning efforts, including in-person meetings and events, signage, print programs and materials, and electronic communication (e.g. website, newsletters, social media)

Implementation 7-A (2): Promote and distribute information about recreational activities, education programs, community services and events, and volunteer activities sponsored by the City and partner agencies and organizations.

Implementation 7-A (3): Identify under-represented segments of the community and work to improve their capacity to participate in park planning and decision-making.

Implementation 7-A (4): Support the Parks & Recreation Commission as the forum for public discussion of parks and recreation issues.

Implementation 7-A (5): Survey, review and publish local park and recreation preferences, needs and trends at least once every five years.

Implementation 7-A (6): Collaborate with the City's economic development staff and regional tourism staff to promote Medford's events, parks, trails and facilities.