

MEDFORD **PARKS & RECREATION**

HEALTHY LIVES. HAPPY PEOPLE. STRONG COMMUNITY.

STRATEGIC PLAN 2010-2016



Updated June 7, 2016

1. INTRODUCTION ---

The City of Medford Parks and Recreation Department Strategic Planning Task Force developed this adaptation of the Parks, Recreation and Leisure Services Plan and City Vision Strategic Plan into this one comprehensive document. The purpose of the Department's Strategic Plan is to clearly articulate where we intend on being in the next ten to fifteen years, provide a realistic assessment of where we are now, and direct the department on how we are going to get "there from here".

This document includes the vision and mission of the Department; an assessment of our strengths, weaknesses, assets and threats as well as our core values, goals, policies, and implementation strategies. These elements determine the direction of the department, as well as permeate the actions and thinking of every activity within the Department. The goals and strategic priorities guide decision-making and are a commitment to achieving the mission statement.

As a part of the 2012 CAPRA certification effort, the Parks and Recreation Department came to understand the need for separating out specific information adopted in a variety of documents, placing them into one document; this Strategic Plan. The information has existed for years in separate documents, and is now contained in one document titled the Strategic Plan

The City of Medford Parks and Recreation Department has been guided by two substantial documents through its recent history: The Parks, Recreation and Leisure Services Plan as well as the Natural Environment section of the City of Medford Vision Strategic Plan. These documents have been the basis for several of the department's "living documents"; the twenty five-year, six year and biennia (budget) plans. The goals, policies, and implementation strategies have been guided by these documents; reviewed, updated, and revised in a number of ways.

In addition to biennia and 6-year updates to the plan, the department regularly updates and implements the plan, as a function of opportunity. The recreation division has an ongoing commitment to keeping their portion of the Strategic plan current by responding to program requests through program surveys. The department conducts monthly door-to-door surveys, has a database of comments, and actively seeks comments during program events and at the completion of recreation classes.

This plan will continue to be a "living document" in its new form, consisting of *multi-year Parks and Recreation guiding documents for each Parks Department Division which are reviewed, updated, and revised on an ongoing basis.

*CAPRA NOTE: We are just now in the process of submitting 2017-2019 budgets and once they are approved these referenced documents will be included and document annotated where appropriate.

2. VISION STATEMENT

Staff Recommendation

Update the vision statement to the following:

The City of Medford Parks and Recreation Department Vision Statement is

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

3. MISSION STATEMENT ---

The City of Medford Parks and Recreation Department mission statement is to:

Create healthy lives, happy people and a strong community.

This departmental 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.

4. CORE VALUES ---

Staff Recommendation

Replace the previous core values with the department Pillars. Also to replace the order of the Pillars in order for staff to better remember and identify our core values:

The City of Medford Parks and Recreation Department Core Values constitute the fundamental beliefs of the organization.

As a primary parks and recreation program and service provider in the Rogue Valley, the City of Medford Parks and Recreation Department makes every effort to adhere to the following core values:

I – Innovations

C – Community Enrichment

E – Excellence

E – Exceptional Customer Service

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 experiences and creating a culture based on listening and balancing needs in order to exceed our customer's expectations.

5. S.W.O.T. ANALYSIS

Staff Recommendation

Through an extensive review by department staff (January-March 2016) the following update to the S.W.O.T. analysis is recommended. This analysis should be reviewed and updated as part of the process for developing the updated department Strategic Plan set to be completed by October 2016 and after the completion of the Leisure Services Plan update.

Strengths

- **Staff Productivity**
 - Staff is driven, creative and dedicated
 - Functional zone maintenance teams
 - 60% of full time staffing levels as to comparable cities
 - Ability to adapt to change
 - Organizational culture
- **High Quality Product**
 - High levels of measured customer satisfaction of programs and parks
 - CAPRA
 - Facilities and programs
- **Fiscal Management & Creative Resources**
 - Expanded the use of alternative revenue sources to include staffing
 - Ability to pay-off debt service early if necessary
 - Continuous expansion of programs and park facilities

Weakness

- **Staffing**
 - Need to expand full-time levels
 - Competitive wages for part-time staffing
 - Communication between divisions
 - Span of control for supervision

- Continuing education and training for professional growth
- **Facilities**
 - Need for rehabilitation of existing parks
 - Functional aquatic and recreation center that meets community needs
 - Tired equipment
- **Policy Makers & CMO Perceptions**
 - Everything is a battle – especially with other departments
 - Separation of Parks & Facilities
 - Making decisions that impact the department without first discussing

Opportunities

- **Operations and Culture**
 - Quality over Quantity
 - CAPRA re-accreditation
 - Focus on Parks and Recreation services only
 - Become community leaders in sustainability
 - Celebrate our wins
- **Succession Planning & Staffing**
 - Provide continuing education and training
 - Improve span of control with Park Maintenance division
 - Improve staff onboarding and orientation as part of hiring process
 - Documenting institutional knowledge
- **Establishing Better Partnerships**
 - Expand to outside of City departments
 - Potential to expand sponsorships to include equipment for maintenance
 - Utilizing volunteers
 - Gain support and cooperation to solve city problems
 - Define lines of responsibility between Parks and Facilities

Threats

- **Maintenance, Equipment and Staff Working Space**
 - Limitations in technology with no ability to use outside vendors
 - Not keeping up with investments made in parks
 - Lack of work space
 - Potential requirement to contract more services
- **Taking on Additional Duties Without Help**
 - Being required to develop new parks and programs without additional full-time staff
 - Losing staff to burnout
- **Financial**
 - PERS
 - Minimum wage increase – cost of business plus compression issues
 - Health care requirements for part-time staff
 - Increase to in-direct cost allocation in order to pay for other City services
 - Reduction in the use of alternative revenue sources for parks and recreation needs
- **Filling Positions**

- Making our positions attractive to Millennials and other categories
- Lack of cultural and recreational attractions to draw people to the region
- Not staying abreast with trends in recruitment practices

6. STRATEGIC PLAN SPECIFICS

GOALS, POLICIES, AND IMPLEMENTATION STRATEGIES

The goals, policies, and implementation strategies listed below create a framework for the realization of the Parks and Recreation Vision and Mission Statements and also will help measure its success. These were updated in 2010 and taken from the Parks, Recreation and Leisure Services Plan upon adoption into the Public Facilities Element of the City of Medford’s Comprehensive Plan.

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.

Lead Staff	Timeline	Performance Measures
Brian Sjothun & Pete Young	On-going Policy should be kept in all future updates to Leisure Services and Strategic Plans	Used for all master plans and Conditional Use Permits <ul style="list-style-type: none"> • 2010 – Oregon Hills Park • 2011 – Union Park • 2012 – Pear Blossom • 2013 – Hawthorne Park • 2014 – Liberty Park • 2015 – Cedar Links Park • 2016 – Kennedy Park

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.

Lead Staff	Timeline	Performance Measures
Brian Sjothun & Rich Rosenthal	On-going Policy should be kept and updated as part of 2016 Leisure Services Plan process.	Ongoing review and implementation of CAPRA standard 6.1.6 – Cooperative Programming.

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

Lead Staff	Timeline	Performance Measures
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Rich Rosenthal	On-going. Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	Ongoing review and implementation of CAPRA standard 6.1.6 – Cooperative Programming.
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Implementation 1-B (2): Pursue partnerships as a key means for leveraging community resources and minimizing duplications of effort.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	On-going Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	Ongoing review and implementation of CAPRA standard 6.1.6 – Cooperative Programming. Ongoing review and implementation of CAPRA standard 3.4.2 – Community Relations Plan

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

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	On-going Policy should be kept and updated as part of 2016 Leisure Services Plan process.	CAPRA 6.1 (Recreation Program Plan) and CAPRA 6.3 (Scope of Program Opportunities) outline departmental efforts.

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

Lead Staff	Timeline	Performance Measures
Brian Sjothun Pete Young	On-going Implementation should be updated as part of 2016 Leisure Services Plan process.	2008 – Completed Phases 1 & 2 of U.S. Cellular Community Park 2008 – Completed Santo Community Center Expansion 2009 – Completed Phase 3 of U.S. Cellular Community Park 2013 – Pear Blossom Park completed 2014 – Completed Phase 4 of U.S. Cellular Community Park 2015 – Hawthorne Park rehabilitation completed

Implementation 1-C (2): 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.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	On-going Implementation should be kept as part of the 2016 Leisure Services Plan update.	2012 and 2014 – Medford Parks and Recreation Commission reviews and approves CAPRA 6.1 – Recreation Program Plan, a comprehensive policy document outlining departmental programming efforts.

Implementation 1-C (3): Establish more revenue-generating programs to increase program funding to help fund or subsidize other programs and services.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal Brian Sjothun	2016 – CAPRA 6.3 and cost recovery will be completed by October Implementation should be kept as part of the 2016 Leisure Services Plan update.	2008 – USCCP opens, providing department with a key new venue to conduct revenue-generating leagues and tournaments. 2009 – Department successfully advocates for a full-time resource development position. 2011, 2013 and 2014 – The Medford Parks and Recreation Commission reviews and approves CAPRA 6.3 – Scope of Program Opportunities, including the departmental cost recovery model.

Implementation 1-C (4): Provide a new water park to generate additional revenue and to meet a growing, community-wide demand for aquatic services.

Lead Staff	Timeline	Performance Measures
Brian Sjothun	2006 – 2012 COMPLETED Water park concept should not be included in the update to the Leisure Services Plan.	2010 – Completed master plan for water park option 2012 – Lost bond measure to provide for some water park elements

Implementation 1-C (5): In the long-term, consider an indoor recreation center/aquatic facility to help meet future community needs for swimming, gymnasium, and programming space.

Lead Staff	Timeline	Performance Measures
Brian Sjothun	Ongoing 2016 – Recreation Facilities	2007 – Completed Aquatics Master Plan with recreation center elements

	Committee to determine direction. Possibly add to six-year project list as part of Leisure Services Plan update.	<p>2008 – Completed gymnasium and facility improvements to Santo Community Center</p> <p>2010 – Completed improvements to Carnegie Building for programming/meeting space</p> <p>2011 – Developed options for community swimming facilities</p> <p>2012 – Lost bond measure that would have provided two swimming pools</p>
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Implementation 1-C (6): Consider other financing approaches, including a general obligation bond, to fund the development of additional facilities and significant park upgrades.

Lead Staff	Timeline	Performance Measures
Brian Sjothun	<p>2016-17 Determine if bond measure for 2018 is feasible.</p> <p>2016 – Develop long-range revenue and expense projections for alternative revenue sources.</p> <p>Leisure Services Plan update should include this implementation strategy as well as recommendation on uses.</p>	<p>2006 – Expanded Park Utility Fee in order to cover debt service payments for U.S. Cellular Community Park and Santo Community Center.</p> <p>2006 – Created Car Rental Tax for debt service for U.S. Cellular Community Park and Santo Community Center</p> <p>2012 – Lost bond measure that would have provided funding for two aquatic centers</p> <p>2013 – Increased Car Rental Tax for debt service to final phase of U.S. Cellular Community Park</p>

Policy 1-D: The City of Medford shall provide park land and facilities conveniently located and economically accessible to all members of the community.

Lead Staff	Timeline	Performance Measures
Brian Sjothun	<p>On-going</p> <p>Policy should be kept and updated</p>	<p>2007 – Completed Summerfield Park</p> <p>2016 LSP Walkshed map identifies</p>

	as part of 2016 Leisure Services Plan process.	gaps in accessibility.
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Implementation 1-D (1): Locate parks and facilities in underserved areas.

Lead Staff	Timeline	Performance Measures
Brian Sjothun	On-going Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	2012 – Acquired Cedar Links Park site. 2013 – Acquired land for future greenway trail in SE Area. 2014 – Parks & Recreation Commission prioritized areas for future park sites. 2015 – Acquired new SE Area Park site.

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

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	On-going 2016 – Update to CAPRA 6.3 scheduled Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	CAPRA 6.1 (Recreation Program Plan) and CAPRA 6.3 (Scope of Program Opportunities) outline departmental efforts.

Implementation 1-D (3): 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.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	2016 – CAPRA 6.3 and cost recovery will be completed by October. Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	2011, 2013 and 2014 – The Medford Parks and Recreation Commission reviews and approves CAPRA 6.3 – Scope of Program Opportunities, including the departmental cost recovery model.

Implementation 1-D (4): Implement the *Southeast Medford Area Plan Map* with regards to greenway paths/trails, parks, and recreation facilities.

Lead Staff	Timeline	Performance Measures
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Brian Sjothun	On-going Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	2007 – Completion of Summerfield Park. 2013 – Acquired land for future greenway trail in SE Area. 2015 – Acquired new SE Area Park site. 2016 – Recommendation to City Council for inclusion of portions of SE Area for Urban Growth Boundary expansion.
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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 emphasize acquiring park land having natural features or resources that need protection or are of significant interest to the public.

Lead Staff	Timeline	Performance Measures
Brian Sjothun Pete Young	This policy should be examined closely and consideration given to not include in the 2016 Leisure Services Plan process.	Acquisition funding has historically been difficult for these lands; and Often based on donations of riparian corridor and wetlands.

Implementation 2-A (1): The City should seek to acquire riparian corridors where feasible to protect these natural resources and to offer potential sites for path/trail development.

Lead Staff	Timeline	Performance Measures
Pete	On-going Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	Partnership with Public Works in developing Larson Creek Path. Examples of partnerships with private sector are Navigator’s Landing and in SE Area Plan.

Implementation 2-A (2): Develop effective 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.

Lead Staff	Timeline	Performance Measures
Pete Young Tim Stevens Adam Airoidi	On-going 2016-17 – Develop natural resource	CAPRA 7.9 – Natural Resource Management Plans and Procedures are in place.

Brian Sjothun	<p>management plans for oak savanna, riparian areas and wetlands.</p> <p>Implementation should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to add Natural Resources to the department structure in order to maintain these areas.</p>	<p>Riparian Corridor Ordinance 10.920-10925 protects fish bearing resource.</p> <p>2010 Prescott Park Management Plan Update.</p> <p>Acquisition is usually based on donations with ongoing interest in acceptance of these lands when donated.</p>
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Policy 2-B: The City of Medford shall give special consideration to the Bear Creek corridor in order to protect this dynamic natural and recreational resource for the enjoyment of present and future generations.

Lead Staff	Timeline	Performance Measures
Adam Airoidi Pete Young Brian Sjothun	<p>On-going.</p> <p>Implementation should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to potentially add other public service agencies to assist with funding for enhancement.</p> <p>Recommendation to potentially increase Park Utility Fee for full-time maintenance of Bear Creek corridor.</p>	<p>2009-2016 Partnerships with Rogue Valley Council of Governments, Oregon Stewardship, Lomakatsi and Watershed Council has led to enhancements in this corridor.</p> <p>2015 – Restoration plantings near Barnett, Willamette, Jackson Streets, McAndrews Avenue and U.S. Cellular Community Park.</p> <p>2016 – Hazard tree assessment, abatement and planting near USCCP and Railroad Park.</p>

Implementation 2-B (1): Directly and/or cooperatively acquire and plan appropriate park and recreation sites and public access along the Bear Creek corridor.

Lead Staff	Timeline	Performance Measures
Pete Young	<p>On-going</p> <p>This implementation should be examined closely and consideration given to not include in the 2016 Leisure Services Plan process.</p> <p>Nearly all available sites have been acquired that would be appropriate</p>	<p>2013 – Rogue Valley Council of Governments contracted and delivered restoration recommendations.</p> <p>2014-2016 – Hawthorne Park rehabilitation project contributed to this strategy.</p>

	for public access.	2014-2016 – Partnership with Oregon Stewardship for management of these areas.
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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.

Lead Staff	Timeline	Performance Measures
Pete Young Adam Airoidi	On-going 2016-17 – Completion of Phase 1 of Trails Plan, featuring nearly 11 miles of new trails, parking lot and restroom facility. Policy should be kept and updated as part of 2016 Leisure Services Plan process.	2009 – Prescott Park Management Plan updated to include maintenance and protection of natural resources. 2011 – Challenge Course completed with protection of natural areas implemented. 2015 – Prescott Park Conceptual Trails Plan approved. 2016 – Approval from Jackson County Board of Commission for park master plan.

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

Lead Staff	Timeline	Performance Measures
Pete Young Adam Airoidi Brian Sjothun	On-going 2016-18 – Continue with Fire Fuel Reduction program. 2016-17 – Completion of Phase 1 of Trails Plan, featuring nearly 11 miles of new trails, parking lot and restroom facility. Implementation should be kept and updated as part of 2016 Leisure Services Plan process. Recommendation to update the plan after the completion of Phases 1 and 2 of trails plan.	2009 – Prescott Park Management Plan updated. 2009 – ODF grant funded fuel reduction completed. 2011 – Challenge Course completed with protection of natural areas implemented. 2015 – Prescott Park Conceptual Trails Plan approved. 2016 – Community Justice fuel reduction in partnership with Medford Fire and Rescue.

Implementation 2-C (2): Pursue land additions to Prescott Park when opportunities become available.

Lead Staff	Timeline	Performance Measures
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Pete Young Brian Sjothun	On-going Implementation should be kept and updated as part of 2016 Leisure Services Plan process. Recommendation to seek easements from Pacific Power for trail development from Oregon Hills Park to Prescott Park.	2007 – Department received an offer for land swap. This was not approved due to Federal restrictions on the Prescott Park property.
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Implementation 2-C (3): Pursue inclusion of Prescott Park in the Medford Urban Growth Boundary for eventual inclusion within the City of Medford.

Lead Staff	Timeline	Performance Measures
Pete Young Brian Sjothun	2015-2017 Complete by 2017	2015 – Inclusion into the UGB was recommended by Planning Commission.

Implementation 2-C (4): Increase access and public enjoyment of Prescott Park by developing appropriate facilities to enhance appreciation of natural resources, the outdoors, and Medford’s unique environment. Until included within the Medford Urban Growth Boundary, improvements within Prescott Park must comply with Jackson County land use regulations, as well as state rules and statutes, which may limit the extent of improvements on land outside of UGBs.

Lead Staff	Timeline	Performance Measures
Pete Young Brian Sjothun	On-going 2016-18 – Continue with Fire Fuel Reduction program. 2016-17 – Completion of Phase 1 of Trails Plan, featuring nearly 11 miles of new trails, parking lot and restroom facility. Implementation should be kept and updated as part of 2016 Leisure Services Plan process. Recommendation to update the plan after the completion of Phases 1 and 2 of trails plan. Consider combining 2-C(1) & 2-C(4).	2009 – Prescott Park Management Plan updated. 2009 – ODF grant funded fuel reduction completed. 2011 – Challenge Course completed with protection of natural areas implemented. 2015 – Prescott Park Conceptual Trails Plan approved. 2016 – Approval of park master plan by Jackson County Board of Commission.

Goal 3: To provide an interconnected park and recreation system that is well integrated with the community.

Policy 3-A: The City of Medford shall seek to develop a major intra-community system of paths to provide linkages between parks, neighborhoods, community facilities, schools, and open space sites.

Lead Staff	Timeline	Performance Measures
Pete Young	On-going Policy should be kept and updated as part of 2016 Leisure Services Plan process.	2016 - LSP Walkshed Map identifies gaps in accessibility; and Ongoing- effort to identify and acquire links.

Implementation 3-A (1): Seek links to other transportation methods, such as developing parks along bus routes or encouraging bus transit to serve the parks.

Lead Staff	Timeline	Performance Measures
Pete Young	On-going This implementation should be examined closely and consideration given to not include in the 2016 Leisure Services Plan process.	Perhaps unrealistic to limit parkland acquisition to bus routes. Bus routes are driven by demand.

Implementation 3-A (2): Develop a detailed path and trails plan to recommend routes for meeting future community needs for an additional fifteen miles of paths and 11 miles of trails by the year 2030.

Lead Staff	Timeline	Performance Measures
Pete Young Brian Sjothun	On-going 2016-18 – Begin development of SE Area Trails Plan. Implementation should be kept and updated as part of 2016 Leisure Services Plan process. Recommendation to include the SE Area Trail Plan map in the 2016 Leisure Services Plan.	2008 – SE Area Trail Plan developed. 2014 - Prescott Park Trails Plan identifies more than 30 miles of trails 2016 – Prescott Park Trails Plan begins construction.

Policy 3-B: The City of Medford shall seek to acquire natural and other corridors to link parks and open space throughout the community.

Lead Staff	Timeline	Performance Measures
Pete Young	On-going Policy should be reviewed and	2016 LSP Walkshed map identifies gaps in accessibility; and Ongoing- departmental effort to

	updated as part of the 2016 Leisure Services Plan process. The feasibility of this Policy is based on available opportunities to acquire land and funding.	identify and acquire links.
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Implementation 3-B (1): Develop a long-range public open space plan that provides for an interconnected system of creek corridors, greenways, wetlands, and other significant natural resource areas.

Lead Staff	Timeline	Performance Measures
Pete Young Brian Sjothun	Not Implemented during the current timeline. Implementation should be reviewed and updated as part of the 2016 Leisure Services Plan process. The feasibility of this strategy should be studied. Recommendation to consider adding the U of O Open Space study and recommendation.	City has a Riparian Corridor Ordinance that provides impetus for private sector to preserve and occasionally deed these lands to City. 2014 – University of Oregon Open Space recommendation presented to City and department.

Implementation 3-B (2): Acquire missing links in corridors and parcels that are contiguous to other public open spaces to provide maximum benefits for recreation and wildlife.

Lead Staff	Timeline	Performance Measures
Pete Young Brian Sjothun	On-going. Implementation should be reviewed and updated as part of the 2016 Leisure Services Plan process. The feasibility of this strategy should be studied.	2006 – Donation of 1.5 acres from Mike Mahar for future expansion of Larson Creek Greenway 2013 – Acquired land for future greenway trail in SE Area.

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.

Lead Staff	Timeline	Performance Measures
Pete Young	On-going	High priority is given to master plan and construction design standards

	<p>Policy should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to include process for review by Park Maintenance Division.</p>	<p>which preserve quality while insuring cost effective maintenance.</p> <p>2015 – Guidelines for Site Selection and Development was updated and approved by the Parks & Recreation Commission.</p>
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Implementation 4-A (1): Adopt and utilize the *Guidelines for Site Selection and Development* in the acquisition and/or development of parks within each park classification.

Lead Staff	Timeline	Performance Measures
Pete Young	<p>Implementation should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to include process for review by Park Maintenance Division.</p> <p>Recommendation to update guidelines based on current trends in park development.</p>	<p>2010 – Guidelines adopted as part of the Leisure Services Plan.</p> <p>Guidelines used for the following projects:</p> <p>2006 – Summerfield Park 2007 – U.S. Cellular Park 2007 – Lewis Park 2008 – Lone Pine Park 2009 – Union Park 2011 – Oregon Hills Park 2013 – Pear Blossom Park 2013 – Liberty Park 2014 – Cedar Links Park 2014 – Hawthorne Park 2015 – Holmes Park 2016 – Howard Park</p> <p>2015 – Guidelines for Site Selection and Development was updated and approved by the Parks & Recreation Commission.</p>

Implementation 4-A (2): Implement a consistent park signage program for use throughout the system and install signage where needed.

Lead Staff	Timeline	Performance Measures
Tim Stevens	<p>COMPLETED</p> <p>Implementation should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to update the design for larger park signs and to add walking/running distances on</p>	<p>2015 – Park Use Regulation and Smoke Free Park Signs were standardized throughout all parks.</p> <p>2016 – Standardize signs for splash pads, dog parks and walking paths.</p>

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

Lead Staff	Timeline	Performance Measures
Pete Young Tim Stevens Brian Sjothun	On-going. Policy should be kept and updated as part of 2016 Leisure Services Plan process. Recommendation to include process for review by Park Maintenance Division.	Planning and Maintenance staff have collaborated with landscape architect to reduce operation and maintenance costs for the following projects: 2013 – Oregon Hills Park 2014 – Union Park 2014 – U.S. Cellular Park 2015 – Hawthorne Park

Implementation 4-B (1): Include projected maintenance costs in design proposals for parks and recreation facilities.

Lead Staff	Timeline	Performance Measures
Pete Young Tim Stevens Brian Sjothun	On-going. Implementation should be kept and updated as part of 2016 Leisure Services Plan process. Recommendation to not build any additional parks without the maintenance personnel and resources to properly maintain the new asset.	Projected maintenance costs have been developed and included in approved budgets for: 2013 – Oregon Hills Park 2014 – Union Park 2014 – U.S. Cellular Park 2015 – Hawthorne Park

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

Lead Staff	Timeline	Performance Measures
Pete Young Tim Stevens Brian Sjothun	COMPLETED Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	The department has rejected potential donations of less than 1-acre for park sites in the following years: 2010 2012 2015 2016

Policy 4-C: The City of Medford shall define and standardize maintenance procedures, including cost estimates for maintaining Medford parks, recreation facilities, and beautification areas.

Lead Staff	Timeline	Performance Measures
Tim Stevens	<p>COMPLETED</p> <p>Policy should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to look to combine some of the policies and implementation strategies in this section.</p>	<p>Updates to the Maintenance and Operations Management Standards are completed annually in compliance with CAPRA Standard 7.5.</p> <p>Maintenance cost estimates incorporated into master plan updates for: 2015 – U.S. Cellular Park 2015 – Hawthorne Park 2015 – Oregon Hills – Phase 2 2015 – Kennedy Park 2016 – Howard Park 2016 – Donahue-Frohnmayr</p>

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

Lead Staff	Timeline	Performance Measures
Tim Stevens	<p>COMPLETED</p> <p>Implementation should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to look to increase the utilization of Park Utility Fee for park maintenance.</p> <p>Recommendation to not build any additional parks without the maintenance personnel and resources to properly maintain the new asset.</p>	<p>2006 – Park Utility Fee created for maintenance of right-of-way and beautification areas. 2008 – Park Utility Fee increased for park maintenance staffing. 2015 – Alternative revenue sources utilized to add one full time maintenance staff member.</p> <p>2007, 09, 11, 13 and 15 budgets were increased in Park Maintenance for additional materials and services for maintenance of parks.</p>

Implementation 4-C (2): Develop an Integrated Pest Management Plan to define use of herbicides and pesticides on City-owned or controlled properties.

Lead Staff	Timeline	Performance Measures
Tim Stevens	<p>COMPLETED</p> <p>Implementation should be kept and updated as part of 2016 Leisure Services Plan process.</p>	<p>2013 – Integrated Pest Management Plan approved by Parks & Recreation Commission.</p> <p>2016 – Update to Plan approved by Parks & Recreation Commission.</p> <p>The Plan is reviewed and updated as</p>

		part of CAPRA Standard 7.9 – Natural Resource Management Plans and Procedures.
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Implementation 4-C (3): Develop a parks maintenance management plan that defines maintenance levels, performance standards, and budget allocation.

Lead Staff	Timeline	Performance Measures
Tim Stevens	<p>COMPLETED</p> <p>Implementation should be kept and updated as part of 2016 Leisure Services Plan process.</p> <p>Recommendation to not build any additional parks without the maintenance personnel and resources to properly maintain the new asset.</p>	<p>2013 – Completed Maintenance and Operations Management Standards Plan.</p> <p>The Plan is reviewed and updated as part of CAPRA Standard 7.5 – Maintenance and Operations Management Standards.</p>

Policy 4-D: The City of Medford shall encourage joint acquisition and use of contiguous school and park sites for recreational purposes that are beneficial to both City and School agencies.

Lead Staff	Timeline	Performance Measures
Brian Sjothun	<p>On-going.</p> <p>Policy should be kept and updated as part of 2016 Leisure Services Plan process.</p>	<p>2015 – Department receives a gift pledge for 22 acres to be developed in cooperation with Medford School District.</p>

Policy 4-E: The City of Medford shall work with partner agencies, especially schools, to help meet demand for indoor and outdoor sports facilities.

Lead Staff	Timeline	Performance Measures
Brian Sjothun	<p>Ongoing</p> <p>2016 – Seek to include additional school partnerships as a result of neighborhood park needs as a result of update to Leisure Services Plan.</p> <p>Policy should be kept and updated as part of 2016 Leisure Services Plan process.</p>	<p>2008-09 – MPRD enters into facility use agreements with St. Mary’s, Cascade Christian and Phoenix-Talent schools that provide gym and classroom access for community recreation programs.</p> <p>2015 – MPRD negotiates a facility use agreement with Medford School District that allows programs to operate at McLoughlin M.S.</p>

Implementation 4-E (1): Develop and maintain inventories and evaluations of shared sports facilities.

Lead Staff	Timeline	Performance Measures
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Rich Rosenthal	COMPLETED On-going updates. Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	MPRD programs are generally operated at City-owned facilities. Some programs take place at school sites furnished as a result of cooperative use agreements with schools, outlined in Policy 4-E. 2015 – Update to community facilities completed as part of Leisure Services Plan process.
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Implementation 4-E (2): Continue partnering with the school districts to ensure community access to school gymnasiums and other sports facilities.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	On-going. Implementation should be kept and updated as part of 2016 Leisure Services Plan process.	2015 – MPRD negotiates a facility use agreement with the Medford School District that allows City recreation programs to operate at McLoughlin Middle School.

Policy 4-F: The City of Medford shall allow compatible, revenue-producing concession facilities and services within parks that enhance visitor use and enjoyment of the City’s parks.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	On-going. Policy should be kept and updated as part of 2016 Leisure Services Plan process.	MPRD administers contracts with Aloha Grill for U.S. Cellular Community Park concessions and with Jan’s Ohana Grill for vending at summer outdoor events. MPRD also regulates designated vending permit areas at Bear Creek and Fichtner-Mainwaring parks.

Policy 4-G: The City of Medford shall have a parks planning process that implements the park uses described herein.

Lead Staff	Timeline	Performance Measures
Pete Young	On-going. Policy should be kept and updated as part of 2016 Leisure Services Plan process. Recommendation to add to other policy or implementation strategy in order to reduce redundancy.	This department has adopted a public masterplan process for all new parkland design. This process is outlined in CAPRA Standard 2.7 – Site Plans.

Implementation 4-G (1): Investigate development of objective land use and siting review criteria.

Lead Staff	Timeline	Performance Measures
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Pete	On-going. Policy should be reviewed and updated as part of the 2016 Leisure Services Plan process. The feasibility of this Policy might not be appropriate to include in the update to the Plan.	This department supports an ongoing review of criteria; Specific review of criteria occurs during the update to the Leisure Services Plan.
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Goal 5: *To maintain and enhance community livability in Medford by promoting the aesthetic quality of the urban environment.*

Policy 5-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.

Lead Staff	Timeline	Performance Measures
Adam Airoidi	COMPLETED Policy should be kept and updated as part of 2016 Leisure Services Plan process.	2013 – Selected Street Tree List updated. 2014 – Tree Permit Application form developed and implemented.

Implementation 5-A (1): Develop a tree protection ordinance for adoption by the City Council.

Lead Staff	Timeline	Performance Measures
Adam Airoidi	COMPLETED Implementation strategy should be removed from future updates to the Leisure Services and Department Strategic Plans.	2006 – City Council did not adopt a proposed tree protection ordinance and requested that staff not complete any additional work in this area.

Implementation 5-A (2): Develop a street tree ordinance for adoption by the City Council.

Lead Staff	Timeline	Performance Measures
Adam Airoidi	COMPLETED Implementation strategy should be removed from future updates to the Leisure Services and Department Strategic Plans.	2006 – City Council did not adopt a proposed tree protection ordinance and requested that staff not complete any additional work in this area.

Implementation 5-A (3): Provide a mechanism for a tree recognition program.

Lead Staff	Timeline	Performance Measures
Adam Airoidi	COMPLETED	2009 – Heritage Tree Award

	Implementation strategy should be kept and updated as part of the 2016 Leisure Services Plan process.	program established by Tree Committee. Annual Heritage Tree Award presented: 2009, 2013, 2014, 2015, 2016
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Policy 5-B: The City of Medford shall require the provision and continued maintenance of appropriate landscaping in conjunction with new development.

Lead Staff	Timeline	Performance Measures
Tim Stevens	COMPLETED Policy should be kept and updated as part of the 2016 Leisure Services Plan process.	Medford Municipal Code 10.780 details landscaping and maintenance requirements for all new development. Staff continues to review plans in order to reduce Departments maintenance requirements in assigned new development areas.

Policy 5-C: The City of Medford shall encourage the establishment of public art in parks, on public grounds, and in public buildings.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	On-going Policy should be kept and updated as part of the 2016 Leisure Services Plan process.	2013 – Installation of two public murals at the Santo Community Center, commissioned by the Medford Arts Commission. 2015 – Public-private partnership between the Medford Arts Commission, ODOT and Cow Creek Foundation resulted in the creation of I-5 pillar mural art adjacent to Hawthorne Park.

Implementation 5-C (1): Investigate mechanisms for displaying art in public places.

Lead Staff	Timeline	Performance Measures
Rich Rosenthal	COMPLETED Implementation strategy should be kept and updated as part of the 2016 Leisure Services Plan process.	2014 – Medford Arts Commission implements a portable art-display system.