

ADOPTED
Ashland Parks and Recreation Commission
2015-17 Goals

January 26, 2015

Trails, Open Space and Land Conservation

1. *In partnership with the City of Ashland and other stakeholders, review, update and implement the trails and open Space master plan.*
 - 1.1 Update Trails and Open Space Comp Plan. (6)●●▲
 - 1.2 Expand Bear Creek Greenway to its originally planned beginning/ending point at Emigrant Lake. (3)●▲
 - 1.3 In partnership with stakeholder groups, acquire the land on open space plan with emphasis on Grizzly Peak viewscape. (3)●▶
 - 1.4 Continue to expand the trail system in the watershed while addressing the need for user-specific and environmentally/eco-friendly trails. (2)▼

Volunteers

1. *Enhance and expand the Volunteer in Parks (VIP) program.*
 - 1.1 Enhance visibility to community of volunteer opportunities, such as the adopt-a-park program and trail maintenance and construction. (4)▼
 - 1.2 Develop a volunteer recognition program for individual recognition. (2)▼

Facilities and Programming

1. *Evaluate parks and recreation facilities and programs to ensure the quality of relevant programming and the highest and best use of facilities.*
 - 1.1 Work with the City to facilitate the full transfer of The Grove into the long-term care and control of APRC. (7)●●▶
 - 1.2 Look at possibility of outdoor fitness equipment for all ages. (3)▼
 - 1.3 Evaluate expanded and alternative use of the Senior Center to meet community needs.(3)▼
 - 1.4 Consider the addition of a “pump track” and bicycle skills park to an APRC facility.(1)▼
 - 1.5 Continue to enhance and expand events. (1)▼
 - 1.6 Add new recreation programs as needs are demonstrated by public support and best practices. (1)▼

2. ***Enhance Oak Knoll Golf Course program and facilities.***
 - 2.1 Install playground at OKGC. (2)▶
 - 2.2 Evaluate the OKGC clubhouse for expanded use and improvements to facility and surrounding hardscape. (2)▶
 - 2.3 Work towards achieving a higher cost recovery percentage. (2)▶
 - 2.4 Evaluate the installation of a foot golf course within existing golf course. (1)▼
 - 2.5 Evaluate dog policy at OKGC. (1)▼

3. ***Evaluate current capital projects for feasibility, relevancy and implementation planning.***
 - 3.1 Move forward with sidewalks on Winburn Way and Clay Street Dog Park. (7)●●▲
 - 3.2 Evaluate all other current capital projects for potential inclusion or exclusion from the 15/17 budget. (3)▶

Planning & Development

1. ***Continue to build a relevant and functional parks and rec. infrastructure through master planning and implementation strategies.***
 - 1.1 Move forward with the process of selection for a consultant for the Lithia Park Master Plan and begin planning process. (5)●●▲
 - 1.2 Evaluate all APRC facilities and structures for seismic and flood safety. (4)●▲
 - 1.3 Ensure all approved capital projects are sufficiently planned and implemented on their own individual time lines. (3)▶
 - 1.4 Ensure walking-distance park access for Ashland residents (.25 mile) while balancing the retention of natural green spaces. (2)▼
 - 1.5 Work in conjunction with Community Development during the development application process to ensure compliance with APRC planning and goals. (2)▶
 - 1.6 Develop a simple framework of projects to be completed each year projected out for the next two - four years with appropriate timelines, estimated costs and who has the responsibility to accomplish it. (1)▶
 - 1.7 Ensure that all developed park spaces are accessible to the public and do not end up underutilized. (1)▼
 - 1.8 Evaluate all parks for dog friendly options. (1)▼
 - 1.9 Develop parks development standards and guidelines. (added after voting)▶

2. ***Partner with community stakeholders with similar missions to leverage assets and provide better public services.***
 - 2.1 Facilitate a partnership between Parks and Recreation and a community partner, such as the YMCA, SOU and Ashland School District to build new competition-style year-round indoor swimming pool for the community. (8)●●●▲
 - 2.1 Explore options for cooperation between community partners, such as Ashland School District and APRC to share services and facilities. (3)▶

Organization

1. Promote Ashland Parks and Recreation as an exemplary organization.

- 1.1 Seek local and national recognition for the high level of achievement within the programs and facilities of APRC such as the NRPA Gold Medal Award. (3)▲
- 1.2 Continue APRC social networking strategies and invest in additional training of promotions employees to advance APRC’s ability to effectively communicate through social media. (3)▶
- 1.3 Continue to educate public and council regarding the wide scope of park responsibilities and benefits. (2)▼

2 Promote professional development amongst staff.

- 2.1 Ensure that staff is provided with the opportunity for professional development for the succession of the employee and to ensure relevancy with parks and recreation current best practices. (3)▼

3 Continue to evaluate and implement financial programs and strategies for higher cost recovery and financial resiliency.

- 3.1 Work with the finance department to develop a simple budget report that a lay person can understand that explains our projected income and how our money is to be allocated towards staffing, capital projects, and other costs. (4)●▶
- 3.2 Evaluate and present a cost recovery implementation strategy for Commission approval. (2)▶
- 3.3 Seek opportunities to increase revenues across recreation programs. (1)▶

4 Maintain a capable and efficient organizational structure.

- 4.1 Implement a performance based non-cumulative bonus program for employees. (3)▶
- 4.2 Evaluate current organizational structure for strengths, weaknesses, opportunities and threats. (2)▶

Parks and Recreation Governance

1. Review the policies of the APRC and amend existing policies as well as develop and implement new policies as needed.

- 1.1 Complete the Style and Communication Guide per the adopted MOU. (3)●▲
- 1.2 Change language and culture in APRC communications so that directions and design flows to what is allowable i.e. minimize the “no,” maximize the “yes.” (2)▶
- 1.3 Rebrand Ashland Parks and Recreation “Department” as Ashland Parks and Recreation Commission. (2)▶

Parking Lot Items (This section is incomplete and constantly under review and amendment, and will not be considered part of the adopted goals)

1. Work on maintaining and improving relationships with City Council
2. Maximize transparency.
3. Serve as a role model for the community on environmental and sustainable best practices in park and structure design, construction and maintenance.