



PARK COMMISSION RETREAT AGENDA

December 10, 2025

1175 E Main Street, Council Chamber – 6:00 PM

To attend this meeting/retreat see participation instructions below.

I. **CALL TO ORDER**

II. **ROLL CALL**

III. **BUSINESS**

1. PROS Plan – Strategic Goals Review (Information)

IV. **UPCOMING MEETING DATES**

1. Park Commission PROS Plan – Service Level Goals Review January 7, Council Chamber 6:00 PM
2. Ashland Senior Advisory Committee January 12, Senior Center 3:30 PM
3. Park Commission Business Meeting January 14, Council Chamber 6:00 PM
4. Recreation Division Advisory Committee January 15, the Grove 3:30 PM
5. Trails Advisory Committee January 21, TBD 4:15 PM

V. **ADJOURNMENT**

If you need special assistance to participate in this meeting, please contact Nancy Mero at Nancy.mero@ashlandoregon.gov or 541-552-2256 (TTY phone number 1-800-735-2900). Notification at least three business days before the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting in compliance with the Americans with Disabilities Act.

Participation Instructions

This meeting/retreat will be held in-person in Council Chamber 1175 E. Main St. As a retreat, there will not be public forum during the meeting. Written testimony will be accepted via email sent to Nancy Mero at nancy.mero@ashland.or.us. Please include **"Public Testimony"** in the subject line. Written testimony submitted by 11:00 AM the day before the meeting will be made available to the Park Commissioners before the meeting. All testimony will be included in the meeting minutes.

If you would like to attend the meeting virtually via Zoom (audio only) please contact Nancy Mero at Nancy.mero@ashland.or.us for a link 24 hours before the meeting.



PARK COMMISSION RETREAT AGENDA BRIEF

December 10, 2025

Agenda Item	VI. PROS Plan - Strategic Goals Review	
Presenter	Rocky Houston	Director
Item Type	Action <input type="checkbox"/> Information <input checked="" type="checkbox"/>	

SUMMARY

The objective of this Park Commission retreat is to review the draft strategic goals for the Parks, Recreation, Open space, & Senior services (PROS) plan. The draft strategic goals were developed based on the information gathered through the PROS planning process to ensure the Ashland Parks and Recreation Department (Department) meets the community's recreational needs over the next six years. A summary of this information can be found on the City Website on the Parks and Recreation Page:

- [Presentations & Meeting Summaries | Ashland, OR](#)

The following key themes influenced the draft goals:

- The City's adopted vision, values, and City Council's priorities.
- The Department's mission, vision, and values.
- The community's input on how we are doing today and what they value for the future of our parklands and programs.
- Ashland has a robust parks, trails, and recreation programming system that leads our peers in Oregon and nationally.
- Funding and resources are forecasted to be constrained over the next 5 years.
- The Ashland Parks system is older and in need of major maintenance to ensure it can continue to be safe and meet the community's recreational needs.
- The changing demographics and livability needs of the community.
- The need to stay engaged with the community as the plan is implemented.

The following draft strategic goals are designed to be broad, impacting all Parks and Recreation divisions and programs. As such, the accompanying objectives and actions will address multiple programs and divisions. The draft strategic goals are:

- Barrier-Free Parklands
- Parks Build a Strong Community
- Innovation for the Future
- Protect the Natural Environment

POLICIES, PLANS & GOALS SUPPORTED

The adopted Department Work Plan identifies the development of the PROS Plan.

FINANCIAL CONSIDERATIONS

This is an informational item. Future adoption of the PROS Plan will impact future budget development, based on the strategic direction it provides the Department.

PROPOSED ACTIONS OR MOTION(s)

This is an informational item. Staff is seeking input on the draft strategic goals.

ATTACHMENTS: Draft Parks, Recreation, Open space, & Senior services Plan strategic goals

PREPARED BY: Rocky Houston

Strategic Direction

Overview

The PROS plan strategic direction is supplied by the framework of the goals and objectives. The goals were developed by analyzing the department's mission, vision and values; the community values that came from the community engagement; and the forecasted resources and department capacity. Plan goals were also influenced by the Ashland Comprehensive Plan, and the Park Commission's adopted plans and policies. Each goal has several objectives identified to assist in assessing progress in meeting the goal and articulate core actionable items.

City of Ashland Vision Statements for Success

- Ashland is a resilient, sustainable community that maintains the distinctive quality of place for which it is known
- We will continue to be a unique and caring city that stresses environmental conservation, fosters artistic expression, and is open to new ideas and innovation
- We will plan and direct our efforts to fulfill this Vision for the long term with a constant view toward being an open, welcoming community for all with a positive economic future

City of Ashland Values

- **Community**
 - Community affordability, including available housing and childcare
 - Belonging through mutual respect and openness, inclusion, and equity
 - Quality of life that underpins the City's economic vibrancy
 - Environmental resilience, including addressing climate change and ecosystem conservation
 - Regional cooperation, including in support for public safety and homelessness

- **Organization**

- Respect for the citizens we serve, for each other, and for the work we do
- Excellence in governance and city services
- Sustainability through creativity, affordability, and rightsized service delivery
- Public safety, including emergency preparedness for climate change risk
- Quality infrastructure and facilities through timely maintenance and community investment

City of Ashland Council Priorities

The 2025–2027 Budget aims to address the City Council’s budget priorities within current resources as outlined at the City Council retreat on March 1, 2025.

- **Livability**, including a focus on Community character and community amenities, reliable utility services, progressiveness in rate structures and support for attainable housing;
- **Risk Reduction**, including Wildfire risk reduction and CEAP (Climate Energy Action Plan) execution;
- **Economic Development**, including development of eco-tourism related accomplishments like trails, and ensuring City processes such as planning are supportive of attracting new business and supporting those already here;
- **Efficient and Effective Government**, including equity of access, customer focus, transparent and frequent communication, strong regional partnerships, use of technology, execution of maintaining City facilities and public infrastructure.

Department Mission, Vision and Values

The PROS plan is informed by the department's mission, vision and values and the City of Ashland's vision, values and Council priorities.

Mission

The mission of the Ashland Parks and Recreation Department is to provide and promote recreational opportunities and to preserve and maintain public lands.

Vision

We build community through people, parks and programs.

Values

- **Community**
 - We value the cultural, social, and ecological diversity of our community.
- **Education**
 - We believe that learning improves our quality of life.
- **Pride in Work**
 - We are inspired to do better and be better.
- **Stewardship**
 - We are grateful to be entrusted with public lands.

Goals

The PROS plan identifies four goals supported by the community engagement and community values that came from that engagement. Each goal identifies objectives to help implement the goal over the plan's life. Each objective will identify action items to complete to implement the objective and further the goal's implementation.

Goals Focused on Strategic Framework (i.e. programs and operations integrated into each goal)

- **Barrier Free Parklands**
Provide a diverse system of parklands and programs that are equitably distributed, accessible to all users, and guided by an engaged community.
- **Parks build a strong community**
Provide an interconnected system of parklands and programs that offers a wide variety of year-round opportunities and experiences that support and enhance the city's livability and economic vitality.
- **Innovation for the Future**
Preserve parklands for future generations by proactively funding, restoring, and maintaining an accessible and resilient system that provides an essential public service that contributes to the city's vitality.
- **Protect the Natural Environment**
Protect and enhance the natural beauty of the city by maintaining and promoting a vibrant system of parks, natural areas, and trails that are sustainably design, preserve various types of habitat, and are resilient to fire and/or other climate changes.

Objective & Action Examples by Goal

To assist in conceptualizing how we will integrate the strategic goals with objectives and actions to implement the goals, we have the following example objectives and actions for each goal.

Note: These objectives and actions are not the complete list of objectives and actions that will be in the draft PROS Plan.

- **Barrier Free Parklands**

Objective: Ensure parklands and facilities are safe & accessible

Action: Integrate capital projects that are linked to parkland and facility condition assessments.

Action: Develop an ADA transition plan.

Action: Assess parklands and facility conditions routinely to ensure that they are safe and accessible.

Objective: Support and advance diversity, equity, inclusion, and access (DEIA) to parklands and programs.

Action: Have scoring rubric for capital improvement plan with DEIA element.

Action: Implement signage and other information sources in Spanish and/or other languages as identified.

Objective: Reduce financial barriers to use of programs and parklands

Action: Implement a cost recovery policy.

Action: Develop a resident vs non-resident fee structure.

Action: Partner with organizations to develop scholarships or other fee reduction options for vulnerable populations.

Action: Develop or promote events that are free or low cost.

- **Parks build a strong community**

Objective: Promote and Develop a welcoming trail system

Action: Develop a broad range of connected trails

Action: Develop and promote trail programming to introduce trails to new users.

Action: Improve wayfinding to connect areas of the city to recreation destinations and trail systems.

Objective: Promote and market parks, programs, and events

Objective: Engage with the community and partners

Action: Complete a bi-annual survey for key metrics

Action: Partner with local businesses, non-profits, and/or community organizations to host events.

Objective: Develop and operate a park system consistent with community values

Action: Provide close to home parklands or trails

Action: Develop a new recreation center and pool complex

Action: Develop more easy natural surface trails

Action: Focus capital improvement plan on preventative maintenance and restoring existing parklands and facilities.

- **Innovation for the Future**

Objective: Collect data on operations & maintenance by location

Action: Implement Cartegraph task management software

Action: Implement financial coding that aligns with locations and programs to track expenses.

Objective: Develop a sustainable operations and maintenance program

Action: Develop a routine maintenance management plan

Action: Manage maintenance levels based on resources and to ensure parklands and facilities are safe.

Objective: Preserve current parklands and programs through stable and sustainable funding.

Action: Work with Ashland city Council on funding source(s) for park operations and maintenance, programs, and capital projects.

Action: Align the capital improvement plan to prioritize preventative maintenance and major maintenance projects.

Action: Enhance partnerships, adopt-a-Park, or other initiatives or volunteerism and/or partnerships to help address routine maintenance tasks

- **Protect the Natural Environment**

Objective: Create parklands that are climate resilient

Action: Manage parklands to reduce wildfire risk

Action: Plan and develop parklands reduce water, energy, or other resources

Objective: manage parklands and facilities sustainably

Action: Consider long-term operational costs in addition to construction cost on all capital repairs or enhancements

Action: Consider materials and transportation to reduce carbon footprint or renewable resources.

Objective: Prioritize natural areas scenic and habitat when providing outdoor recreation and natural areas.