

# City of Douglas

## *Community Services Master Plan*

### Strategy Matrix

July 2024



## Mission

OUR MISSION IS TO PROVIDE EXPERIENCES THAT ENHANCE HUMAN DEVELOPMENT, PROMOTE HEALTH AND WELLNESS, SUPPORT CULTURAL UNITY, FACILITATE COMMUNITY PROBLEM-SOLVING, PROTECT NATURAL RESOURCES, STRENGTHEN COMMUNITY IMAGE AND SENSE OF PLACE, SUPPORT ECONOMIC DEVELOPMENT, STRENGTHEN COMMUNITY SAFETY THROUGH THE PROVISION OF PARKS, RECREATION AND LIBRARY PROGRAMS AND SERVICES.



**Park and Recreation Master Plan Goal #1: Level of Service Provision**

**Objective:** Maintain the proportion of park acres per population through a variety of park type amenities, and open space options.

	Strategy	Tactics	Staff Responsible	Timeline
Strategy 1.1	<ul style="list-style-type: none"> <li>Collaborate with local partners, in public and private sectors, to develop innovative parks and spaces to maintain the levels of service targeted in this plan and that are aligned with other planning efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Seek to establish project specific, formal partnership agreements with the school district, the business community, developers, non-profit organizations, and other governmental agencies to enhance the existing system.</li> </ul>	Director, City Manager Office	Ongoing
Strategy 1.2	<ul style="list-style-type: none"> <li>Develop a network of parks, trails and open spaces that protect the natural areas in public spaces in Douglas and connect to population centers that will support the needs of all residents through well designed parks amenities.</li> </ul>	<ul style="list-style-type: none"> <li>Through site specific master planning efforts, establish goals to create urban conservation areas within existing parks</li> </ul>	Director, Development and Engineering	Ongoing
Strategy 1.3	<ul style="list-style-type: none"> <li>Utilize the design principles in this plan for each type of park (pocket, community, regional, special use, sports complex, etc.) to guide landscape architects when designing parks and operational staff to follow for maintaining the park or amenity after it is developed.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate the park development guidelines into the City's land use policy and/or city zoning ordinance</li> </ul>	Director, Development Engineering, City Manager	By 2026
Strategy 1.4	<ul style="list-style-type: none"> <li>Create a master plan and reinvestment plan for the Douglas Golf Course that aligns with best practice guidelines per the Professional Golf Association (PGA).</li> </ul>	<ul style="list-style-type: none"> <li>Develop a master plan for the Douglas Golf Course.</li> </ul>	Director, City Manager, City Council	Currently Underway

Strategy 1.5	<ul style="list-style-type: none"><li>Continually update the asset management plan for the Department.</li></ul>	<ul style="list-style-type: none"><li>Consider the implementation of a GIS-based asset management system to track lifecycle replacement of park system assets.</li><li>Conduct and implement site master plans for the library and cemetery.</li><li>Conduct a feasibility study for a future recreation center.</li><li>Renovations of 8<sup>th</sup> Street Pool.</li></ul>	Director, Information Technology Department, Public Works	By 2028
				By 2028
				By 2026
				Completed 2024

## Parks and Recreation Master Plan Goal #2. Trails and Connectivity

**Goal:** Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in Douglas.

	Strategy	Tactics	Staff Responsible	Timeline
Strategy 2.1	<ul style="list-style-type: none"> <li>Work with other city departments to identify and connect sidewalk and bike lanes to trails to improve access to desirable destinations.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate this scope of work into the Trails Master Plan</li> </ul>	Director, City Manager Office	Incorporate into master plan
Strategy 2.2	<ul style="list-style-type: none"> <li>Prioritize existing City-owned land and potential future land acquisition decisions to focus investments on a bike pedestrian trail system that achieves active transportation strategies and the development of a contiguous network.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with the Development and Engineering to identify city owned land opportunities to enhance connectivity.</li> </ul>	Director, Development and Engineering Department	Complete master plan by 2027
Strategy 2.3	<ul style="list-style-type: none"> <li>Continually encourage and seek funding for the development of trails and trail amenities, and construct in appropriate areas of the City upon the completion of a Bicycle, Pedestrian and Trails Master Plan; Consider partnerships for the maintenance of the trails.</li> </ul>	<ul style="list-style-type: none"> <li>Seek grants for trail improvements while also creating a trail “grant matching” line item as part of the City’s Capital Improvement Budget</li> </ul>	Director, Development and Engineering, Finance Department, City Manager	Grants and funding upon completion of master plan

### Parks and Recreation Master Plan Goal #3. Park Land Improvements

**Objective:** Provide a park and recreation system offering the community a variety of parks and services that integrate environmental design, safety, community needs and emerging trends.

	Strategy	Tactics	Staff Responsible	Timeline
Strategy 3.1	<ul style="list-style-type: none"> <li>Utilizing the Master Plan as a guide, implement improvements that are mindful of environmental stewardship to aid in the protection of park resources and ensure that they will be protected for future generations.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate an Environmental Management System into the facility and park maintenance management plans.</li> </ul>	Director, Park Manager	2026
Strategy 3.2	<ul style="list-style-type: none"> <li>Make all parks and services welcome and accessible to all level of users, i.e., adults, children, seniors, and all-abilities through clean restrooms when feasible, seating or benches, functioning water fountains or water stations, and park features usable for all abilities in parks (ADA).</li> </ul>	<ul style="list-style-type: none"> <li>Implement best practice, all-inclusive, design guidelines as parks are reinvested in.</li> </ul>	Director, Development and Engineering Department	Ongoing
Strategy 3.3	<ul style="list-style-type: none"> <li>Consider the incorporation of technology into the design of parks and programming through partnerships to produce a state-of-the-art park system</li> </ul>	<ul style="list-style-type: none"> <li>Invest in innovative Smart Park technology to create efficiencies in park operations. (systems such as cameras, irrigation, Wi-Fi, pedestrian counters, automated restrooms, solar, Sybertech trash receptables, athletic field robotic lining systems, etc.).</li> </ul>	Director, Park Manager	Ongoing

**Park and Recreation Master Plan Goal #4. Recreation and Programming****Objective:** Increase community participation in programs to align with national standards.

	Strategy	Tactics	Staff Responsible	Timeline
Strategy 4.1	<ul style="list-style-type: none"> <li>Refine core program services that align with community need.</li> </ul>	<ul style="list-style-type: none"> <li>Seek to establish a formal program plan that aligns with the prioritized community needs.</li> <li>Conduct a needs assessment survey every 5 years</li> </ul>	Director, Library Manager	Ongoing
Strategy 4.2	<ul style="list-style-type: none"> <li>Track lifecycles of programs and drop programs in their down cycle by adding new programs.</li> </ul>	<ul style="list-style-type: none"> <li>Utilizing the program assessment tool, evaluate the effectiveness of programs and services annually.</li> </ul>	Director, Library Manager	Ongoing
Strategy 4.3	<ul style="list-style-type: none"> <li>Create additional target marketing strategies to inform residents of the services being provided.</li> </ul>	<ul style="list-style-type: none"> <li>Create a marketing plan.</li> <li>Incorporate marketing strategies that target residents based on program/service needs by household type</li> </ul>	Director, Library Manager	By 2026
Strategy 4.4	<ul style="list-style-type: none"> <li>Create equitable partnerships across the system with sports and not-for-profit groups.</li> </ul>	<ul style="list-style-type: none"> <li>Update partnership policy.</li> <li>Establish written agreements for all partnerships.</li> <li>Evaluate and review the equity of partnerships on an annual basis</li> </ul>	Director, Library Manager	By 2026
Strategy 4.5	<ul style="list-style-type: none"> <li>Engage volunteers in the delivery of programs and services to build advocacy and support for the park and recreation system.</li> </ul>	<ul style="list-style-type: none"> <li>Expand the utilization of volunteers through Adopt a Park programs and special event support, etc.</li> </ul>	Director, Library Manager	Ongoing

**Parks and Recreation Master Plan Goal #5. Operations and Staffing**

**Goal:** Empower and train current department employees while growing staff to meet the emerging needs of the community.

	Strategy	Tactics	Staff Responsible	Timeline
Strategy 5.1	<ul style="list-style-type: none"> <li>Ensure job descriptions are reviewed and updated and salary assessments is completed to meet pay levels that keep salaries competitive.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a Class and Comp Study for Community Services Department staff.</li> </ul>	Director, Human Resources Department, Finance Director, City Manager	2027
Strategy 5.2	<ul style="list-style-type: none"> <li>Adopt a Total Cost of Ownership approach to future community service park and facility development, including the addition of staff.</li> </ul>	<ul style="list-style-type: none"> <li>Continually encourage and seek funding to meet the emerging functions of the Department, including, but not limited to, trail maintenance, work order management, and park management.</li> </ul>	Director, Human Resources Department, Finance Director, City Manager	2026



**Parks and Recreation Master Plan Goal #6. Financing the Parks System****Goal:** Pursue adequate funding to support existing parks, new parks, and other park types.

	Strategy	Tactics	Staff Responsible	Timeline
Strategy 6.1	<ul style="list-style-type: none"> <li>Ensure a fiscally sustainable parks system by leveraging financially driven decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize data to justify fiscal decision making.</li> <li>Conduct a zero-based cost of service study of all functions of the department.</li> <li>Seek additional funding opportunities to support operational needs.</li> </ul>	Director, Finance Director, City Manager	2026 and ongoing
Strategy 6.2	<ul style="list-style-type: none"> <li>Ensure funding sources, including grants, are pursued to maintain the current level of service for parks and recreation within the community.</li> </ul>	<ul style="list-style-type: none"> <li>Project future City funding sources for the next 10 years.</li> <li>Identify, pursue, and be awarded grant funding to capitally improve the park system.</li> <li>Leverage partnerships.</li> </ul>	Director, Finance Director, City Manager	Ongoing
Strategy 6.3	<ul style="list-style-type: none"> <li>Seek additional funding opportunities to support capital and operational needs as identified in the Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a detailed succession plan due to key management positions that expected to retire next 3-5 years.</li> </ul>	Director, Finance Director, City Manager	By 2026