

# STRATEGIC PLAN

City of Logan Parks and Recreation Department

July 1, 2014

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## **2014 STRATEGIC PLAN**

### **City of Logan Parks and Recreation Department**

#### **Introduction**

*“Plan for the future because that’s where you are going to spend the rest of your life.” (Mark Twain)*

#### **Strategic Planning**

Strategic planning is to know where you want to go and how to get there from here. Every day, the Parks and Recreation Department makes decisions that affect where its citizens want the department to go. Although strategic planning provides direction, it must be flexible enough to adjust for changes along the way. The 2014 Strategic Plan is a managerial tool that helps the Parks and Recreation Department target and achieve these goals, and then to report its results.

The Logan Parks and Recreation Department developed this strategic plan to achieve goals established in the 2014 Comprehensive Parks, Trails, Recreation, and Open Space Plan. The 2014 Strategic Plan is also an update to the 2009 Strategic Plan.

The 2014 Strategic Plan incorporates the City’s mission statement, the Parks and Recreation Department vision, and core values to develop tactics for the Department to attain its goals and to measure progress and outcomes.

#### **Short-Range, Mid-Range, and Long-Range Action Planning**

The 2014 Strategic Plan is arranged into short-range, mid-range, and long-range goals or action planning. Goals are planned this way for its manageability. Short-range action planning covers the current time frame up to the next two years. Mid-range action planning spans three to five years out. Long-range action planning for goals has a timeline of six to ten-plus years. By the year 2020, the Parks and Recreation Department should recalibrate its strategies and update this plan.

#### **Projected Annual Maintenance Costs**

Associated with action planning, the Parks and Recreation Department also projects its annual maintenance costs since project that come to fruition will eventually require routine, annual maintenance in order to meet citizen expectations. Cost projections are based on Fiscal Year 2015 budget factors and will be updated annually as needed.

#### **Objectives, Tactics, and Funding Strategies**

Each goal is comprised of goals, tactics, and funding strategies (where applicable). In some instances, the tactics for accomplishing goals are time-based. For example, goals that are projected to cover periods to time longer than twelve months will be reviewed annually by department staff and re-adjusted as needed. The department will report the progress of goals in the Parks and Recreation Department Annual Report.

#### **Looking Ahead**

As the 2014 Strategic Plan moves forward, the Parks and Recreation Department will need to determine how to meet the needs of Logan citizens with limited resources. The 2014 Comprehensive Parks, Trails, Recreation, and Open Space Plan will provide additional guidance to Department staff for at least the next five years. A companion document to the 2014 Strategic Plan and the 2014 Comprehensive Plan is the Parks and Recreation Department Overarching Vision document.



## **City of Logan Mission Statement:**

The mission of the City of Logan is to sustain and enhance the quality of life for the citizens of Logan.

The Parks and Recreation Department is dedicated to fulfilling the City's mission statement of sustaining and enhancing the quality of life for the citizens of Logan.

## **Logan Parks and Recreation Department Objective Statement:**

We serve the leisure and recreational needs of the community. We believe in creating quality life-long experiences for men, women, and children.

## **Department Vision Statement:**

We Create Community through People, Parks, and Programs.

## **Logan Parks and Recreation Core Values**

- Safe and Clean Parks and Facilities
- Attention to Citizen Input
- Stewardship of City-Owned Spaces
- Partnerships and Alliances
- Continuous Improvement
- Management of City Resources
- Promotion of Diversity in the Community

## **Logan Parks and Recreation Department Vision - *Creating Community through People, Parks, and Programs***

By 2020, the Parks and Recreation Department envisions:

- A completed trail network
- A completed parks system
- Capacity to handle indoor winter recreation demand from October through May for the next 50 years
- A completed automated irrigation system and replacement of service roads at the City Cemetery
- Transition to an operational maintenance mode from acquisition/construction/maintenance mode

## **Logan Parks and Recreation Department Action Planning**

### *Short-Range (Current to 2 Years Out)*

- CAPRA Re-accreditation 2014
- Complete Canyon Road Trail - First Dam Section
- Complete Canyon Road Canal Trail (Requires Property Owner Approval)
- Complete Lundstrom Park Trail
- Complete Bridger Park
- Acquire parkland in southwest Logan, extend 1800 South Trail
- Replace equipment and golf carts at Logan River Golf Course
- Replace service roads at City Cemetery
- Replace pump, housing, and main irrigation line at City Cemetery
- Construct 1700 South Park

### *Mid-Range (3 to 5 Years Out)*

- Connect Logan River Trail from Logan River Estates to Trapper Park
- Connect Logan River Trail to Spring Creek Pond
- Achieve additional recreation space during fall through spring seasons
- Connect Logan River Trail to Stewart Nature Park
- Extend 600 West trail from Café Sabor to 2500 North
- Construct 600 South Park
- Continue irrigation replacement at City Cemetery

### *Long-Range (6 to 10+ Years Out)*

- Achieve a completed trail network
- Acquire parkland in north central Logan
- Construct park in north central Logan
- Achieve a completed park system
- Capacity achieved to handle indoor winter recreation demand for the next 50 years
- Achieve complete conversion of irrigation system at the City Cemetery
- Replace plaster in pools at the Aquatic Center

## Logan Parks and Recreation Department Goals and Tactics for Achievement in the Proposed Timeframe

### Short-Range Plan

#### Goal: Achieve CAPRA Re-accreditation in 2014

Tactics:

Complete the required self-assessment by mid-April, 2014, and acquire approval from CAPRA for a peer review; successfully meet the expectations of the peer review and be invited to a ruling at the NRPA Congress in Charlotte, North Carolina in October 2014.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

#### Goal: Complete Canyon Road Trail – First Dam Section

Tactics:

Secure funding and develop design plan for bidding purposes. Begin construction in spring of 2014. Complete by summer for public use.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

#### Goal: Complete Canyon Road Canal Trail (Requires Property Owner Approval)

Tactics:

Secure access approval to complete missing links between Canyon Road Trail – First Dam Section and 600 East 400 North

Met: ☐ Yes ☐ No When: \_\_\_\_\_

#### Goal: Complete Lundstrom Park Trail

Tactics:

Complete landscape work on west shoulder of trail from #14 tee of Logan Golf and Country Club to Lundstrom Park. Construct trail from 1500 North to 1700 North on City Deer Pen property.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

#### Goal: Complete Bridger Park

Tactics:

Secure funding to complete the remaining undeveloped 12 acres of Bridger Park. This includes the construction of two grass playfields, a storm water detention basin (playfield), continuation of the walking path, bike park, and splash pad.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

#### Goal: Acquire Parkland to Extend 1800 South Trail

Tactics:

Identify parkland in southwest Logan for a public park and connect 1800 South Trail to it and the Spring Creek Pond.

Met: ☐ Yes ☐ No When: \_\_\_\_\_



**Goal: Replace Equipment and Golf Carts at Logan River Golf Course**

Tactics:

Replace aged equipment including golf carts and mowing equipment to improve service and course maintenance.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Replace Service Roads at the City Cemetery**

Tactics:

Evaluate and determine which service roads need to be replaced first and then develop a replacement program over time. Include cost of each portion and coordinate with Public Works Department for assistance. Projected four-year replacement timeframe.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Replace Pump, Housing, and Main Irrigation Line at City Cemetery**

Tactics:

Develop funding for project. Coordinate replacement with Utah State University 1200 East construction project. Replace existing pump, relocate pump to southeast corner of Cemetery and build new housing for it. Install new irrigation main line from pump house.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Construct 1700 South Park**

Tactics:

Develop funding for construction of park and parking area to support participant use of the Logan Soccer Complex. Purpose of the park is to alleviate parking on Legrand Street for tournaments held at the Soccer Complex.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

*Mid-Range Plan*

**Goal: Connect Logan River Trail from Logan River Estates to Trapper Park**

Tactics:

Secure approval from property owner to extend Logan River Trail, construct roadside improvements along frontage of Logan River Estates and construct trailhead for 1800 South trailhead.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Connect Logan River Trail to Spring Creek Pond**

Tactics:

Identify parkland in southwest Logan that can connect to the 1800 South Trail and extend trail to Spring Creek Pond. Work with stakeholders in the area to acquire land and trail access. Develop funding for project.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Achieve Additional Indoor Recreation Space During Fall Through Spring Seasons**

Tactics:

Educate on current needs of Recreation Center and discuss possible options with City Administration and Parks and Recreation Advisory Board. Consider options and develop conceptual ideas. Analyze City-owned properties and plan for long-term needs and use. Develop a sensible plan that can be presented in the near future.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Connect Logan River Trail to Stewart Nature Park**

Tactics:

Plan for a future trail connection in the vicinity of 700 South and 100 West and Main Street. Identify existing sidewalk from 700 South to 100 East to 300 South to 200 East to 100 South to Stewart Nature Park as route unless other more conducive opportunities become available.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Extend 600 West Trail from Café Sabor to 2500 North**

Tactics:

Identify desired alignment along 600 West. Determine all stakeholders to be involved. Identify issues, concerns, and needs. Contact property owners and analyze feedback. Coordinate with Public Works Department on transportation master plan issues. Identify all utility and traffic issues. Develop solutions and remedies for issues, concerns, and needs. Design plan and search for funding. Determine whether phasing is necessary. Obtain permits and approvals. Bid and contract out construction.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Construct 600 South Park**

Tactics:

Conduct conceptual design and construction estimates for development of 600 South Park. Design concepts to include Logan River Trail connection and future link to City Landfill, Cutler Marsh Marina, and Benson Marina. Use design concept to produce preliminary design and construction estimates. Develop funding sources for construction.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Continue Irrigation Replacement at City Cemetery**

Tactics:

Install lateral lines, valves, controllers, and heads as needed to provide sufficient automated irrigation coverage at the City Cemetery.

Met: ☐ Yes ☐ No When: \_\_\_\_\_



*Long-Range Plan*

**Goal: Achieve a Completed Trail Network in Logan**

Tactics:

Complete Logan River Trail to 600 South Park. Complete trail projects described in short-range and mid-range planning.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Acquire Parkland in North Central Logan**

Tactics:

Identify property in north central Logan where parkland may be acquired for the development of a City park. North central Logan and southwest Logan are the only remaining places where City parks do not exist.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Achieve a Completed Park System**

Tactics:

Focus on the areas described in the Strategic Plan and towards completion to achieve this goal and transition from acquisition/construction/maintenance to maintenance only.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Capacity Achieved to Handle Indoor Recreation Winter through Spring Season**

Tactics:

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Achieve Complete Conversion of Irrigation System at the City Cemetery**

Tactics:

Complete all installation needs for total irrigation coverage. Note increases in available labor time as opposed to manual irrigation and improvement in turf and reduction of irrigation overspray onto service roads.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

**Goal: Replace Plaster in Pools at the Aquatic Center**

Tactics:

Monitor pool surfaces each year and record conditions. Resurfacing completed in 2014 for Leisure Pool. The 50-meter pool and splash pool to be resurfaced next. Research cost and develop funding for re-plastering.

Met: ☐ Yes ☐ No When: \_\_\_\_\_

## Annual Maintenance Projections

### 2014 Trails Unit Measure:

- 1,170,048 square feet
- 27.7 miles
- \$32,000

### 2014 Trails Maintenance Budget

#### CANYON ROAD TRAIL – FIRST DAM SECTION

.6 mile (3,168 l/f x 8 ft) = 25,344 s/f

Annual Maintenance Projection \$2,630

#### CANYON ROAD TRAIL

1.2 miles (6,336 l/f x 10 ft) = 63,360 s/f

Annual Maintenance Projection \$2,200

#### LUNDSTROM PARK TRAIL

1.4 mile (7,392 l/f x 10 ft) = 73,920 s/f

Annual Maintenance Projection \$2,950

#### LOGAN RIVER TRAIL – LOGAN RIVER ESTATES TO TRAPPER PARK

.4 mile (2,112 l/f x 10 ft) = 21,120 s/f

Annual Maintenance Projection \$1,680

#### LOGAN RIVER TRAIL TO SPRING CREEK POND

.7 MILE (3,696 L/F X 10 FT) = 36,960 S/F

ANNUAL MAINTENANCE PROJECTION \$2,330

#### LOGAN RIVER TRAIL TO STEWART NATURE PARK

2.2 miles (11,616 l/f x 8 ft) = 92,928 s/f

Annual Maintenance Projection \$3,170

#### 600 WEST TRAIL CAFÉ SABOR TO 2500 NORTH

5 miles (26,400 l/f x 10 ft) = 264,000 s/f

Annual Maintenance Projection \$10,800

### 2014 Parks Unit Measure:

- 350 Acres
- \$3,428/acre
- \$1.2 million 2014 Parks Annual Maintenance Budget

#### BRIDGER PARK

12 acres @ \$3,428/acre

Annual Maintenance Projection \$41,136

#### SOUTHWEST LOGAN PARKLAND

|                               |          |
|-------------------------------|----------|
| 5 ACRES @ \$3,428/ACRE        |          |
| ANNUAL MAINTENANCE PROJECTION | \$17,140 |

**1700 SOUTH PARK**

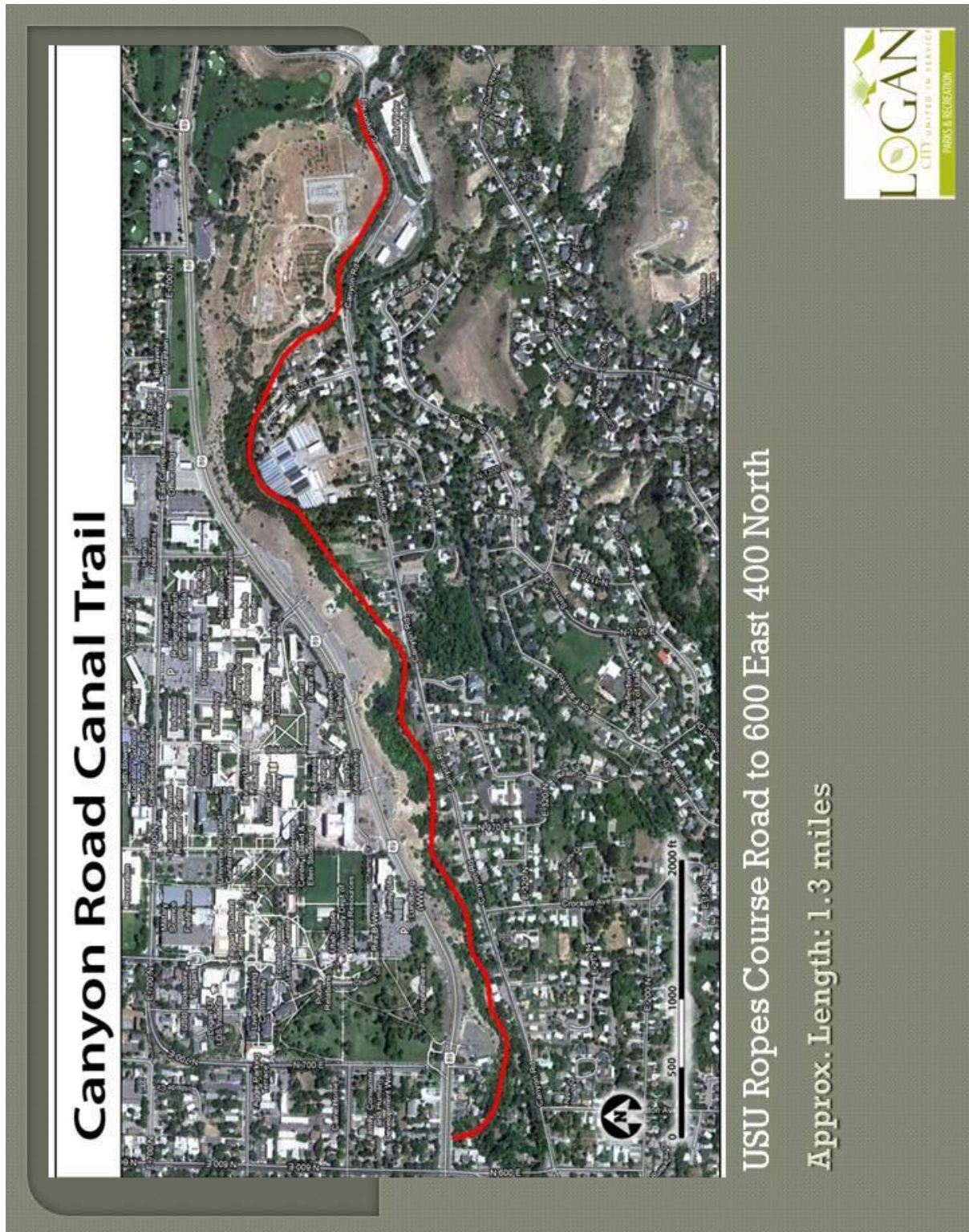
|                               |         |
|-------------------------------|---------|
| 1.6 ACRES @ \$3,428           |         |
| ANNUAL MAINTENANCE PROJECTION | \$5,485 |

**2014 Recreation Facility Unit Measure:**

**ADDITIONAL RECREATION SPACE**

|                               |           |
|-------------------------------|-----------|
| 62,000 SQUARE FEET            |           |
| ANNUAL MAINTENANCE PROJECTION | \$155,000 |

## Canyon Road Trail – First Dam Section





## Canyon Road Canal Trail

### Canyon Road Canal Trail



Looking across breach from west to east



Earthen surface section east of Laub Diversion



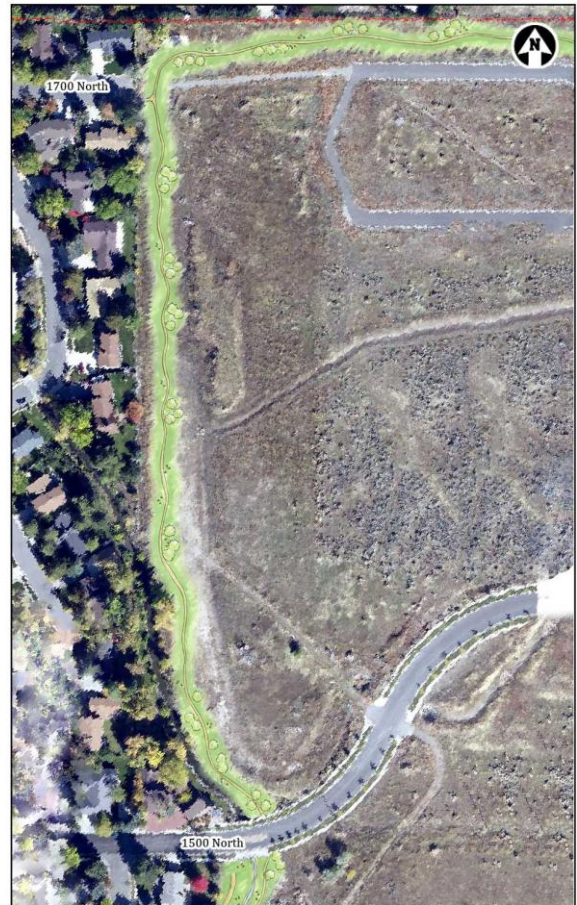
End of spring water collection pipe at Laub Diversion



Open section of canal from Laub Diversion going west to breach approx 1,200 feet



## Lundstrom Park Trail



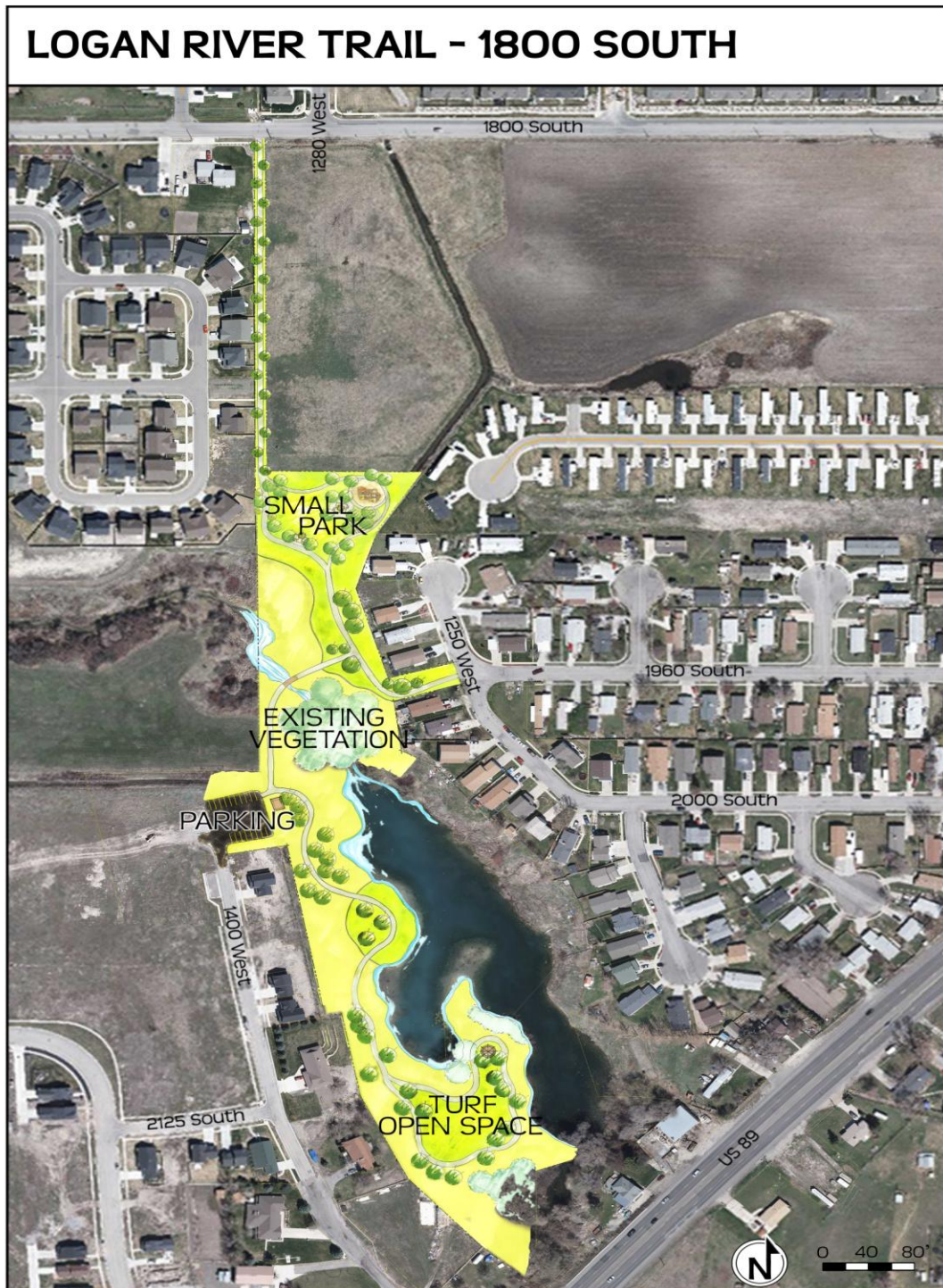


## Bridger Park





## Parkland to Extend 1800 South Trail



## Replace Equipment and Golf Carts at Logan River Gold Course



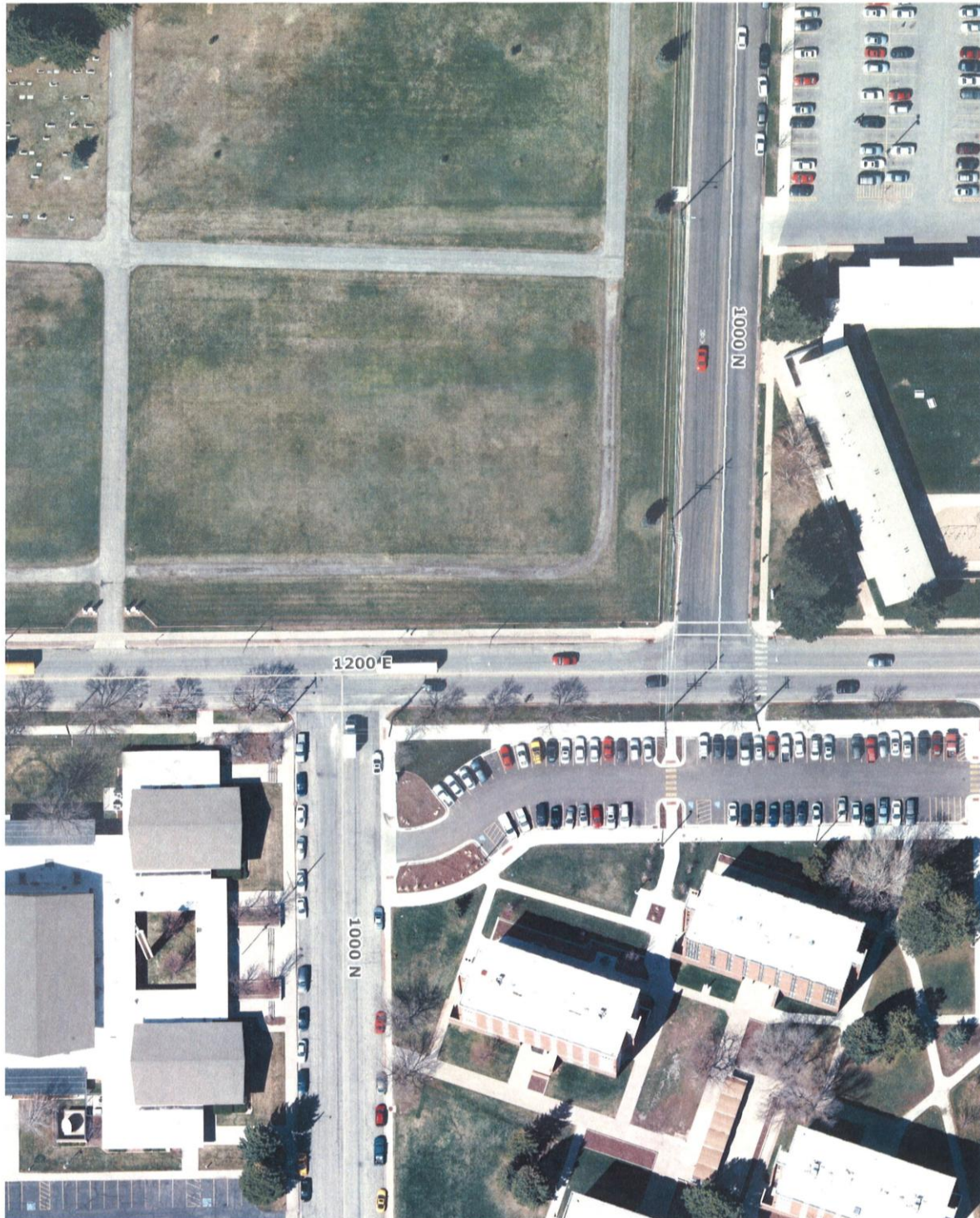


## Replace Service Roads at City Cemetery





## Replace Pump, Housing, and Main Irrigation Line at City Cemetery









## 1700 South Park

