

Parks, Recreation and Facilities Management Departmental Strategic Plan



Mission:

“Building communities and enriching lives where we live, work and play.”

Community Values:

- Diverse park experiences and recreational opportunities
- Economical and accessible services
- Safe, healthy and sustainable environment
- Well maintained facilities and grounds
- Improved health and wellness

Vision:

A progressive leader in providing superior parks, recreation and facilities management services to enrich the quality of life for our community.

Planning Assumptions

- Parks and recreation services are not generally considered as important as essential services or protective services and infrastructure
- Staffing levels will change
- Demographics of City will change
- Demands for services will increase
- Demand for local community based sports programs will increase
- Community has numerous other leisure service-providers
- Unfunded mandates will increase
- Lack of indoor programming space limits our ability to provide services
- Increased need for senior programming
- Recreation Program Partnerships continue to increase

Operational Plans:

- Prepare and implement Master Plans and Capital Improvement Program for Parks, Recreational Facilities/Recreational Center, Golf Course and other City Facilities.
- Ensure our parks and facilities are safe, code compliant, barrier free, clean and accessible.
- Expand the trail system and provide connections to existing trails including converting riverfront trestle crossings to trails.
- Implement a playground replacement program.
- Preserve and extend the useful life of physical assets.
- Develop a life-cycle assessments program for park amenities, golf course, and building systems.
- Provide opportunities for improved health and wellness by staying up on trends and providing programs that meet the needs of our community.
- Educate and promote environmental stewardship.
- Maximize energy efficiency and the preservation of resources.
- Maintain low cost for capita and square footage for services provided.
- Maintain a positive inclusive culture that attracts and retains the highest level of talent.
- Provide top notch customer service to customers and measure performance through the use of customer feedback and survey tools.
- Provide recreational and enrichment opportunities for all demographics and talent levels through inclusive programming and strategic partnerships.
- Maintain an effective communication strategy that optimizes social media, e-mail marketing and website management to educate and achieve objectives.
- Provide recreational opportunities to acquire the skills necessary for lifelong successful participation.
- Proactively pursue alternative funding sources earmarked directly toward program/facility development and delivery.
- Increase access to recreation programs for culturally diverse and low income populations by promoting our fee waiver program.
- Apply innovative technology to improve efficiency and effectiveness.
- Effectively manage increased demand for community based youth sports through proactive facility planning, staffing, and communication.

Key Strategies:

1. The Facilities Division is dedicated to provide clean, safe, sustainable and accessible public facilities while meeting the needs of our customers by improving the systems reliability, reducing maintenance costs, ensuring safety, and providing productive environments that allow our customers to deliver City services at a high level.
2. The Grounds Division is dedicated to manage and maintain a high quality, clean, safe and accessible system of park land, athletic facilities, trails, open spaces and other City property in an environmentally conscious manner for the enjoyment of families, social groups, and individuals of all ages.
3. The Recreation Division is dedicated to provide both formal and informal recreational services by developing diverse/inclusive programs and activities that encourage community involvement while striving to enhance the social, cultural and physical well-being of our residents and visitors.
4. Reid Golf Course is dedicated to manage and maintain the Golf Course facilities and grounds in a fiscally and environmentally responsible manner, consistent with quality municipal golf courses, for the benefit of the users while providing exceptional customer service.

Key Performance Measures:

Refer to individual Business Unit performance measures in annual budget.