



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 recreation opportunities
- Safe, healthy and sustainable environment
- Well maintained facilities and grounds
- Positive youth development

Vision:

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

Planning Assumptions

- Staffing levels will change
- Demographics of City will change
- Demands for services will increase
- Community has numerous other leisure service-providers
- Unfunded mandates will increase
- Parks and recreation services are not generally considered as important as essential services or protective services and infrastructure

Key Strategies:

1. Provide clean and safe parks, public facilities, public golf course, trails and recreational facilities.
2. Preserve and extend the useful life of real estate, hardscape, playground and other assets in a proactive manner to effectively deliver quality services.
3. Create a viable, desirable, and livable community that benefits all people.
4. Provide lifelong experiences, programming and learning opportunities.
5. Lead the community to improved health and wellness.
6. Balance neighborhood parks with community parks/complexes.
7. Collaborate with partners to provide a wide-range of sustainable, accessible, and diverse recreation/leisure opportunities.
8. Support the parks, facilities, programs, and services through effective marketing and communication efforts that build awareness and appreciation.
9. Maintain a quality workforce and positive work environment.
10. Protect open space, connect the community to nature, and engage the community in conservation practices.
11. Proactively pursue alternative funding sources earmarked directly toward program/facility development and delivery.
12. Utilize technology to improve efficiency and effectiveness.
13. Engage with the City's diverse community and proactively respond to changing demographics, needs and trends.
14. Implement Energy Efficiency and Sustainability strategies to reduce operating costs and carbon footprint to provide for a better environment for future generations.

Key Performance Measures:

Refer to individual Business Unit performance measures in annual budget.

Operational Plans:

- Prepare new Master Plans for Parks and Facilities that add or renovates parks and facilities when needed.
- Balance neighborhood parks with community parks/complexes.
- Ensure our parks and facilities are barrier free and accessible.
- Expand the trail system and provide connections to existing trails including converting riverfront trestle crossings to trails.
- Create and implement a playground replacement program.
- Preserve and extend the useful life of hardscape surfaces.
- Develop a life-cycle assessments program for fields and courts.
- Provide structured and unstructured recreational opportunities.
- Provide opportunities for improved health and wellness.
- Increase social media, website and on-line registration use.
- Educate and encourage environmental stewardship.
- Maintain low cost for capita and square footage for services provided.
- Coordinate the physical workplace with the people and processes within their environments.
- Implement a GIS work order mobile application for staff.
- Maintain staff with high degree of technical skills.
- Encourage minorities to join our staff, utilize our parks and participate in recreational programs.