

Next Steps

Through community feedback, Strategic Planning Committee review and Board review and approval, the BPRD Project Priorities and Next Steps for 2008-2010 and beyond were developed. The list presented here is reflective of a growing and changing community.

These Project Priorities and Next Steps fall into eight planning categories and all are subject to further development and are part of the ongoing budget development, discussion and approval each year. The Board of Park Commissioners reserves the right to adjust Actions in order to respond to emergency situations, funding opportunities, or other unforeseen events

EXPAND & ENHANCE EXISTING PARKS/FACILITIES

Reinvestments (>\$100,000 estimated budget)

1. VFW Sports Center improvements
2. Capital Racquet and Fitness Center improvements
2. Irrigation at Riverwood Golf Course
3. Hillside Park renovations
3. Tom O'Leary Golf Course improvements
4. World War Memorial Building improvements
5. Sleepy Hollow renovations
5. Schaumberg Arena improvements
6. Administrative Office addition
7. Park Maintenance Shop
7. Municipal Ballpark renovations

EXPAND & ENHANCE EXISTING PARKS/FACILITIES

Major Upgrades (<\$100,000 estimated budget)

1. VFW Sports Center upgrades
2. Playground replacements
2. Clem Kelley & McQuade Baseball/Softball Complex improvements
4. Wachter Pool improvements
5. Additional restroom/support facilities
5. Additional storage at all facilities
6. Renovate Tatley South for baseball
6. Replace cages at Fore Seasons Center
6. Bark Park upgrades
7. ADA upgrades
7. Upgrade turf at Fore Seasons Center

ACTIVITIES/PROGRAMS/SPECIAL EVENTS

- Need for Special Events Specialist
- More passive/outdoor activities
- Develop programs for seniors & toddlers
- Look into major golf tournament
- Look into major local event to highlight the community and facilities
- Expand McQuade tournament
- Provide facility improvements for special events to provide long-term community benefits
- Review user groups and capacities of programs/facilities and other facility limitations
- Establish clean-up/maintenance programs with volunteers, user groups etc. with the help of the "Friends of Parks" group
- Inventory all special events
- Look into possibility of Prairie Rose State Games in Bismarck permanently

RESEARCH & DEVELOPMENT

- Study taxing 4-mile ETA and resident vs. non-resident rates/capacities
- Continue talks toward County/District agreement
- Work toward agency accreditation
- Staffing study (compensation & utilization)
- Technology analysis and development
- Re-evaluate existing facilities

LAND ACQUISITION

- Pursue legislative action
- Pursue large tract of land in NE Bismarck
- Determine us of existing undeveloped land
- Determine land policy
- Acres per 1000 population
- Park service areas
- Pursue ownership of Eagles Park
- Work with "Friends of Parks to promote more land donations
- Expansion of Hoge Island property

EXPAND EXISTING PROGRAMS/FACILITIES AT CAPACITY

- BLAST/ Activity Centers: Need more multi-purpose space at/near school sites
- Youth baseball/ softball: Need to develop Stein property
- Indoor basketball/volleyball: Need additional gym space
- Adult softball: Need adult softball fields at Cottonwood
- Sand volleyball: Need more courts in parks
- Indoor playground: Need indoor multi-purpose recreation center
- Golf practice facilities: Need new driving range/training facility
- Arts & science programs: Need Frances Leach High Prairie Arts & Science Complex expansion
- Disc golf: Need additional disc golf holes
- Sewer system at Sibley Park

NEW CAPITAL PROJECTS

- Indoor multi-purpose recreation and aquatic center
- Cottonwood adult softball complex
- Stein Property youth baseball complex
- New Generations Park
- Indoor equestrian/livestock arena at Missouri Valley Com-Plex
- Multi-sport indoor facility
- Addition to Frances Leach High Prairie Arts & Science Complex

TRAILS

- Complete Hay Creek Corridor trail plan
- Connection from airport to the Fairgrounds (completes the loop around the entire community)
- Expand Cottonwood Park loop
- Develop plan for off-road/equestrian trails
- Menards pond trail
- Trail signage project
- Complete double ditch trail
- SRTS grant at Horizon School
- Burleigh Avenue to Tavis
- Washington Avenue to 12th Street
- Cottonwood Park to Burleigh
- Burleigh Avenue/12th Street to University of Mary
- Riverwood/Traynor Lane to Fox Island connection
- Washington Avenue south to Sibley Park

Strategic Plan 2008-2010



Looking Forward

Create the opportunities, enhance the quality of life is the Vision of the Bismarck Parks and Recreation District (BPRD). This vision was developed during the 2008-2010 Strategic Planning process by the BPRD staff and Board of Park Commissioners to set our future direction and position within the community. This vision statement affirms what BPRD strives for every day.

The vision also lays the groundwork for the BPRD Mission, which is: **To create, advocate and preserve the diverse recreation opportunities as a cornerstone of our quality of life.**

It is from the vision and mission statements, coupled with staff and board discussions, that a set of Core Values were defined. The Core Values provide the deep sense of purpose of what is important to BPRD as an organization. These are the foundation of our culture.

The seven Core Values of BPRD are:

- **Integrity**
- **Teamwork/Cooperation**
- **Professionalism**
- **Diversity**
- **Honesty/Accountability**
- **Respect**
- **Community**

This Strategic Plan Summary provides the goals, objectives and actions that were approved by the Strategic Planning Committee and were adopted by the Board of Park Commissioners on May 31, 2007. The Goals and Objectives in this Strategic Plan are intended to provide a clear, strategic direction for the work of BPRD for 2008-2010 and beyond. The Actions are subject to further study and annual review, and are part of the budget development and work plan each year. The Board of Park Commissioners reserves the right to adjust Actions in order to respond to emergency situations, funding opportunities, or other unforeseen events.



Public Input

As a first step to this strategic planning process, Bismarck Parks and Recreation District hired Agency MABU to initiate a public random sample survey, which was completed by 450 respondents in two different mailings to a randomized sampling of Bismarck area residents. In addition to the public survey, MABU also surveyed 45 partners and user groups that work with the District on a regular basis.

The surveys provided several recurring themes and priorities:

- Strong support for an indoor aquatic and multi-purpose recreation facility in Bismarck. *Over half of all respondents listed an indoor aquatic center as one of their top priorities and 72% listed an indoor recreation facility as a high priority.*
- Continuation and expansion of the walking and hiking trail system within Bismarck. *Over 70% of survey respondents have used the walking/hiking trails within the past year.*
- Strong support for the "upgrade" or reinvestment in current facilities along with regular maintenance. *84% of respondents rated park maintenance and upkeep as a high priority.*
- Need for more programs dedicated exclusively to Seniors and to Toddler/Preschool-aged children.
- Need for additional parks and open space to serve new and expanding neighborhoods. *Less than 50% of all public and partner survey respondents lived within a 1/2 mile of a park.*
- Create more multi-use facilities. *Over 75% of respondents favored a multi-use recreational facility over single-use.*
- Need for expanded teen programs. *Nearly 50% of respondents listed recreation programs for ages 13-18 as a high priority.*
- Strong support for funding to come from private sources and fundraising.
- BPRD Activity Schedule is reaching its target. *Nearly 80% of all respondents said that the activity schedule is the way they learn about BPRD programs, parks and facilities.*



Goal: To create and enhance diverse recreational and leisure opportunities for all.

Goal: To make public to our community, in easily understood language, all the activities and benefits of the Bismarck Parks and Recreation District.

Goal: To maximize and strengthen the fiscal resources and revenue development to support the Bismarck Parks and Recreation District.

Goal: To develop the means and methods to obtain the land necessary for trails, parks, facilities and open space.

Goal: To ensure the professional delivery and operation of the park and recreation services, facilities and programs.

OBJECTIVE: Review and upgrade existing parks, facilities and programs to maximize District use

ACTIONS:

- Study longevity of existing facilities vs. replacement.
- Upgrade facilities to provide greater seasonal and year-round use.
- Continue to implement existing master plans.
- Study the possibility of expanded uses within existing BPRD parks and facilities.

OBJECTIVE: Improve and enhance access to BPRD facilities and programs.

ACTIONS:

- Improve and update parks, facilities and programs to comply with all ADA/ABA guidelines.
- Study additional options for scholarships, grants and free programs.
- Explore the concept of priority access for residents vs. non-residents.
- Acquire land as it becomes available.

OBJECTIVE: Expand existing programs and facilities to accommodate a growing, changing, and diverse community.

ACTIONS:

- Plan and design a new indoor multi-purpose recreational facility.
- Study and plan for land acquisition to create new parks within growing neighborhoods and new developments.
- Use the public survey input as a guide to create new programs for currently under served groups and stay current with new leisure activities.
- Work with public and private entities to plan and design additional multipurpose spaces to accommodate community program needs.
- Enhance and expand park facilities and programs that are at capacity.

OBJECTIVE: Continue to develop and tell the "story" of the Bismarck Park and Recreation District.

ACTIONS:

- Develop a long-term communications strategy based on recommendations in the communications audit.
- Continue to produce and distribute district-wide "Annual Report".
- Establish BPRD brand and utilize in all future communications.
- Continue to study and make public the economic impact of the BPRD as well as the return on investment for all facilities and special events.
- Make available on the website the Activities Schedule, the annual report, and the upcoming plans of the district.
- Explore new and existing PR routes and communication including radio, television and newspaper.
- Create annual list of accomplishments and upgrades by park or facility and publish this list at the park/facility for the public to view.
- Determine and define all the benefits of public parks and recreation.

OBJECTIVE: Focus on the natural beauty of the park district and the environmental impacts and conservation efforts within the district.

ACTIONS:

- Develop new interpretive programs and additional programs focused on the outdoors.
- Establish and utilize a "Best Management Practices" (BMP) policy to reduce pesticide use and conserve water.

OBJECTIVE: Re-evaluate and reestablish BPRD policy and philosophy toward existing revenue sources.

ACTIONS:

- Analyze existing fee structure with guidance from outside consultant.
- Recognize publicly all donors and partners.
- Look at concessions

OBJECTIVE: Explore and establish new revenue sources.

ACTIONS:

- Continue to target corporate partnerships and sponsorships.
- Continue to explore outside, non-property tax revenue enhancements.
- Develop and foster a "Friends of the Parks" Foundation.

OBJECTIVE: Study and establish the best method to acquire additional land needed for future BPRD uses in cooperation with other local entities.

ACTIONS:

- Establish park dedication ordinance in cooperation with the City of Bismarck.
- Utilize current land inventory and park service standards, study other communities, and review with appropriate entities for discussion.
- Establish BPRD park service area standards, including ratio of land per capita.
- Establish stronger BPRD presence at all City of Bismarck Planning Commission meetings involving zoning or plat approvals.
- Continue to work with developers and property owners to secure park land.

OBJECTIVE: Continue to provide excellent customer service.

ACTIONS:

- Increase customer service training for all employees and volunteers.
- Explore extended hours/days of operation within all divisions to better serve the public and provide more staff visibility.
- Continue to hire professional staff with appropriate experience, degrees and certifications.
- Become an accredited agency through NRPAA.

OBJECTIVE: Invest in staff.

ACTIONS:

- Conduct a comprehensive compensation review.
- Identify and support additional training needs, certifications and educational opportunities for existing staff.
- Evaluate the benefit of utilizing full-time staff vs. part-time employees at all facilities.
- Review transition plan for pending retirements and replacements.
- Identify areas and responsibilities in need of reorganization to ensure adequate staffing levels.

OBJECTIVE: Stay technologically current throughout the District.

ACTIONS:

- Create additional on-line registration and reservation opportunities.
- Identify current technology, determine needs, and update accordingly.
- Initiate technology upgrades to link all BPRD facilities.

OBJECTIVE: Review BPRD role in partner programs.

ACTIONS:

- Re-evaluate BPRD level of staff involvement in competitive sports & travel teams, special events, and user groups.
- Re-evaluate BPRD role in programs and explore the possibility of additional volunteer involvement.

OBJECTIVE: Re-evaluate current maintenance operations.

ACTIONS:

- Study maintenance facilities and evaluate options including expanding existing shop vs. creating new larger facility, and establishing zoned maintenance vs. centralization of operations.
- Review and create additional storage options within the district.
- Continue to develop three-year equipment replacement program as well as additional long-term planning to provide for new upgrades and reinvestments.
- Develop additional partnerships and volunteer groups to assist with spring/fall cleanup, new plantings and maintenance in designated parks and facilities.

OBJECTIVE: Review and expand the risk management program to ensure safety at all facilities and within all programs.

ACTIONS:

- Implement a policy of background checks for all new employees and volunteers.
- Establish emergency management plan in cooperation with local and state agencies.
- Utilize risk management as a major factor for decisions regarding equipment replacement and park/facility upgrades.

play connect
provide invest

Board of Commissioners

Bismarck Parks and Recreation District Board of Commissioners plays an important role in the planning of the Bismarck Parks and Recreation District. The Board is a group of elected officials that represents the interests of the public at large. The Board, as part of this strategic planning process, worked closely with District Staff to re-evaluate all aspects of the district and redevelop a plan to move the District forward. One of the roles of the Board is to establish the vision, mission and core values of the District. The BPRD Board of Commissioners, along with Staff members, used all of the input from the public survey and additional studies to re-evaluate district operations, re-affirm District values, and redevelop the long range vision and mission of the Bismarck Park District. This vision and corresponding mission statement will be the overarching theme of the entire planning process.

Staff

Bismarck Parks and Recreation District Staff are dedicated to providing the highest quality parks, recreation and facilities for the residents of Bismarck and its visitors. BPRD employs over forty full time staff and over 900 seasonal and part-time staff. BPRD has five distinct divisions, each with a supervising manager. These divisions include Administration, Recreation, Operations, Arenas/ Pools, and Golf. Each division serves as a management team with a Commissioner carrying each division as a portfolio.

Staff members have worked with the BPRD Board to reestablish the vision of the District, and have also worked closely with the public input study and overall District evaluation that has guided this plan.