

Approved April 17, 2014



2015-2017 STRATEGIC PLAN

VISION:

To be the leader and premier provider of public parks, programs, facilities and leisure services.

MISSION:

Working with the community to provide residents and visitors the highest quality park, program, facility and event experience.

CORE PURPOSE:

To provide affordable and accessible public park and recreation services.

CORE VALUES:

Integrity,
Teamwork/Cooperation,
Professionalism,
Community, Diversity,
Honesty/Accountability
and Respect

GOAL: To create, advocate and preserve diverse recreational and leisure opportunities for all.

Objective: Reinvest in existing parks, programs and facilities to maximize community access and usability.

Objective: Create new and redevelop existing parks, facilities and programs to accommodate a growing, changing and diverse community.

GOAL: To ensure professional delivery and operation of public park and recreation services, facilities and programs.

Objective: Invest in staff and staff resources to provide the highest quality customer service and experience.

Objective: To achieve the highest standards of public safety for participants and staff at all facilities and within all programs.

GOAL: To be an effectively governed, efficiently managed and fiscally sound organization.

Objective: Create revenue policy to continually improve the district and to support new development and offerings.

Objective: Establish policy and set direction in the interest of the community and stakeholders.

Objective: Secure resources in cooperation with public and private entities, including the land necessary for trails, parks, and facilities development and open space.

GOAL: To develop community relations initiatives that will result in greater awareness of the role played by the BPRD in healthy lifestyles, environmental stewardship and community livability.

Objective: Develop the means, methods and messages to effectively communicate with the public all activities, issues, opportunities and accomplishments.

Objective: Develop models and continue practices of environmental stewardship and conservation for the community.

Strategic Focus Areas

1 Land Acquisition and Keeping Pace with Growth

- Acquire land
- Strengthen and develop relationships with land owners
- Identify targets (acreage, location, cost, developer contribution)
- Be vigilant on the process of the new Neighborhood Parks and Open Space Policy
- Develop and plan for operational impacts of new parks policy

2 Community Vision for Facility and Programming Needs and Identification of Gaps

- Connect with the City's Venues Task Force study and Chamber's sports commission discussion/ results
- Review of strategic planning gaps
- Understand responsibilities of all government partners and key players

3 Maintain/Enhance Existing Infrastructure

- Review technology
- Complete or more fully develop facilities and parks
- Continue monitoring of Americans with Disabilities Act (ADA) facility and program requirements
- Identify facilities and amenities beyond their life expectancy
- Identify process improvements
- Develop replacement schedules
- Expand existing buildings and/or create new zones or areas of operations with satellite buildings

4 Recruitment and Development of Staff

(training, recruiting, retaining, succession, satisfaction)

- Complete an employee satisfaction survey every two to three years
- Identify monetary and nonmonetary benefits to working for the District
- Identify training priorities for employees
- Foster career development opportunities
- Identify non-traditional, creative recruiting methods
- Develop ways to improve internal communication

5 Biggest Impact with Limited Resources

- Explore revenue generation ideas such as sales tax
- Identify areas for improved operational efficiencies and process improvements
- Pursue and develop new public/private partnerships
- Prioritize community opportunities
- Explore government partner efficiencies



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