

Approved March 17, 2016



2017-2019

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, accessible, and sustainable 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 Area	2014-2016 Progress Toward Goal	2017-2019 Strategies
COMMUNITY GROWTH		
Acquire land suitable for park development based on identified targets (acreage, location, cost, developer contribution)	BPRD accepted land donations from developers through the Neighborhood and Open Space Policy, including Heritage Park, Southland Park, and Gisi Park. BPRD also worked with other developers to acquire land with the policy, including South Meadows Park and future parks in Silver Ranch and Promontory Point developments.	BPRD continues to discuss this potential with developers and other public partners.
Be proactive with the development of new parks	Six new neighborhood parks have been built and four neighborhood park plans are in varying stages of the plat review process. Commissioner Schwartz is currently on the Planning and Zoning Commission. Staff continues to meet with developers to discuss and pursue land opportunities.	The neighborhood park on Medora will be constructed in 2017, partially funded with a LWCF grant. BPRD will continue to work with Burleigh County Parks to implement the Missouri Valley Complex Master Plan.
Plan for operational impacts of new parks	Operations Director and Park Planner work closely to determine the scope of the new neighborhood park plans.	Continue to monitor the schedule and implementation of new parks.
Identify potential service gaps for facilities and programs	Implemented an online survey to find out what facilities and programs are needed by the community. Created new free programs for toddlers.	Utilize the online survey and all tools used to gather public input to improve existing or create new offerings.
Strengthen and develop relationships with government partners, key stakeholders and community planning groups	BPRD has established a seat at the table of the City of Bismarck plat review process and other community-wide plans and studies.	BPRD staff will continue to participate in community planning with all local government and stakeholder groups. BPRD will continue its relationship with Burleigh County to manage the county parks.
Explore public revenue generation opportunities	Discussed this internally and informally with the City, CVB and School District.	Continue to share the NDRPA Economic Contribution Study to provide the data confirming the financial impact of parks and recreation locally and statewide.
HUMAN RESOURCES		
Analyze and consider future human resource needs	This occurs continually as BPRD grows and employees leave.	
Remain competitive and attractive in the marketplace	The Board has approved market adjustments which have been implemented. The Board approved changes to the life insurance coverage for full-time employees and also approved employee paid vision insurance. 27 employees enrolled in vision insurance and 23 employees either added or increased supplemental life insurance.	BPRD continues to monitor the market for various position at similar park districts, school, city and county governments.
Develop training priorities and invest in career development opportunities	Additional staff members were identified as prospects for the Certified Playground Safety Inspector training. In the past, supervisory training sessions have been held every other year. We held a session in 2016, which was not originally scheduled, due to the number of new supervisors hired over the past few years. We also held a Reasonable Suspicion training session to assist in identifying employees who are using drugs and alcohol. In 2016, the ND Human Resource Collaborate held a conference here in Bismarck. BPRD had 22 full-time employees in attendance. We have also certified our full-time employee in first aid/CPR/AEDs.	Continually identifying employee and training needs and fund accordingly.

Strategic Focus Area	2014-2016 Progress Toward Goal	2017-2019 Strategies
EXISTING INFRASTRUCTURE		
Invest in technology to maximize efficiency	Staff has secured and has been training on an updated accounting software package.	Continue to look at new and more efficient ways to reach our users and better utilize technology District-wide.
Complete or more fully develop facilities and parks	Municipal Ballpark Improvements were completed in 2014. Hillside Pool and Bathhouse were completely renovated in 2015. Six neighborhood parks were built in 2015 and 2016. The Archery Complex built a new addition in 2016.	BPRD will develop at least one new neighborhood park in 2017. Capital Ice Complex will add another sheet of ice to Schaumberg Arena and Magical Moments will be renovated.
Monitor the Americans with Disabilities Act (ADA) facility and program requirements	Renovations at Hillside Pool in 2015 included making the pool and bathhouse accessible to all. In 2016, the entrances to BPRD Main office leases were improved, including ADA enhancements. The warming house at Lions Park was renovated to include accessible restrooms.	Continue to implement the Facilities Study, focusing especially on ADA requirements.
Identify facilities and amenities beyond their life expectancy and develop replacement schedules	Hillside Pool and Bathhouse renovation was completed in 2015. 75% of 2013 Facilities Study items have been completed. BPRD continues to replace infrastructure and equipment based on a replacement schedule for trails and parking lots, roofs, golf carts, and playgrounds.	Review Facilities Study to move forward. Replacement schedules for trails, parking lots and playground, along with equipment continue to be updated on a regular basis and budgeted accordingly.
Identify areas for improved operational efficiencies	Canning facility at Municipal Ballpark was renovated to allow for office space for Operations staff. A study was completed in 2016 by an architect to determine the best method of operations and use/expansion of maintenance buildings.	A study was initiated in 2016 by an architect to determine the best method of operations and use/expansion of maintenance buildings. The study is in process.
EMERGING TOPICS		
Increase safety and security	Security cameras have been installed at BPRD facilities. We continue to address safety and security at training sessions.	BPRD staff and Risk Management Committee will continue to evaluate and improve all safety and security measure at BPRD facilities and grounds.
Monitor and engage in major community development plans and changes	Continued to be at the table for downtown revitalization meetings, City of Bismarck Growth Management Plan, and MPO Long-range Transportation Plan	Establish BPRD's role in a growing and developing community.
Monitor and respond to public policy and legislation	BPRD Executive Director sits on the NDRPA Legislative Committee.	BPRD will continue to monitor any local or state legislation and policy decisions.