

# Bend Metro Park and Recreation District 2007 – 2011 Strategic Plan Revised and Adopted March 6, 2007



Strategic planning is intended to answer the questions: Where are we now; where do we want to go; and how will we get there? The Bend Metro Park and Recreation District (BMPRD) Strategic Plan provides direction regarding major initiatives and projects anticipated during a five-year planning period. The Plan is written to address community needs and the goals identified in the **2005 Park, Recreation and Green Spaces Comprehensive Plan** and to reflect the core values expressed in the District's Mission Statement. The Strategic Plan is reviewed and revised in discussions between the Board and staff, and adopted annually. It influences the scheduling and funding of projects identified in the District's Capital Improvement Program (CIP) and guides the creation of annual department work plans and the annual budget.



**Mission statement:**

To enhance the vitality of our community by promoting healthy lifestyles and enriching Bend's unique character with exceptional park and recreation services.

**We value:**

- **Excellence** by striving to set the standard for quality programs, parks and services through leadership, vision, innovation and dedication to our work.
- **Environmental Sustainability** by making decisions that help protect, maintain and preserve our natural and developed resources.
- **Fiscal Accountability** by being responsible and efficient in ensuring the financial health of the District today and for generations to come.
- **Inclusiveness** by reducing physical, social and financial barriers to our programs, facilities and services.
- **Partnerships** by fostering an atmosphere of cooperation, trust and resourcefulness with our patrons, coworkers, and other organizations.
- **Customers** by interacting with people in a responsive, considerate and efficient manner.
- **Staff** by honoring the contributions of each employee and volunteer, and recognizing them as essential to accomplishing our mission.

## **IMPLEMENTATION ITEMS:**

### **I. PROVIDE, CARE FOR AND PRESERVE PARKS, TRAILS, NATURAL AREAS AND RECREATION FACILITIES FOR CURRENT AND FUTURE DISTRICT RESIDENTS**

#### **Goal 1: Ensure existing facilities are well taken care of and offer appeal to the users.**

##### Strategies:

- a. Monitor and quantify park and facility use through surveys.
- b. Develop park maintenance standards by type of park or facility and evaluate annually.
- c. Provide an ongoing viable and effective playground inspection program.
- d. Monitor the maintenance program to ensure the most efficient operation and use of resources.
- e. Manage the resource and social impacts of special events in parks
- f. Manage a coordinated, district-wide sign program.
- g. Review and refine the district's fees and charges policy based upon the Pyramid Pricing Model contained in the Comprehensive Plan. (See Comp Plan, Appendix F, Pyramid Pricing Model)

#### **Goal 2: Encourage stewardship and involvement in the parks, trails and open spaces.**

##### Strategies:

- a. Develop programs to provide citizens with hands-on involvement in parks and on trails.
- b. Incorporate interpretive signs in parks and along sections of trail to educate patrons on native plants, habitat and local history.
- c. Encourage compliance from dog owners to implement methods influencing positive interactions between dogs and humans, and adherence to Park system rules and regulations.
- d. Involve citizens in dog management goals.

### **II. PROVIDE DIVERSE, HIGH QUALITY, SAFE, AND ACCESSIBLE RECREATION OPPORTUNITIES THAT WILL ENRICH PEOPLE'S LIVES**

#### **Goal 1: Program quality recreation services that are financially feasible, provide excellent customer service, and meet the needs of district residents.**

##### Strategies:

- a. Routinely survey and maintain those programs.
- b. Nurture and sustain community partnerships in the delivery of programs.
- c. Seek alternative funding strategies and support for programs.
- d. Use volunteers where appropriate to enhance customer service and the delivery of programs.
- E Use ongoing data collection to assist in determining the need for and development of programs.
- f. Identify opportunities to enhance outdoor recreation programs that focus on the interpretation and stewardship of parks, trails and natural areas.
- g. Provide activities for the "new senior" who wants active, short commitments, has individual interests, and has little interest in traditional senior programs.
- h. Provide activities for families, parent-tot and pre-school age children.
- i. Evaluate new and current program offerings to determine if they are meeting established program and budget goals.

- j. Use the Pyramid Pricing Model to sort core program responsibilities from other programming opportunities, and to determine appropriate funding mechanisms.

**Goal 2: Develop recreation services that will help address important community and societal issues.**

Strategies:

- a. Identify and address barriers that prevent participation in recreation programs.
- b. Collaborate with other community agencies to develop programs/policies that address obesity.
- c. Address the recreation program and facility needs of low-income households.
- d. Identify ways to engage currently underserved (ethnic, income, new, etc.) populations in recreation programs.
- e. Ensure scholarship funds are available for those in need.
- f. Provide support needed for special needs individuals to participate in general recreation programs.
- g. Provide therapeutic recreation programs.
- h. Identify and overcome barriers to those who want to participate in recreation programs but cannot.

**Goal 3: Ensure adequate, well maintained fields/spaces/facilities are available to meet programming needs.**

Strategies:

- a. Optimize field space available for athletic activities.
- b. Continue annual evaluation of field capacity and field use demand based on the work done in the comprehensive planning project, to forecast the need for renovation and new field space.
- c. Create a long-term funding plan for sport field development and implementation.
- d. Incorporate routine forecasting of future trends and monitoring of needs into the priority field use policy.
- e. Optimize the use of turf space at elementary and middle schools through joint development and use agreements with the Bend-La Pine School District.
- f. Employ a community council of sport providers to review the use and scheduling of fields, and sustain an ongoing conversation with community sport groups regarding the expanding need for sport fields.
- g. Coordinate policy decisions regarding scheduling and use of sport fields with the district's field development goals and strategies.
- h. Monitor the appropriate provision of facilities for non-district sports providers.

**Goal 4: Program to meet the needs of our changing society.**

Strategies:

- a. Utilize more individual, drop-in opportunities and fee structures.
- b. Monitor and adjust length and time of programs to address lifestyle changes.
- c. Provide for the growing need for daytime activities for "at-home" children.
- d. Explore nontraditional program alternatives.

### **III. ENSURE SOUND AND SUSTAINABLE FINANCIAL PLANNING AND MANAGEMENT DESERVING OF THE PUBLIC'S TRUST**

#### **Goal 1: Provide sustainable funding and responsible financial planning, and management to support the district's existing and future levels of service.**

Strategies:

- a. Employ financial forecasting tools to prepare long term financial management plans.
- b. Evaluate the impacts of population growth as part of the district's annual budget process.
- c. Coordinate park planning and development with available maintenance resources.
- d. Coordinate financial decisions regarding sport field development with the district's SDC methodology, SDC Financial Forecast, Capital Improvement Plan, and input from community interest assessments.
- e. Maintain a facilities renovation and major maintenance forecast to be utilized during the annual budgeting process.
- f. Market identified surplus properties as they evolve, in support of district acquisition and capital improvement needs.
- g. Implement and monitor a district water rights policy, and review and adjust district practices accordingly.
- h. Consider annexation of properties outside of the district as opportunities arise.
- i. Continue to develop and ensure compliance with district policies, procedures and internal controls to safeguard assets, adhere to state law, and reflect the goals of the district.
- j. Continually improve the district's financial communication and transparency, with the goal of improving citizen knowledge of district budget and finances.

#### **Goal 2: Pursue a consistent and effective approach to partnerships and community involvement.**

Strategies:

- a. Establish and review annually a written partnership policy to institute common language and defined expectations.
- b. Expand partnerships in support of program and facility development with local and regional conservation, environmental, historical groups
- c. Jointly evaluate our relationship and agreement with the Bend-La Pine School District to promote positive relations, effective communications and cooperative problem-solving.
- d. Seek supplemental funding support to offset the costs of the development and upkeep of parks, trails, natural areas, and historic and cultural facilities enjoyed by out of town visitors.
- e. Work with the City of Bend and Deschutes County to receive transient room taxes annually to support district parks and facilities enjoyed by visitors.
- f. Identify high profile cultural or historic facilities in order to capitalize on statewide tourism and funding opportunities.

#### **Goal 3: Document and embrace an alternative funding philosophy to leverage monies and services and provide quality partnership relations.**

Strategies:

- a. Develop and maintain consistent criteria for district sponsorship.
- b. Contract or allocate staff resources to actively procure appropriate partners, sponsors and grant funding.

- c. Support the Bend Park and Recreation Foundation in their efforts to support district goals and activities.
- d. Seek additional support of the district's recreation program scholarship fund.

#### **IV. ACHIEVE EXCELLENCE IN ALL AREAS OF DISTRICT OPERATIONS**

##### **Goal 1: Strive for operational excellence in the delivery of park and recreation services.**

Strategies:

- a. Conduct an annual Board and staff review of the Strategic Plan and develop annual action/work plans from the goals and strategies listed therein. Utilize these to prioritize budget decisions.
- b. Maintain the district headquarters and administrative office in a manner that will be convenient and accessible to the public.
- c. Manage Park Services maintenance facilities in an efficient and effective manner, in suitable locations.
- d. Review contractual and outsourced services on a regular basis.

##### **Goal 2: Attract, develop and retain a high caliber work force.**

Strategies:

- a. Provide ongoing professional development and training opportunities to ensure that district staff is well prepared to deliver high quality services.
- b. Deliver a comprehensive district-wide orientation to assist the transition of all new employees to understand the culture, expectations, and policies of the district.
- c. Evaluate and update Human Resources policies and procedures on an annual basis.
- d. Evaluate and implement recruiting methods and materials to increase the number of qualified candidates.
- e. Evaluate benefits package to increase attraction of qualified candidates and to maintain retention of employees.
- f. Monitor salary schedule benchmarks with external markets to maintain the position of "employer of choice".

##### **Goal 3: Utilize the best program registration system in order to better accommodate the district's and program users' needs.**

Strategies:

- a. Use program tracking and evaluation tools of existing software to capacity by designing reports to readily identify the lifecycle of programs, those programs not meeting minimum capacity, monitor waiting lists, and communicate with patrons.
- b. Maintain the best option for registration software and online registration. Implement new solutions and train staff accordingly

**Goal 4: Use an automated tracking system for the park maintenance program and audit the system periodically to assure it is effective and targeted for defined outcomes.**

Strategies:

- a. Fine-tune the tracking system for actual costs of management and operations of parks and recreation facilities.
- b. Manage an efficiency and effectiveness study using the data generated.

**Goal 5: Continue to improve and expand the district use of Web technology, networking capabilities, GIS, and other technologies.**

Strategies:

- a. Maintain a GIS mapping and data management system, and provide ongoing training for staff.
- b. Plan for the district to host and manage its own Website and online registration program as long as it remains cost-effective to do so.
- c. Plan and design for new technologies in new or renovated district facilities, in order to better serve district users.

## **V. USE AND BE RECOGNIZED FOR ENVIRONMENTALLY SOUND PRACTICES**

**Goal 1: Ensure the most efficient and effective overall district operations.**

Strategies:

- a. Continue to refine the definition of the term “sustainability” as it applies to the district’s operations and the provision of park and recreation services.
- b. Evaluate operational procedures to assure the district is using sustainable practices.
- c. Institute an ongoing best practice and trend survey at least once every two to five years to benchmark the district’s service level to its users.
- d. Investigate the use of alternative energy sources and non-potable irrigation water where they may be appropriate.

**Goal 2: Maintain an internal sustainability education program.**

Strategies:

- a. Encourage best business practices by staff.
- b. Facilitate the effort through other agencies, contractors, and local knowledgeable persons to train staff in the skills needed.
- c. Create opportunities for staff to help develop model programs for the district and for other agencies.
- d. Provide focus and staff training in sustainable practices, natural resource management and environmental stewardship. Provide information about available resources.

**Goal 3: Be a leader in the provision of environmentally-friendly parks, natural areas, trails and recreation facilities.**

Strategies:

- a. Continue to be proactive in adopting sustainable environmental practices in all areas of district operations.
- b. Consider the option for new district facilities to become LEED certified.

- c. Maintain effective and efficient recycling bins in all district facilities.
- d. Seek opportunities in the media and through other outreach opportunities to inform the public of the district's practices.

**VI. PROVIDE EFFECTIVE PLANNING AND FACILITY DEVELOPMENT TO ADDRESS THE EXISTING AND FUTURE PARK AND RECREATION NEEDS IDENTIFIED IN THE COMPREHENSIVE PLANNING PROCESS**

**Goal 1: Provide Park and facility planning, acquisition, and development to meet the needs and expectations of district residents, goals and policies in the Bend Urban Area General Plan and standards in the BMPRD Park, Recreation, and Open Space Comprehensive Plan (Plan).**

Strategies:

- a. Recognize the BMPRD Comp Plan as the guiding document for all park and recreation services planning within the Bend Urban Growth Boundary (UGB), Bend Urban Area Reserve (UAR), and BMPRD Boundary.
- b. Work with City of Bend to incorporate the Comp Plan by reference into the Bend Urban Area General Plan.
- c. Work with Deschutes County to incorporate the findings of the Comp Plan in planning for Bend UAR lands.
- d. Support assigned projects in the Bend 2030 Action Plan.

**Goal 2: Incorporate the action items of the Comprehensive Plan into the district's Strategic Plan and Capital Improvement Plan (CIP) annually in order to achieve the recommendations of this Plan and to enhance effectiveness of staff effort.**

Strategies:

- a. Review, and revise the district's Strategic Plan, CIP and SDC Fund Forecast on an annual basis.
- b. Review, revise and adopt the district's System Development Charge (SDC) methodology on a five-year basis.
- c. Create annual work plans for each district department that assign responsibility and time frame, and allocate the resources necessary to complete the action items identified in the Strategic Plan, CIP and annual budget.

**Goal 3: Assure that all levels of district staff are well informed of the Comprehensive Plan and are prepared to work together to implement the recommendations and strategies.**

Strategies:

- a. Include all departments and appropriate staff in district planning in order to improve understanding, encourage input, and create buy-in.
- b. Provide staff and staff teams with professional development opportunities, specific training, equipment and supplies necessary to effectively implement the Comprehensive Plan.

**Goal 4: Plan for adequate response to growth of the community for parks and recreation facilities and services.**

Strategies:

- a. Monitor the periodic review of the Deschutes County Coordinated Population Forecast in an effort to align district planning processes and documents with the most current population forecasting.
- b. Periodically review and revise the Neighborhood Park Plan and district short term planning documents in order to ensure that planning for future park and recreation facilities aligns with community growth patterns.
- c. Participate in master planning for those lands identified for UGB expansion in the City of Bend Residential Lands Study.
- d. Work with the City of Bend to ensure that the district boundaries are expanded as urban growth boundaries are extended, and the orderly extension of parks and recreation services is accomplished.
- e. Periodically review and revise intergovernmental agreements (IGAs) with the City of Bend and Deschutes County to ensure a seamless urban planning process.
- f. Work with the City on a zoning ordinance change that will allow "Public Facilities" zoning for Community Parks.
- g. Participate in the Bend-La Pine School District's sites and facilities planning process to ensure that park and facility planning is coordinated with planning for local schools.
- h. Conduct periodic surveys based upon and benchmarked to the Community Interest and Opinion Survey done for the Comprehensive Plan.
- i. Promote the use of a level of service-based model for analyzing and monitoring the provision of recreation programs and services.

**Goal 5: Provide appropriate park space and amenities to serve residents of the district.**

Strategies:

- a. Use the level of service analysis completed through the comprehensive planning effort and based on the refined definition of park classifications, designated service areas, total population and geographic distribution of park type and park amenities to inform all park and recreation facility planning.
- b. Use the SDC level of service standards to predict future needs for those categories of facility included in the SDC methodology.
- c. Use the Neighborhood Park Plan in locating future Neighborhood and Community Park facilities.
- e. Perform an additional level of service analysis for Neighborhood Parks as information becomes available from the City based on anticipated population of each neighborhood service area.
- f. Ensure that the Strategic Plan, CIP and annual action plan will provide direction and detailed steps toward addressing existing deficiencies and the future facility needs requisite of community growth.
- g. Work with the Bend-La Pine School District to leverage the provision and use of public open space and recreation facilities.
- h. Work with City of Bend and other community partners to develop a long-term strategy to address Mirror Pond siltation issues.

**Goal 6: Plan for and identify maintenance costs associated with new facilities.**

Strategy:

- a. Evaluate impact of any proposed facilities on maintenance programs as part of the approval and funding process.

**Goal 7: Acquire new sites to provide for future parks, natural areas, and recreation facility development.**

Strategies

- a. Implement the Neighborhood Parks Plan as amended annually.
- b. Further evaluate and plan for the future for Community Park acquisition and development based upon the findings of the BMPRD Comp Plan.
- c. Evaluate sites along the Deschutes River and elsewhere in the district for potential natural area acquisition and protection.

**Goal 8: Plan for those future facility needs identified in the Comprehensive Plan and as necessary to the provision of more effective service to the community.**

Strategies

- a. Develop and maintain a long term funding plan for needed sports field development and improvements identified in Community Parks.
- b. Provide ongoing master planning for Community and Regional Parks.
- c. Plan for the future need, and locations of additional Park Services facilities.
- d. Plan for future events park need, to displace some or all of the current use in Drake and McKay parks.
- e. Plan for the long-term use of Eastgate Natural Area.
- f. Identify appropriate sites and seek funding for new skate park facilities.
- g. Identify strategies for the provision of future dog off-leash areas and dog parks.
- h. Provide the future amenity improvements identified in Chapter 7 of the Comprehensive Plan.
- i. Lead the "Green Print" planning effort included in the Bend 2030 Action Plan in order to identify, protect and interpret unique natural features and ecological zones.

**Goal 9: Provide adequate indoor facility space to meet the needs for drop-in use and recreation programming spaces.**

Strategies:

- a. Continue to assess public sentiment toward the development of a Community Recreation Center.
- b. Determine the feasibility of an indoor sports arena to house court sports, seasonal ice sports and compatible summer activities.
- c. Monitor the needs for additional indoor recreation program spaces located throughout the District, including conveniently located neighborhood sites in identified high-need areas. (e.g. pre-school, youth enrichment, older adults)
- d. Monitor the need for additional indoor before and after school recreation program space, including the possible use of both fixed and modular buildings/facilities.

**Goal 10: Provide a district-wide trail system that will serve a variety of uses, is accessible, easy to navigate and connects parks, schools, civic spaces and regional trails.**

Strategies:

- a. Coordinate trail planning and development with the Bend Urban Area Bicycle and Primary Trail System Plan and the Bike/Pedestrian Access-way Plan.
- b. Work to provide accurate user information as the trail system develops, including periodic updating of the trail user guide (map) and sign program.
- c. Continue to implement the Deschutes River Trail Action Plan, including the acquisition of funding for the planned trail bridges and other major projects identified in the Plan.
- d. Work with Deschutes County, the USFS, the BLM, the OPRD, irrigation districts and other entities on a Central Oregon regional trail plan as is called for in the Bend 2030 Action Plan.
- e. Coordinate the district's trail planning and development efforts with goals and strategies outlined in the Oregon Trails 2005-2014 Plan.

**VII. BE RECOGNIZED AS A COMMUNITY LEADER IN PROVIDING AND NURTURING WHAT MAKES BEND AN OUTSTANDING PLACE TO LIVE, WORK AND PLAY**

**Goal 1: Develop a comprehensive marketing plan that creates recognition and identification of the district as the primary community recreation provider and strengthens community understanding and appreciation of the benefits the district provides.**

Strategies:

- a. Inform the district's marketing efforts with information obtained in the Community Interest and Opinion Survey done for the Comprehensive Plan.
- b. Inform the district's marketing and outreach efforts with a statistically valid survey conducted every two years to identify and benchmark more specific perceptions, issues and opportunities
- c. Continually review and revise the effectiveness of collateral materials, advertising, televised informational shows, and promotions in order to position the district as desired.
- d. Develop marketing methods to promote the use of programs and facilities to non-program users and new comers to the community.
- e. Annually report information to the public about parks and recreation funding, stewardship of tax dollars, and fees and charges and the overall state of the district.
- f. Link any specific promotion of tourism services to district-wide funding strategies and the Pyramid Pricing Model. (See Appendix F, Pyramid Pricing Model)

**Goal 2: Encourage positive media coverage of park and recreation issues and stories.**

Strategies:

- a. Actively build relationships with media representatives.
- b. Facilitate good publicity by providing the media with story ideas and materials that support the district's message.

**Goal 3: Expand community relations opportunities to inform and educate the community on park and recreation benefits, values and accessibility.**

Strategies:

- a. Seek opportunities for staff to speak at a variety of community forums about the benefits of parks and recreation.
- b. Recognize and thank community partners and sponsors.
- c. Work with the Park and Recreation Foundation to coordinate their message with the brand and message of the district.
- d. Seek opportunities to facilitate positive interactions between the public and the district, seeking ways to welcome input in effective and constructive ways.
- e. Take an active role and be visible in projects of outside agencies that advance or support the goals of the district.
- f. Develop and implement methods for communicating the district's economic benefits to the business community.

**Goal 4: Actively involve citizens in the planning and delivery of park and recreation programs and services to build relationships, and improve citizen connectivity with the district.**

Strategies:

- a. Institute and manage a district-wide volunteer program that matches district needs with volunteer skills and services.
- b. Seek opportunities to welcome citizen involvement in the district's decision making processes.
- c. Institute strategies to promote positive relationships between the district and its volunteers.