

APPENDIX C. **System Goals** **Implementation Table**



GOAL 1. ORGANIZATIONAL EXCELLENCE: Operate with transparency, efficiency, and a focus on impact

#	STRATEGY	IMPLEMENTATION TOOLS										TACTICS <i>Details on how we can achieve this</i>	PARTNERS		GOAL TYPE Good Governance, Big Idea, Catalytic Project, Bold Ambition	TIMELINE Near-term, Mid-Term, Long-Term, Ongoing	PRIORITY			COST ESTIMATE
		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low	
1A. Emphasize good governance values and practices																				
1A.1	Adopt a user- and community-centered approach to planning, operations, and communications					X		X		X		Regularly revisit System Plan when making decisions, consider protocols to keep plan front of mind, possibly craft a formal strategy	Parks Dept	PRAC	Good Governance	Ongoing		X		None
1A.2	Utilize traditional and new communications resources and tools to ensure transparency in public meetings, boards, commissions, city council activities, design processes, and vendor selection.									X		Use existing communications tools like social media, website, and newsletter. Consider a monthly or weekly e-newsletter.	Parks Dept, Communications Staff		Good Governance	Ongoing	X			Low
1A.3	Strive to achieve the highest industry standards for parks and recreation and local government agencies (e.g. Pursue accreditation with Baldrige Performance Excellence Program and Commission for Accreditation of Parks and Recreation Agencies)		X					X		X		Research criteria for accreditation, establish plan to achieve requirements, submit application	Parks Dept, Administration	Environmental Committee, PRAC	Good Governance	Mid			X	TBD
1A.4	Create and disseminate an annual progress report highlighting the accomplishments, progress, and future implementation needs							X	X	X		Establish process to gather and track data, create regular cycle to produce report	Parks Dept, Communications Staff		Good Governance	Ongoing		X		None
1A.5	Update this plan, as necessary, to adjust for changing circumstances, community desires, budgets, and facility needs.			X				X				Adopt a process to regularly review and update the plan.	Parks Dept	PRAC	Good Governance	Mid-Long			X	None
1A.6	Revise the zoning map and code to incorporate a new parks zoning district that will better manage and regulate the city's open space		X									Update the zoning map, could be done in coordination with upcoming Comprehensive Plan process	Community Development Dept	Parks Dept	Good Governance	Mid			X	None
1B. Support and leverage the City's Boards and Commissions																				
1B.1	Evaluate and define the role of the Parks and Recreation Advisory Committee, Environmental Committee, Planning Commission, and Equity Team in supporting parks and recreation efforts.		X			X		X				Host joint work sessions between committees and Council to determine future roles. Revise bylaws as necessary.	Committee Liaisons, City Council	Committee Members	Good Governance	Ongoing		X		None
1B.2	Develop an onboarding process and mentorship program.					X		X				With the support of committee members, create an onboarding packet for new PRAC and EC members.	Committee Liaisons	Committee Members	Good Governance	Ongoing	X			None
1B.3	Actively recruit new members for boards and commissions, especially from under-represented communities, perspectives, and skillsets.					X	X	X	X	X		Use a mix of marketing and engagement tools to reach new audiences and improve the application process.	Committee Liaisons	Committee Members	Good Governance	Ongoing	X			None

1B.4	Engage committee members in conducting research and community engagement efforts					X		X	X			Recruit committee volunteers for events and engagements and encourage members to gather background materials, studies, and project examples.	Committee Liaisons	Committee Members	Good Governance	Ongoing			X	None	
1B.5	Facilitate coordinated conversations between Boards, Commissions, and the City Council					X		X				Host joint work sessions between committees and Council. Then have each committee establish an annual work plan.	Committee Liaisons	Committee Members	Good Governance	Ongoing		X		None	
1B.6	Establish a cycle of committee strategic planning and work plan development					X		X				Host joint work sessions between committees and Council. Then have each committee establish an annual work plan.	Committee Liaisons	Committee Members	Good Governance	Ongoing		X		None	
1B.7	Provide educational opportunities for elected and appointed officials to keep them informed about trends, issues, ethics, rules and regulations, and best practices					X		X				Regularly offer learning opportunities, share information and pertinent articles, webinars, and trainings.	Committee Liaisons	Committee Members	Good Governance	Ongoing			X	None	
1C.	Coordinate with community partners																				
1C.1	Conduct a gap analysis of our community partnerships to assess partnership opportunities							X	X	X			Process to understand our strengths and weaknesses, better understand the local landscape, and outline a plan to develop and improve relationships	Parks Dept	Partner Organizations	Good Governance	Mid-term		X		None
1C.2	Foster new and improved relationships with community organizations, neighboring communities, the county, and other government agencies							X	X				Commit the time and resources to develop impactful relationships	Parks Dept		Good Governance	Ongoing		X		None
1C.3	Coordinate with partners on long-term capital improvements and programs, and explore opportunities to reduce redundancies and share facilities	X			X			X	X			X	Gain understanding of partner plans and priorities. Regularly explore opportunities with partners and neighbors.	Parks Dept	Partner Organizations	Good Governance	Ongoing		X		None
1C.4	Consider supporting partner initiatives such as Safe Routes to Schools, green schoolyards, regional trails, and community gardens	X		X	X			X	X			X	Gain understanding of partner plans and priorities. Regularly explore opportunities with partners and neighbors.	Parks Dept	Partner Organizations	Good Governance	Ongoing			X	None
1C.5	Join coalitions and initiatives advocating for park-positive legislation and funding at the regional, state, and federal levels							X	X				Partner with parks, recreation, arts, resiliency, and community development organizations.	Parks Dept, Administration, City Council, Boards and Committees	Partner Organizations	Good Governance	Ongoing		X		None
1C.6	Improve the processes to formalize partnerships and agreements							X	X	X			Develop a transparent, values-based, and reciprocal process for formalizing partnerships, lease agreements, and joint-use or shared facility opportunities with organizations, agencies, artists, non-profits, athletic associations, and volunteers	Parks Dept	Partner Organizations	Good Governance	Ongoing		X		None

GOAL 2. SYSTEMS THINKING: Plan, invest, and operate the parks as a coordinated, cohesive, and unified system

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		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low						
2A. Apply a goal-oriented approach to park design and investments																									
2A.1	Establish a process to assess existing park conditions, understand neighborhood and community priorities, and enhance park improvement projects.											X	X		Create an asset inventory and management system that reflects the city's values, goals, and long-term strategy	Parks Dept	Public Works	Good Governance	Near-term, Ongoing				X		None to Low
2A.2	Adopt a Complete Parks Policy to promote design excellence. Including standards and guidelines that address aesthetics, architectural and construction quality, functional use, and durability to create inspiring, welcoming, climate-resilient, ecologically-healthy, playful, beautiful, and safe parks.	X	X			X							X	X	In a vein similar to Complete Streets, develop a policy that clarifies and establishes park design standards.	Parks Dept	Public Works, Planning, PRAC	Good Governance, Big Idea, Catalytic Project, Bold Ambition	Long-term					X	None
2A.4	Expand park access and use by leveraging new technologies, innovations, best practices, multi-functional design, strategic land acquisition, and redevelopment	X										X			Study, explore, and implement new tools to expand access.	Parks Dept	Public Works	Good Governance, Big Idea, Catalytic Project, Bold Ambition	Ongoing				X		Project dependent
2B. Strategically distribute facilities and programs within the context of a community-wide system																									
2B.1	Address disparities and gaps in parks and amenities, particularly in high-priority areas and areas projected for growth	X		X										X	Establish a values-based Capital Improvement Plan	Parks Dept, Administration	PRAC	Good Governance, Big Idea	Ongoing				X		Project dependent
2B.2	Coordinate with public and private partners to meet system goals, reduce redundancies, and expand access through co-location and joint use	X			X							X		X	Gain understanding of partner plans and priorities. Regularly explore opportunities with partners and neighbors.	Parks Dept	Partner Organizations	Good Governance	Ongoing				X		Project dependent
2B.3	Utilize technology, level of service analysis, and park audits to capture additional usage and need data											X			Explore a variety of tools to capture objective park use data.	Parks Dept	PRAC, volunteers	Good Governance	Ongoing					X	Project dependent
2B.4	Consider park projects that highlight the unique activities, history, and natural assets of the surrounding neighborhood	X										X		X	Keep an open mind to design solutions, research history, and partner with creative consultants.	Parks Dept	Design consultants	Big Idea, Catalytic Project, Bold Ambition	Ongoing				X		Project dependent
2B.5	Evaluate the possibility of decommissioning outdated, underutilized, and duplicative facilities while improving the overall quality and usage of the remaining similar facilities	X		X		X						X		X	Establish a process to weigh pros and cons of decommissioning amenities	Parks Dept	PRAC	Good Governance	Ongoing					X	Project dependent

2B.6	Ensure a balanced geographic distribution of programming options to reduce duplication, meet neighborhood needs, and provide a mix of programmed and non-programmed times and spaces				X	X	X	X		X		Regularly review program offerings to evaluate impact, equity, and need	Parks Dept	Partner Organizations	Good Governance	Ongoing		X		Project dependent
2C. Leverage the catalytic power of parks to drive land and economic development																				
2C.1	Collaborate with the Community Development Department to use parks as drivers for redevelopment and economic growth	X		X				X	X			Particularly focus efforts at key commercial properties/districts.	Parks and Planning	Private landowners, developers, and businesses	Catalytic Projects	Ongoing		X		Project dependent
2C.2	Encourage the establishment of privately-owned public spaces, creative streetscapes, and engaging building facades. Seek additional public recreational benefits through zoning, development reviews, and regulatory processes.	X						X	X	X		Develop resources and processes to encourage and support private investment in placemaking, aesthetics, and beautification.	Parks and Planning	Private landowners, developers, and businesses	Big Idea	Ongoing		X		None to High
2C.3	Explore partnerships aimed at providing parkland and green spaces in underutilized areas. Consider innovative temporary installations or pop-up events to activate these spaces.	X						X	X	X	X	Establish and implement a Marketing + Placemaking strategy.	Parks and Planning	Private landowners, developers, and businesses	Catalytic Projects	Near-term, ongoing		X		None to High
2C.4	Leverage the Robert Street Bus Rapid Transit line and private redevelopment to bring new green spaces to the corridor.	X						X	X	X	X	Work with MnDOT, Metro Transit, and Robert Street stakeholders to continuously improve the aesthetics of the corridor	Parks and Planning	MnDOT, Metro Transit, businesses and property owners	Catalytic Projects	Mid-term		X		None to High
2C.5	Showcase and partner with local businesses and entrepreneurs at parks, events, and concessions.					X	X	X		X	X	Develop a fundraising and sponsorship strategy, maintain a list of business contacts, and work with businesses to expand opportunities.	Parks Dept, Communications	Businesses	Good Governance	Ongoing			X	None to Medium

GOAL 3. BELONGING: Foster a strong sense of community, uniqueness, and inclusion

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		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low	
3A. Develop an identity and community image that is Uniquely West St. Paul																				
3A.1	Develop a Marketing + Placemaking strategy			X					X	X		Hire a consultant to help develop a strategy that drives a modern narrative for the city and differentiates WSP from other communities	Parks Dept, consultant	City-wide departments, City Council, Boards and Commissions, businesses, community	Catalytic Project	Near-term	X			Med
3A.2	Enhance branding of park signage, staff uniforms, vehicles, equipment, and documents to build public awareness and visibility of the department	X							X	X		Implement recommendations of the Marketing + Placemaking Strategy	Parks Dept, Communications	Parks & Recreation Advisory Committee	Big Idea	Near-term, ongoing	X			Med to High
3A.3	Collect and share the city's history in a creative way that resonates with today's park users	X			X				X	X		Research and collect unique history. Develop creative ways to share that history.	Parks Dept	Parks & Recreation Advisory Committee, Dakota County Historical Society, volunteers	Big Idea	Mid-term, ongoing		X		None to Med
3A.4	Update the park naming policy to guide the naming of new parks and outline a thoughtful process for evaluating park renaming requests		X						X			Revisit and update the policy	Parks Dept	Parks & Recreation Advisory Committee	Good Governance	Mid-term			X	None
3A.5	Embrace the idea of 'West St. Paul Weird' by promoting and celebrating the whimsical, quirky, and unique aspects of our community	X	X	X	X	X	X	X	X	X	X	Implement the concept through art, events, marketing, and lore.	Parks, Planning, Communications, Administration	Commissions, businesses, community members,	Catalytic Project	Near-term, ongoing	X			None to High
3B. Strengthen public events and experiences																				
3B.1	Develop innovative spaces, events, and programs that encourage connection	X		X	X				X	X		Always be open to creative ideas, brainstorm solutions, and look for new ways to offer programming and events	Parks Dept, EEC Team	departments, Boards and Commissions, businesses, community members,	Good Governance, Big Idea	Ongoing	X			Low to High

3B.2	Offer inclusive, free, and fun public events that benefit the broader community				X	X	X				X		Regularly evaluate program fees and offerings. Consider programs with wide impact or targeted outreach to high priority populations as possible free offerings.	Parks Dept, EEC Team	departments, Boards and Commissions, businesses, community members,	Good Governance, Big Idea	Ongoing		X		Low to High
3B.3	Provide a diverse range of programs tailored to families, youth, and adults				X	X	X				X		Regularly review program offerings, keep an open mind to new programs, and balance offerings to meet community needs	Parks Dept, EEC Team	departments, Boards and Commissions, businesses, community members,	Good Governance, Big Idea	Ongoing		X		Low to Med
3B.4	When values and mission align, consider partnering with community-oriented organizations to enhance and support community events or programs.				X	X	X	X			X		Establish a process to evaluate alignment, equitably allocate resources, and establish fair and effective partnerships	Parks Dept, EEC Team	departments, Boards and Commissions, businesses, community members,	Good Governance, Big Idea	Ongoing			X	None to Med
3B.5	Focus on the quality and impact of public events and programs rather than maximizing quantity. Evaluate public events and experiences to ensure they align with community demands and needs, and provide new programs with sufficient time to develop.				X	X	X	X			X		Continue efforts of the internal "Events, Engagement, and Communications" team with the established practice of emphasizing quality and impact.	Parks Dept, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners	Good Governance, Big Idea	Ongoing	X			None to Med
3B.6	Develop a "Third Place" strategy to promote and enhance community gathering spaces.	X	X	X	X	X	X	X	X	X	X		Utilize the recommendations of the Marketing + Placemaking strategy and develop a toolkit of resources to encourage the enhancement of the public realm.	Parks and Planning	Other City departments, Boards and Commissions, businesses, community members, partners	Big Idea, Catalytic Project	Near-term, ongoing	X			None to High
3C.	Celebrate West St. Paul's diversity																				
3C.1	Partner with diverse communities to better understand barriers to participation, park access, and sense of belonging												Host a series of conversations, focus groups, and feedback loops to better understand the needs of high priority populations.	Parks Dept, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners	Good Governance, Big Idea	Mid-term, ongoing		X		None

3C.2	Provide a wide variety of programs, activities, and events to promote social, multigenerational and cross-cultural interaction and create shared community experiences that bring diverse residents together				X	X				X		Consider ways to build social capital, combat isolation, and foster connections at events and programs.	Parks Dept, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners	Good Governance,	Ongoing		X		Low to Med
3C.3	Continue supporting events that celebrate the city's diversity, such as Latine Heritage Days and Pride				X	X				X		Offer staff and resources for events that meet stated goals.	Parks Dept, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners	Good Governance, Big Idea	Ongoing		X		None to Med
3C.4	Foster an organizational culture that values inclusion for staff and park users, recognizes the value of diversity, is respectful and welcoming of people from all backgrounds, and works to remove barriers to involvement.					X	X			X		Emphasize our values in department meetings, outputs, and internal discussions.	Parks Dept, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners	Good Governance, Big Idea	Ongoing		X		None
3C.5	Create and share messages, stories, and park projects that emphasize the expectation that all communities are welcome in our parks					X	X			X		Regularly produce campaigns, materials, and posts that support a welcoming and fun environment.	Parks Dept, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners	Good Governance, Big Idea	Ongoing		X		None
3D.	Recognize parks as a unique venue to support and celebrate the arts																			
3D.1	Develop a formal Arts Strategic Plan to guide the growth and integration of various art forms within the community	X	X	X	X	X	X	X	X	X	X	Use insights from the Parks System Plan and Marketing + Placemaking Strategy to develop a plan and associated policy, program, and capital recommendations.	Parks Dept, Arts Committee	Other City departments, Boards and Commissions, businesses, community members, partners	Big Idea, Catalytic Project	Near-Term	X			None to Low

3D.2	Promote creativity, arts, and culture in parks as essential components of a vibrant and modern park system		X				X	X	X	X		Work to advance all forms of arts and culture in the community in tangible and intangible forms.	Parks Dept, Arts Committee	Other City departments, Boards and Commissions, businesses, community members, partners	Big Idea, Catalytic Project	Ongoing		X		None to Med
3D.3	Explore opportunities to partner with artists on projects, programs, plans, and engagement	X			X		X	X	X	X		Pursue a variety of creative partnerships.	Parks, Public Works, and Planning departments, Arts Committee	Artists, community partners	Big Idea, Catalytic Project	Ongoing		X		None to Med
3D.4	Create new spaces that allow for artistic performance and exhibition	X	X		X		X	X		X	X	As parks, facilities, streetscapes, and land is redeveloped and/or improved, seek opportunities to incorporate the arts.	Parks, Public Works, and Planning departments, Arts Committee	Artists, community partners	Big Idea, Catalytic Project	Ongoing		X		Low to High
3E.	Develop a robust engagement strategy and prioritize input for the development of park projects, programs, and events																			
3E.1	Create a proactive approach to ensure community members and stakeholders are involved from the earliest stages of park planning, and that information is consistently shared throughout the project's duration	X					X		X	X	X	Develop a community engagement strategy. Build a library of engagement resources that can be used across city operations.	Parks Department, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners	Good Governance	Near-term, ongoing		X		None
3E.3	Build the capacity of parks staff to continuously engage with community stakeholders and convene those with different priorities for the parks						X	X	X	X		Encourage staff to build their skills and knowledge base by attending workshops and webinars, reading books and articles, networking, travelin and/or seeking further education.	Parks Department	Other City departments, Boards and Commissions	Good Governance	Ongoing		X		None to Low
3E.4	Aim to hold park activations/community meetings at each park on a semi-regular basis to gather and provide feedback regarding programming and park development.								X		X	Host pop-up community events to meet and dialogue with community members.	Parks Department	Other City departments, Boards and Commissions	Good Governance	Ongoing			X	Low
3E.5	Recognize and appreciate all types of community involvement, whether it's in-person, online, or written. Strive to balance feedback with data and align with the values and goals outlined in this and other city-adopted plans.						X		X		X	Informal adoption of a practice and mindset that equally weighs all types of feedback during planning processes.	Parks Department, EEC Team	Other City departments, Boards and Commissions	Good Governance	Ongoing		X		None
3E.6	Improve data collection and analysis processes and consider utilizing market surveys, community polls, and anonymized cell phone data to better understand park use, priorities, and preferences						X		X		X	Expand the use of data collection tools.	Parks Department, EEC Team	Other City departments, Boards and Commissions	Good Governance	Ongoing			X	None to Low
3F.	Leverage public spaces to build community connections and community health																			

3F.1	Utilize parks and recreation to address the loneliness epidemic. Build social capital and trust by using the parks to bring people together for small gatherings and encourage neighborhood celebrations.	X			X	X	X	X	X			Creatively bring people together and build social capital.	Parks Department, EEC Team	Other City departments, Boards and Commissions, businesses, community members, partners, public health	Bold Ambition	Ongoing		X	None to Low
3F.2	Continue to discourage smoking in public spaces		X						X			Promote the policy through education and signage	Parks Department	Other City departments, Boards and Commissions, businesses, community members, partners, public health	Big Idea	Ongoing		X	None to Low
3F.3	Develop relationships with health care providers and public health agencies and explore programs and projects that address health improvement, reduce toxic stress, and work to combat chronic and preventable diseases	X			X	X	X	X	X			Utilize a healthequity lens when implementing this plans.	Parks Department	Other City departments, Boards and Commissions, businesses, community members, partners, public health	Bold Ambition	Ongoing		X	None
3F.5	Strengthen relationships with experts and partner organizations, including government agencies and community organizations, who can provide services for those experiencing homelessness				X	X	X	X	X			Collaborate with partners to implement strategies that will improve outcomes for all.	Parks, Police, and Public Works departments	Other City departments, Boards and Commissions, businesses, community members, partners, public health	Good Governance	Ongoing		X	None
3F.6	Remain knowledgeable and implement best practices around safe and non-toxic material options for amenities like playgrounds and artificial turf	X				X	X					Stay abreast of options and best practices, seek opportunities to reduce use of harmful chemicals.	Parks Department	Other City departments, Boards and Commissions, businesses, community members, partners, public health	Big Idea	Ongoing		X	None

3F.7	Expand access to healthy foods in programming, events, education, partnerships, and park design	X			X	X	X	X	X		X	Consider ways to improve healthy eating options within the parks system and community, including concessions, community gardens, farmers market, and food offerings during programs.	Parks Department	Other City departments, Boards and Commissions, businesses, community members, partners, public health	Bold Ambition	Ongoing			X	Low to Med
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GOAL 4. ACCESSIBILITY: Provide comprehensive amenities and safe connections that increase park equity, access, and use

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4A. Create strong connections between the transportation and park systems so that people can easily and safely access the parks by foot, bike, wheel, transit, or car																				
4A.1	Guide and direct visitors to our parks by developing new park signage and community wayfinding systems	X	X		X			X	X	X		Create a strong brand and identity for the parks system, implement wayfinding in stages as possible.	Parks and Public Works departments	PRAC	Big Idea	Ongoing	X			Med
4A.2	Connect the parks through the creation of a network of greenways	X	X			X				X		Collaborate to implement demonstration projects, temporary and permanent installations to stitch together a network of safe pathways.	Parks and Public Works departments, Dakota County	PRAC	Bold Ambition	Long-Term		X		Med to High
4A.3	Enhance pedestrian access to parks by implementing the Complete Streets policy, the Bike and Pedestrian Plan, and by making infrastructure improvements. These improvements include completing trail and sidewalk gaps, traffic calming measures, regular maintenance, strategies for crash reduction, education, and enforcement.	X	X	X		X				X		Support the Public Works and Police departments in implementing bike and pedestrian improvements.	Parks, Public Works, and Police departments	Dakota County	Big Idea	Ongoing	X			Med to High
4A.4	Encourage walking through the creation of walking loops within parks and neighborhoods	X	X		X					X		When updating parks, seek opportunities to expand walking trails.	Parks	PRAC	Big Idea	Ongoing	X			Med to High
4B. Make the parks welcoming and accessible to people with diverse abilities																				
4B.1	Collaborate with individuals of varying abilities to assess current park facilities and to plan for future improvements	X	X			X	X			X		Develop relationships and strategies to hear from members of the disability community.	Parks Department	PRAC, community partners, public health	Good Governance	Ongoing		X		None
4B.2	Add a dedicated all-abilities playground to the park system	X				X						Construct an all-abilities playground, likely at Sports Complex.	Parks Department	PRAC, community partners	Big Idea	Long-Term		X		High
4B.4	Develop an Age-Friendly Strategy Plan to address the needs of seniors and youth		X			X	X			X		Work with community partners and public health to identify strategies to meet the needs of the young and elderly.	Parks Department, Dakota County	PRAC, community partners	Big Idea	Ongoing			X	None to Low
4C. Enhance communication efforts to improve access to information																				
4C.1	Regularly update the city's website, parks materials, and other public-facing resources to be easy to understand, access, and use. This includes resources such as maps, brochures, handouts, volunteer recruitment, park safety, and policies.									X	X	Regularly update the department's collateral and webpages. Review all webpages on an annual basis.	Parks Department, Communications	Other Departments, PRAC, community partners	Good Governance	Ongoing	X			None to Low

4C.2	Manage parks communication in a creative and fun manner that celebrates the diversity of languages and cultures in West St. Paul, educates the community on critical issues, emphasizes the values and goals outlined in this plan, and brings joy					X		X	X	X		Continue to set a fun and joyous tone with communications.	Parks Department, Communications	Other Departments, PRAC, community partners	Good Governance	Near-term, ongoing	X			None to Low
4C.3	Develop new marketing strategies that consider outreach to diverse racial and ethnic communities					X	X	X		X		Keep an open mind and ear to new outreach strategies.	Parks Department, Communications	Other Departments, PRAC, community partners	Good Governance	Ongoing	X			None to Low
4C.4	Use technology to expand access to information, including the use of QR codes and dynamic signage. Expand access to fast and reliable public Wi-Fi in certain parks and public spaces.					X		X	X	X		Keep an open mind and ear to new outreach strategies.	Parks Department, Communications	Other Departments, PRAC, community partners	Good Governance	Ongoing		X		Low to Med
4C.5	Clearly communicate permitting guidance for athletic and community facilities to ensure easy, safe, and equitable access									X		Create handouts and web presences that clearly explains processes, communications, and rules.	Parks Department, Communications	Other Departments, PRAC, community partners	Good Governance	Near-term, going	X			None
4D.	Work to expand places to "go"																			
4D.1	Increase the seasonal duration of portable bathroom availability, particularly in frequently visited park					X					X	Appropriately design and budget for improvements as feasible.	Parks and Public Works Departments		Good Governance	Near-term		X		Low to Med
4D.2	When feasible, offer plumbed bathrooms at key facilities while ensuring they are safe and sanitary	X									X	Appropriately design and budget for improvements as feasible.	Parks and Public Works Departments		Good Governance	Ongoing			X	High
4D.3	Employ design solutions to reduce bathroom vandalism and misuse	X				X					X	Continuously explore new designs, technology, maintenance, and enforcement to reduce vandalism.	Parks and Public Works Departments	Police Department	Good Governance	Ongoing	X			Low to Med
4D.4	Enhance the accessibility and inclusivity of bathrooms by offering standalone gender-neutral bathrooms and changing facilities.	X				X					X	Appropriately design and budget for improvements as feasible.	Parks and Public Works Departments		Good Governance	Ongoing			X	Low to High
4E.	Celebrate the parks as year-round destinations																			
4E.1	Extend seasonal use through creative and multi-functional design solutions	X				X					X	Adopt new practices and approaches to consider year-round use and interest.	Parks and Public Works Departments		Big Idea	Ongoing		X		Low to High
4E.2	Incorporate landscaping, lighting, and experiences that ensure year-round visual interest, safety, and habitat	X				X					X	Adopt new practices and approaches to consider year-round use and interest.	Parks and Public Works Departments		Big Idea	Ongoing		X		Low to High
4E.3	Add amenities that provide shade, wind block, and relief from extreme temperatures	X				X					X	Adopt new practices and approaches to consider year-round use and interest.	Parks and Public Works Departments		Big Idea	Ongoing		X		Low to High
4E.4	Adjust programming and operations to accommodate a changing and uncertain climate, particularly warming winters				X	X					X	Adopt new practices and approaches to consider year-round use and interest.	Parks and Public Works Departments		Big Idea	Ongoing		X		None to Low

4E.5	Continue to offer and expand indoor athletics and recreation offerings				X	X					X	Adopt new practices and approaches to consider year-round use and interest.	Parks and Public Works Departments		Big Idea	Ongoing		X		None to Low
4E.6	Maintain winter services that balance accessibility with safety					X					X	Adopt new practices and approaches to consider year-round use and interest.	Parks and Public Works Departments		Big Idea	Ongoing		X		Med to High

GOAL 5. RECREATION & PROGRAMMING: Support play, well-being, and growth for all ages

#	STRATEGY	IMPLEMENTATION TOOLS										TACTICS <i>Details on how we can achieve this</i>	PARTNERS		GOAL TYPE Good Governance, Big Idea, Catalytic Project, Bold Ambition	TIMELINE Near-term, Mid-Term, Long-Term, Ongoing	PRIORITY			COST ESTIMATE
		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low	
5A. Continue to support athletic programming and related facilities																				
5A.1	Ensure equitable support of athletics throughout the system through a combination of partnerships, sports leagues, and city-led programs	X	X		X	X	X				X	Work to balance offerings for different skill-groups, ages, genders, and sports.	Parks Department	Atheltic associations, community groups	Good Governance	Ongoing		X		None to High
5A.2	Expand the use of all athletic and concessions facilities in a manner that is fair and accessible to all user groups. Engage with regular permit holders and others to encourage use of facilities during non-peak times to expand capacity.		X			X	X			X	Adopt new practices and protocols that expand and extend use.	Parks Department	Atheltic associations, community groups	Good Governance	Ongoing			X	None to Med	
5A.3	Be open to creative use of athletic facilities for new and expanding sports, games, and activities		X		X	X	X			X	Expand use, partner with organizations, and stay abreast of changing recreation and programming trends.	Parks Department	Atheltic associations, community groups	Good Governance	Ongoing		X		None to High	
5A.4	Continue to seek opportunities to host major sports competitions, tournaments, and events, and consider facility upgrades that might attract additional usage	X	X		X	X	X			X	Expand partners and organizational capacity to host large events, building off recent successes.	Parks Department	Atheltic associations, community groups	Bold Ambitions	Mid-term, ongoing		X		None to High	
5B. Enhance capacity to expand high-quality educational and programming opportunities																				
5B.1	Increase the diversity and responsiveness of programming to meet the needs of the community, including more programming opportunities for: - Community-wide events, festivals and programs - Environment and water quality education - Art and engagement - Culturally relevant programs - Building social capital and community connections - Improving physical and mental health	X	X		X	X	X			X	X	Constantly seek new and fun programming that meets a community need or gap in existing programming.	Parks Department	Other City departments, PRAC, businesses, community members, partners, public health	Good Governance	Ongoing		X		None to Med
5B.2	Explore ways to expand the number of spots available for high-demand programs				X		X				When possible, expand staffing, approach, or facilities to accommodate additional participants.	Parks Department	PRAC, businesses, community members, partners	Good Governance	Ongoing		X		None to Low	

5B.3	Through a sustainability and equity lens, establish process to assess existing and potential recreation programs				X	X			X			Develop ways to measure and track the success, viability, and impact of programs.	Parks Department	Events, Engagement and Communications Team (EEC), PRAC	Good Governance	Near-term		X		None to Low
5C.	Expand affordable play and recreation programs, especially in high-priority population neighborhoods																			
5C.1	Explore tailored programming to address safety concerns and promote positivity in parks	X			X	X	X	X	X	X	X	Target parks like Harmon, Haskell, and Southview for additional programming, community-building, and safety improvements.	Parks and Police Department, community partners	Community partners	Good Governance	Ongoing		X		Low to Med
5C.2	Increase use of recreation scholarship program to increase access for those with limited financial means								X	X		Build awareness to increase use.	Parks Department, Communications	Community partners	Good Governance	Ongoing			X	None to Low
5C.3	Continue developing adaptive sports programs				X		X					Work with partners to expand offerings and access to adaptive sports.	Parks Department	Community partners	Good Governance	Ongoing		X		None to Med
5C.4	Assess the possibility of a recreation center in a high-priority park	X		X			X					With the need for more indoor space, study the feasibility of building a multi-use recreation space.	Parks Department	PRAC, businesses, community members, partners	Bold Ambition	Near-Term assessment, Long-Term construction		X		Low to Med

GOAL 6. NATURAL ENVIRONMENT & SUSTAINABILITY: Assemble a greener community and address climate change

#	STRATEGY	IMPLEMENTATION TOOLS										TACTICS <i>Details on how we can achieve this</i>	PARTNERS		GOAL TYPE Good Governance, Big Idea, Catalytic Project, Bold Ambition	TIMELINE Near-term, Mid-Term, Long-Term, Ongoing	PRIORITY			COST ESTIMATE
		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low	
6A. Implement management protocols that protect and enhance the natural environment																				
6A.1	Provide a natural experience at each park in the system	X		X		X					X	New approach to design, budgeting, and maintenance.	Parks and Public Works Departments		Big Idea	Ongoing	X			Low to Med
6A.2	Incorporate nature-based education, programming, and amenities into the park system				X		X	X				Work to expand programming offerings in a manner that considers natural resources and the environment.	Parks Department	Community partners, neighboring cities, county	Big Idea	Ongoing			X	None to Low
6A.3	Develop a Natural Resources Management Plan, in partnership with other relevant government agencies, that lays out strategies to protect, maintain, and enhance our natural lands	X		X						X	Alongside partners, develop a plan and related goals and strategies.	Parks Department, Environmental Committee	PRAC, community partners	Big Idea	Mid-term		X		None to Low	
6A.4	Prioritize the preservation of historic, cultural, scenic, and natural resources in park development and improvement projects			X		X				X	Consider site assets during the design process.	Parks Department	Other City departments, PRAC, Environmental Committee, community partners	Big Idea	Ongoing		X		None to High	
6A.5	Work to expand access to natural spaces, particularly in the northern half of the city, through creative improvement projects and land acquisition	X		X		X				X	Explore opportunities to incorporate new green space, whether public or private.	Parks and Public Works Departments	Other City departments, PRAC, Environmental Committee, community partners	Big Idea	Ongoing		X		Med to High	
6A.6	Pursue efforts that employ strategic and limited use of chemicals and pesticides					X				X	Consider adopting a policy or protocol that limits use of chemicals and pesticides.	Parks and Public Works Departments	Environmental Committee	Good Governance	Mid-term		X		None to Med	
6B. Expand natural habitats and safeguard our biodiversity																				
6B.1	Reduce the amount of high-maintenance turf grass and impervious surfaces	X				X	X			X	Replace turf and impervious surfaces by establishing more diverse plantings such as pollinator lawns, gardens, shrubs, and trees.	Parks and Public Works Departments	Environmental Committee, PRAC	Big Idea	Ongoing		X		Low to High	

6B.2	Enhance and support habitat connectivity and reduce habitat fragmentation by providing habitat spaces for wildlife to move in and around West St. Paul	X				X	X				X	Partner with private landowners and other partners to enhance habitat corridors, especially near and to bodies of water.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners, neighboring communities	Big Idea	Long-term			X	Med to High
6B.3	Work with partners to continue managing and strategically removing invasive species, such as buckthorn and garlic mustard	X				X	X				X	Continue to remove, treat, and combat invasives, replace lost native species.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Ongoing	X			None to Med
6B.4	Strive to make park buildings and facilities habitat-friendly, including landscaping, bird-friendly design, lighting modifications, and other practices	X				X	X				X	Understand best practices and seek short-term and long-term improvements.	Parks and Public Works Departments	Environmental Committee, PRAC	Big Idea	Ongoing			X	Low to High
6C. Protect the City's ground and surface waters																				
6C.1	Continue water quality monitoring					X	X				X	Work with contractor to monitor water quality.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Good Governance	Ongoing			X	Low
6C.2	Install and integrate green and blue infrastructure into the park system	X					X				X	Seek opportunities like roadway and park reconstruction to construct new environmentally-friendly infrastructure.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Ongoing			X	Med to High
6C.3	Expand access to water bodies	X			X		X				X	Consider ways to bring people closer to the city's bodies of water, including piers, overlooks, viewsheds, and trails.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Good Governance	Ongoing			X	Med to High
6C.4	Improve terrestrial and aquatic ecosystems near water bodies	X					X				X	Recognizing the importance of natural buffers, work to improve the habitats near lakes and ponds.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Ongoing			X	Med to High
6D. Invest in and increase the tree canopy																				
6D.1	Work with partners to conduct an updated public tree inventory, inclusive of all trees in parks, boulevards, and public facilities						X	X	X			Update and expand the tree inventory. Use GIS to capture electronic, geographic data.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Near-term	X			None to Low
6D.2	Develop a Tree Action Plan that tracks tree-related data, maps a strategy and budget for action, and prepares the City for grant opportunities			X			X			X		As part of the Natural Resources Management Plan, develop a strategy focused on the city's tree assets.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Near-term			X	None to Low

6D.3	Combat Emerald Ash Borer and other pests and invasive species	X				X	X			X	X	Treat, remove, and replace trees. Educate the public and seek grants to support privately-owned trees.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Good Governance	Ongoing	X			None to High
6D.4	Establish a climate- and equity-focused tree removal and replacement policy that enhances resilience through species diversification and strategic tree planting to combat urban heat islands	X	X									Create a clear policy to streamline decision-making, investments, and improve public awareness.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Good Governance	Near-term		X		None
6E. Build momentum for the City's efforts to address climate change and advance sustainable practices																				
6E.1	Plan for a changing climate by developing a data-centered Climate Change Action Plan			X			X	X			X	Gather data, understand community priorities, research best practices, and develop a pragmatic, yet visionary climate plan.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Good Governance	Mid-term	X			None to Low
6E.2	Continue to enhance emergency operations, disaster resiliency planning, and park policies and protocols that consider safety and maintenance needs before, during, and after emergencies	X	X			X	X	X	X	X	X	Update inclement weather policy and safety practices and protocols.	Parks, Public Works, Police, and Fire Departments	Environmental Committee, PRAC, community partners	Good Governance	Near-term	X			None to Low
6E.3	Mitigate the impact of urban heat and summer sun on park users in park design, planning, programming, and management practices.	X		X	X	X	X	X			X	Seek opportunities that provide shade, water and cooling features, and areas of respite, particularly near playgrounds, spectator areas, picnic areas, and along trails. Explore the extension of the season in which drinking fountains and splash features are activated.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Good Governance	Ongoing	X			Low to High
6E.4	Continue to promote Minnesota's Waste Hierarchy while providing education and opportunities for reuse and recycling.								X	X		Implement the state's new solid waste plan, partnering with the county and neighboring cities on strategies, programs and projects.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners, county	Good Governance	Ongoing	X			None to Med
6E.5	Develop a Green Team and consider hiring a Natural Resources Manager					X	X	X	X			Create a multidisciplinary team focused on green initiatives. Assess budgetary options for an additional staff.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Long-term			X	None to High
6E.6	Complete the GreenStep Cities program and maintain Step 5 status			X			X	X				Track and assess necessary data, work towards other policy and programmatic requirements.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Mid-term			X	None to Low

6E.7	Reduce greenhouse gas and carbon emissions and increase renewable energy production in park operations and facilities	X				X				X	Through projects such as solar panels, water and energy efficiency, biophilic design, stormwater and waste management.	Parks and Public Works Departments	Environmental Committee, PRAC, community partners	Big Idea	Ongoing	X		Low to High
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GOAL 7. STEWARDSHIP: Maintain and operate a great park system

#	STRATEGY	IMPLEMENTATION TOOLS										TACTICS <i>Details on how we can achieve this</i>	PARTNERS		GOAL TYPE Good Governance, Big Idea, Catalytic Project, Bold Ambition	TIMELINE Near-term, Mid-Term, Long-Term, Ongoing	PRIORITY			COST ESTIMATE
		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low	
7A. Prioritize excellence in the daily maintenance and operations of the parks system																				
7A.1	Develop a Park Inventory and Asset Management System					X		X	X		X	Create an electronic tool that can be shared across departments.	Parks and Public Works		Good Governance	Near-term		X		None to Low
7A.2	Create a Maintenance Strategy that includes biannual condition assessments and maintenance plans for all capital improvement projects.	X				X		X		X	Assess, share, and collaboratively budget for improvements.	Parks and Public Works Departments	PRAC	Good Governance	Near-term		X		None to Low	
7A.3	Invest in the city's infrastructure, including staff, equipment, fleet, and facilities, to enhance productivity. Evaluate all equipment replacement options with a focus on sustainability and technological advancements.	X						X		X	As possible, replace and update equipment.	Parks and Public Works Departments	Administration Department, PRAC	Good Governance	Ongoing		X		Med to High	
7A.4	Establish standard operating procedures to ensure coordinated management of the pool, dome, ice arena, and other future large facilities		X					X	X	X	Adopt and share standard operating procedures. Review and update on a regular basis.	Parks and Public Works Departments	Community partners, PRAC	Good Governance	Near-term	X			None to Low	
7B. Utilize community members and volunteers to make the parks system shine																				
7B.1	Inspire the next generation of park stewards through education, volunteering, outreach, and education				X			X		X	Seek opportunities to work with younger generations, whether through internships, programs, or projects with youth groups, schools, or teams.	Parks Department	Community partners, PRAC, volunteers	Big Idea	Long-term			X	None to Low	
7B.2	Organize and promote inclusive volunteer opportunities throughout the year, such as cleanups or community days				X	X	X			X	X	Continue and expand the efforts of the volunteer coordinator. Maintain a list of possible service projects.	Parks Department	Community partners, PRAC, volunteers	Good Governance	Ongoing		X		None to Low
7B.3	Continue to support and expand the Adopt-A-Park program. In addition to maintenance activities, encourage "friends" groups to activate park spaces and bring neighbors together for social connection.				X	X	X			X	X	Create a toolkit to support volunteers, share ideas, and expand efforts.	Parks Department	Community partners, PRAC	Good Governance	Ongoing		X		None to Low
7B.4	Partner with athletic associations and other facility users to maintain and support the up-keep of facilities, including an annual pre-season maintenance training program	X				X	X	X		X	X	Enhance and foster partnerships, including an annual pre-season maintenance training program, establishing goals, and collaborating on infrastructure improvements.	Parks Department	Community partners, PRAC	Good Governance, Big Idea	Near-term, ongoing		X		None to Low
7C. Improve park safety and reduce vandalism																				

7C.1	Expand partnership and coordination with the Police Department, school district, and community partners to establish a regular line of communication for sharing information.					X	X	X	X	X		Establish avenues to regularly share information, find solutions, and foster collaboration.	Parks and Police Departments, school district, community partners	Public Works, PRAC	Good Governance	Near-term, ongoing	X			None
7C.2	Develop and seek funding for a Park Ambassador Initiative for high-use parks such as Harmon, Sports Complex, and the future park at 150 Thompson							X	X	X	X	Explore programming and staffing focused on high-incident parks and specific times of day, such as "Parks After Dark" or after-school programs.	Parks and Police Departments, school district, community partners	Public Works, PRAC	Good Governance	Mid-term		X		None to Med
7C.3	Utilize Crime Prevention Through Environmental Design (CPTED) and other tools to assess the built environment and map strategies to improve lighting, sightlines, and other design tools to improve the perception of safety and reduce opportunities for crime.	X		X		X		X		X	X	When developing park and facility plans, use the principles of CPTED. Partner with police when necessary.	Parks and Police Departments, school district, community partners	Public Works, consultants	Good Governance	Ongoing		X		None to Med
7C.4	Continue installation of security cameras in parks with higher traffic and incidences of crime	X									X	Install and utilize security cameras following incidents.	Parks and Police Departments, community partners	Public Works	Good Governance	Ongoing		X		Low to Med
7C.6	Update policies and procedures that provide guidance for parks staff when responding to disruptive or violent incidents at parks or facilities		X			X		X			X	Update, share, and regularly review policies and procedures.	Parks and Police Departments, community partners	Public Works, PRAC	Good Governance	Near-term		X		None
7C.7	When appropriate, pursue corrective action for acts of vandalism or other negative actions through restorative justice and community service, but reserve and utilize legal recourse for certain circumstances					X	X	X			X	When possible, work with partners to identify perpetrators. Pursue corrective action while prioritizing restoration.	Parks and Police Departments, school district, community partners	Public Works	Good Governance	Ongoing			X	None
7C.8	Provide training on public health issues like substance use, mental health crises, and human trafficking so that staff and volunteers can recognize and navigate complex issues and know where to access resources					X		X			X	Work with partners and seek resources that train staff and volunteers.	Parks and Police Departments, community partners	Public Works, PRAC, volunteers	Good Governance	Ongoing			X	None to Low

GOAL 8. WORKFORCE DEVELOPMENT: Invest in staff and their professional development

#	STRATEGY	IMPLEMENTATION TOOLS										TACTICS <i>Details on how we can achieve this</i>	PARTNERS		GOAL TYPE Good Governance, Big Idea, Catalytic Project, Bold Ambition	TIMELINE Near-term, Mid-Term, Long-Term, Ongoing	PRIORITY			COST ESTIMATE	
		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low		
8A. Develop and implement a workforce growth and professional development strategy																					
8A.1	Increase the number of park staff to meet growing and changing demands on the parks system					X		X					Study and budget for possible reorganization and/or expansion	Parks Department, Human Resources		Good Governance	Mid-term		X		Med to High
8A.2	Support the ongoing professional development of team members					X		X					Encourage staff to attend conferences, workshops, and webinars, read articles and books, job shadow, and pursue certifications.	Parks Department, Human Resources		Good Governance	Ongoing		X		None to Low
8A.3	Encourage staff to serve on committees, task forces, and professional organizations to influence policy, direct resources, and build networks					X		X					Allocated time and budget for staff to network.	Parks Department, Human Resources		Good Governance	Ongoing			X	None
8A.4	Streamline and improve the training process for seasonal staff					X		X					Develop training modules and resources for seasonal staff.	Parks Department, Human Resources		Good Governance	Near-term		X		None
8B. Utilize a wide variety of tools to improve recruitment and retention																					
8B.1	Market open positions to underserved communities, stay-at-home parents, retirees, residents, and city residents.					X		X		X			Partner with local schools, community organizations, faith institutions, businesses, and athletic associations to recruit new staff.	Parks Department, Human Resources	Communications, community partners	Good Governance	Ongoing		X		None to Low
8B.2	Explore tools to retain seasonal staff year-over-year					X		X					Research, implement, and evaluate a set of tools.	Parks Department, Human Resources		Good Governance	Ongoing		X		None to Low
8B.3	Modernize hiring and interview process					X		X					Improve opportunities and remove barriers for job applicants. Value applicants lived experiences, transferable skills, and emotional intelligence in addition to traditional work experience and education. Consider “grit, fit, and wit” in hiring.	Parks Department, Human Resources		Good Governance	Ongoing		X		None to Low
8B.4	Develop internships, mentorships, and apprenticeships that bring new people to the profession and support on-the-job training					X		X					Partner with local schools and community groups to foster relationships and connections.	Parks Department, Human Resources		Good Governance	Long-term			X	None to Med

8B.5	Foster practices that support two-way feedback between supervisors and employees					X		X				Consider employee feedback tools and management report-back methods to improve staff satisfaction and retention, including staff surveys, targeted focus groups, and exit and stay interviews	Parks Department, Human Resources		Good Governance	Ongoing		X		None	
8B.6	Proactively plan for retirements and vacancies					X		X				Prepare by reviewing staffing models, job descriptions, and transferring of institutional knowledge	Parks Department, Human Resources	Administration	Good Governance	Ongoing		X		None	
8B.7	Create welcoming and safe workspaces					X		X				Foster a positive and supportive work environment that values work/life balances and creates flexibility in opportunities.	Parks Department	Administration	Good Governance	Ongoing			X	None to Low	
8C.	Foster a strong sense of camaraderie and collaboration amongst team members																				
8C.1	Recognize outstanding work, commitment, and creativity through celebrations, awards, and acknowledgements					X		X				Regularly take time to recognize great work	Parks Department, Human Resources	Administration	Good Governance	Ongoing	X			None to Low	
8C.2	Develop and build team camaraderie					X		X				Regularly take time as a team to celebrate, go on field trips, and socialize	Parks Department		Good Governance	Ongoing			X	None to Low	
8C.3	Open lines of communication, advance projects, and develop rapport					X		X				Hold regular team meetings and use other tools to manage projects and communicate.	Parks Department		Good Governance	Ongoing		X		None	
8C.4	Lean into staff's passions, priorities, expertise, networks, and desired areas of growth when assigning projects and advancing initiatives					X		X				Encourage staff to share their content expertise, new tools and resources, and report back to the team following attendance at conferences and trainings.	Parks Department		Good Governance	Ongoing			X	None	

GOAL 9. FINANCIAL VALUE: Operate the parks system in a manner that is financially sustainable and of high value to the community

#	STRATEGY	IMPLEMENTATION TOOLS										TACTICS <i>Details on how we can achieve this</i>	PARTNERS		GOAL TYPE Good Governance, Big Idea, Catalytic Project, Bold Ambition	TIMELINE Near-term, Mid-Term, Long-Term, Ongoing	PRIORITY			COST ESTIMATE	
		Capital Projects	Policies	Plans	Programs	Practices & Protocols	Partnership	Process	Resource Development	Promotion & Engagement	Operations & Maint.		Leaders	Supporters			High	Medium	Low		
9A.	Explore methods to improve and streamline the budgeting process																				
9A.1	Utilize the Equity Decision-making Framework and other tools to inform budget decisions and prioritize investments	X				X		X					Keep the decision-making framework front and center during budgeting and planning.	Parks and Public Works	PRAC, community partners	Good Governance	Ongoing		X		None to Med
9A.2	Increase public education and awareness of budget needs, costs, and processes					X		X	X	X			Work to build understanding of costs.	Parks and Administration Departments	Communications, Community partners	Good Governance	Ongoing		X		None
9A.3	Create flexible funding and budgeting that prioritizes essential agency aspects while supporting innovation and in-time flexibility					X		X					Work to grow the Innovation Fund or seek a Parks-specific pot of funding.	Parks and Administration Departments	Other City departments, PRAC, Environmental Committee, community partners	Good Governance	Mid-term		X		Low to High
9A.4	Evaluate the true costs of capital projects and programs including long-term maintenance needs, partnership impacts, capacity, and environmental impacts	X				X		X					Align with partners and Public Works to better track and understand costs.	Parks Department	Public Works, community partners	Good Governance	Ongoing		X		None
9B.	Explore and enhance opportunities for revenue generation																				
9B.1	Create a business development plan to promote, market, and facilitate creative and community-centered use of the parks	X		X		X		X	X				Consider options including selling advertisements and naming rights, leveraging grant dollars, and securing sponsorships	Parks Department	Community partners	Good Governance	Mid-term		X		None to Low
9B.2	Expand user-base to maximize facility rentals and program registrations							X	X				Identify and engage with special event, cultural, and athletic users to expand opportunities for revenue generation	Parks Department	Communications, Community partners	Good Governance	Ongoing		X		None
9B.3	Develop relationships with a fundraising nonprofit, philanthropic, and grant-giving partners to advance community projects and programs.	X				X		X	X				Formalize partnership with fundraising nonprofit. Develop a plan for gifts, grants, and sponsorships with their support.	Parks Department	Other City departments, PRAC, Environmental Committee, community partners	Big Idea	Near-term, ongoing	X			None
9B.4	Center public benefit in lease agreements of concessions and facilities	X				X		X				X	Update or formalize lease agreements to maximize public access, share revenue, maintain and invest in facilities.	Parks Department	Public Works, community partners	Good Governance	Near-term, ongoing			X	None

9C. Make Significant and Strategic Investments in the Park System																				
9C.1	Annually evaluate facility and program needs to improve budgeting and investments	X			X	X		X				Use data, metrics, community feedback, and the vision outlined in this plan to evaluate.	Parks Department	Public Works, community partners	Good Governance	Ongoing		X		None
9C.2	Sequence capital projects to prioritize transformative changes, enhance safety, support high-need populations, reinvest in key projects and beloved facilities, and advance innovative ideas as appropriate	X				X		X				Adopt a new approach to park design and capital improvement planning.	Parks Department	Public Works, community partners	Good Governance	Ongoing		X		None to High
9C.3	Advocate for the increase of funding sources from regional, state, and federal agencies and philanthropic partners for local parks							X			X	Work through coalitions and networks to make improvements to funding programs.	Parks Department	Other City departments, PRAC, Environmental Committee, community partners	Good Governance	Ongoing		X		None
9D.	Be a leader in the field by increasing operational efficiency, enhancing the user experience, and providing gold-standard customer care	X	X	X	X	X	X	X	X	X	X	efforts that'll build awareness of the good efforts of the Parks Department by networking, presenting at conferences, being present in our professional fields, and applying for recognition	Parks Department		Good Governance	Ongoing			X	None
9D.1	Maintain low participant costs, and reduce participation costs for low-income participants through scholarships				X	X					X	Seek partnerships and funding opportunities to subsidize programs, permits, and rental costs.	Parks Department		Good Governance	Ongoing		X		None to Low
9D.2	Improve participant registration and payment options in order to increase access, reduce costs, and improve usability				X	X					X	Update communications and webpages and protocols to make it easier to access information.	Parks Department		Good Governance	Ongoing			X	None to Low
9D.3	Strive to meet community member needs and provide excellent customer service					X		X			X	Employ a 'work towards yes' approach to customer service.	Parks Department		Good Governance	Ongoing		X		None to Med