



PARKS, RECREATION AND FACILITIES

2023-2025 STRATEGIC PLAN



OVERVIEW

WHERE ARE WE NOW?

The Recreation and Facilities Department aims to provide enjoyable spaces, events and activities for the community. It encompasses various sectors such as Recreation, Facility Management, Facility Maintenance, the Burnsville Ice Center and Birnamwood Golf Course. The department aligns its services with strategic priorities, including safety planning, community engagement, organizational culture development, community vibrancy enhancement, infrastructure improvement and sustainability initiatives.

WHERE ARE WE GOING?

To continue providing great experiences, the department plans to study and evaluate its programs, events, facilities and spaces while involving relevant stakeholders. It looks to learn from market and aspirational organizations in the Parks, Recreation and Facilities field, staying informed about trends and opportunities for innovation. The three most important goals are: 1) providing great events, programs and activities that meet community needs, 2) offering high-quality public spaces and facilities, and 3) maintaining clean, safe, healthy facilities with minimal environmental impact.

HOW WILL WE GET THERE?

To achieve these goals, the department will focus on maintaining and operating infrastructure, progressing on infrastructure improvements, implementing sustainability plans, and enhancing employee engagement and workplace culture. Specific actions include developing a Park and Rec System Master Plan, increasing community engagement, conducting inventory and assessment studies, completing approved projects, incorporating green cleaning practices and providing training programs for staff.





A strategic plan provides clarity and alignment between our work and our strategic priorities across the organization. It helps us ensure we are doing the right things at the right time for our community.

WHERE ARE WE NOW?

The Recreation and Facilities Department exists to provide great spaces, places, events and activities for the community and visitors to enjoy. The Recreation and Facilities Department includes Recreation, Facility Management, Facility Maintenance, the Burnsville Ice Center and Birnamwood Golf Course.





HOW DOES OUR SERVICE ALIGN WITH OUR STRATEGIC PRIORITIES?

The work of the Recreation and Facilities Department regularly touches all 6 strategic priorities.



SAFETY

We include safety planning in our programs, activities and events, in the design and delivery of park and facility projects and the effective daily delivery of our programs and maintenance of our facility spaces.



COMMUNITY ENGAGEMENT

We actively engage the community on a regular basis seeking feedback in the planning of programs, activities and events, the delivery of park and facility projects and general community connections.



ORGANIZATIONAL CULTURE

We are active participants in City-led Clifton Strengths, Burnsville University classes and management programs. Additionally, each staff person is encouraged to participate in local and state professional organizations and to work with their supervisor to develop annual training plans.



COMMUNITY VIBRANCY

We are actively involved in creating and maintaining facilities, amenities, programs, events and activities that enhance our community.



INFRASTRUCTURE

We design, construct and maintain many of our facilities and new park features in ways that provide staff the work spaces they need, that keep our park system relevant, and provide our community with welcoming, accessible facilities and amenities that meet their needs.



SUSTAINABILITY

We select materials that benefit the environment and recover costs when designing, constructing and maintaining facilities and new park features. Additionally, we participate and manage environmental awareness programs, community solar garden programs and choose cleaning supplies that are effective and safe for the environment.

WHAT'S GOING WELL AND WHAT ISN'T?

Recreation and Facilities is committed to providing great spaces, places, events and activities for the community and visitors to enjoy. We have enjoyed great success in providing these services reliably over the years but changing pressures and expectations have created some stresses on staff and resources.

WHAT'S GOING WELL?

1. We continue to deliver well-planned, high-quality park and facility projects as resources allow.
2. We continue to provide a wide variety of programs and events in our parks, at our ice center and our golf course.
3. We actively involve our community in the planning and delivery of programs and the planning of park and facility projects.
4. We continue to have strong relationships with our local volunteer organizations and service groups and partner with these organizations in the delivery of programs and projects.
5. We are leaders in the community in providing programs, events and spaces that promote physical, emotional and social wellbeing.
6. We have hundreds of thousands of interactions with customers and the community each year. We are appreciated for the great customer service and the experiences we provide.
7. We continue to evaluate and adjust our program offerings and spaces with focus on improving equity, inclusion and accessibility.
8. We have a focus on sustainability when we evaluate park amenities at end of life, plan new park and facility projects, operate our community food projects/programs and our selection of products and materials.
9. We continue to search for and attract community partners that enhance programs and spaces we provide.
10. Staff have resources, training opportunities, obtain required licenses and certificates and have the support they need to learn and grow.
11. Managers are using Strengths and Q12 methods to improve the workplace and service delivery.
12. We continue to participate in grant opportunities, rebates and incentive programs to save the City money each year.

WHAT'S NOT GOING WELL?

1. Inflationary pressures are creating financial challenges that impact our ability to provide these services.
2. Supply chain issues and limited availability continue to make timely asset replacements more challenging and more time consuming.
3. Increases in demands for service and program delivery continues to stress staff and at times can impact effectiveness across all areas.
4. More project management resources are needed to deliver projects that involve excellent community engagement efforts.
5. Our facilities that are home to a majority of our work force have reached capacity. These limitations are preventing us from meeting the needs of staff effectively and efficiently, if at all.
6. Our primary facilities are now 30+ years old. As they continue to age, they will continue to require more maintenance, unforeseen repair needs and replacement projects.
7. Being able to recruit, hire and maintain seasonal staff and volunteers.



WHERE ARE WE GOING?

To continue to provide great experiences in our organization and community, we need to continue to study and evaluate our programs, events, facilities and spaces and engage the appropriate stakeholders along the way.





WHAT CAN WE LEARN FROM MARKET AND ASPIRATIONAL ORGANIZATIONS?

The field of Parks, Recreation and Facilities is extremely collaborative and supportive of sharing success stories. Staff participate in local, state and national professional associations. Staff regularly share information and learn from others allowing us to make enhancements to programs and events, best practices and to stay aware of the latest trends in our field.

WHAT ARE THE THREE MOST IMPORTANT THINGS WE WANT TO ACCOMPLISH?

1 Provide Great Events, Programs and Activities that Meet the Needs of the Community

Providing and promoting recreational opportunities that are fun, safe and healthy is at the core of our Recreation, Ice Center and Golf Course staff.

To continue to accomplish this, we must:

- Maintain great relationships with our local volunteer groups, advocacy groups and user groups to ensure we are meeting their needs
- Engage our users before, during and after programs and incorporate what we learn into future planning
- Be active participants in local, state and national park and rec organizations to stay informed about trends and opportunities to be innovative, collaborative and excellent
- Adjust service as needed to address the needs of a changing and diverse community
- Take our services and engagement out into the community through Pop Up Parks and Rec Engagement in the Park sessions each summer and fall at various locations throughout the community
- Continue to work with the Communications Department to promote activities through a variety media
- Continue to comply with requirements and engage the community in the management of the Audubon International

2 Provide Great Public Spaces and Facilities that Meet the Needs of the Organization and Community

Having quality, well-maintained facilities is an essential recipe for a successful organization. Facility conditions may positively or negatively impact the customer experience and they may impact an organization's ability to attract and retain employees. Additionally, high-quality public spaces can positively impact the economy, physical and mental health, reduce crime/fear of crime and bring communities together. **To accomplish this, we must:**

- Complete the current facilities Pre-Design Study and develop a plan that serves our community well for the next 30 years
 - Complete the Parks Inventory and Assessment Study
 - Complete the Facilities Inventory and Assessment Study
 - The park system is 40 years old. Identify and replace amenities at “end of life” as staff time and financial resources allow
 - Use available Park Dedication Fees to enhance current projects or create new opportunities that keep our park system relevant
 - Use available Parks CIP funds to keep our community spaces, work spaces and play spaces in the safe, visually appealing conditions our staff, customers and participants expect
 - Annual testing and maintenance of life safety and security systems
 - Incorporated ADA standards in all park and facility projects
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3 Maintain Clean, Safe, Healthy Facilities with Minimal Impact on the Environment

Our Facility Maintenance Team's primary goal is to provide building occupants with a clean, safe and healthy experience while reducing the polluting effects of this service. **To accomplish this, we must:**

- Incorporate a team approach between the maintenance team and the building occupants to help keep the buildings safe and clean. Educate, communicate and celebrate successes
- Continue to purchase and use supplies that protect health and the environment
- Continue to recycle or dispose of waste generated in the buildings appropriately
- Complete Green Cleaning Program manual to ensure stakeholders have a clear path to follow now and in the future
- Regularly observe and evaluate the products and procedures in place and adjust as needed
- Maintain an effective training program to protect the safety of the maintenance staff and to reinforce appropriate habits, actions, skills and knowledge

HOW DO THE THREE MOST IMPORTANT THINGS ALIGN WITH OUR STRATEGIC PRIORITIES?

	1 PROVIDE GREAT EVENTS, PROGRAMS AND ACTIVITIES	2 PROVIDE GREAT PUBLIC SPACES AND FACILITIES	3 CLEAN, SAFE, HEALTHY FACILITIES WITH MINIMAL ENVIRONMENTAL IMPACT
 Safety	We incorporate safety procedures and precautions into the planning and delivery of our activities	We understand our existing park and facility conditions and plan for replacement before it becomes a safety issue	We provide building occupants with clean, safe spaces using green products when possible
 Community Engagement	We proactively engage our participants and the community in the planning and delivery of programs and events	We proactively engage our participants and the community in the planning and delivery of park and facility projects	Keeping facilities safe and clean is a team effort. We educate and communicate the process and listen to feedback and adjust as needed
 Organizational Culture	We create great experiences in our organization so our employees can do the same in our community	High-quality, well-maintained facilities are an essential part of a successful organization for both productivity and retention of employees	Safe, clean work spaces assist with healthier more efficient staff
 Community Vibrancy	We partner with community to enhance programs and events that enrich the community	We partner with community to enhance projects that enrich the community	We connect with user groups to get feedback and incorporate that feedback into our operations
 Infrastructure	We organize programs and events in City spaces, which provides the community with opportunities to enjoy our infrastructure and lands	We provide high quality facilities and park amenities that meet the needs of the community	We care for and maintain the cleanliness of our facilities, which helps to prolong the life of our resources
 Sustainability	We integrate sustainable practices into our events and implement fiscally responsible planning in our program and event organization	We choose sustainable design and products for our projects and look for ways to participate in programs that save energy and money (ex: solar gardens)	We purchase and use supplies that protect health and the environment

HOW DO WE GET THERE?

To accomplish our three most important things, we will focus on continuing our excellence in maintaining and operating infrastructure, moving forward on key infrastructure improvements, following through on our sustainability-based plans and working on activities and initiatives to improve our employee engagement and workplace culture.

WHAT SPECIFIC ACTIONS WILL WE TAKE?

In addition to all the services detailed in the Service Inventory, we will work on delivering these strategic priority activities.

YEAR 1 | 2023

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**PROVIDE GREAT
EVENTS,
PROGRAMS
AND ACTIVITIES**

- Develop Scope and RFP for Park and Rec System Master Plan
- Increase community engagement sessions in parks, programs and events
- Work with software vendor to continue to improve and enhance rec and facility reservations
- MN best state wide in partnership with MRPA
- Partner to co-host new events including the MN Wild street hockey series and the North American Unicycle Championships

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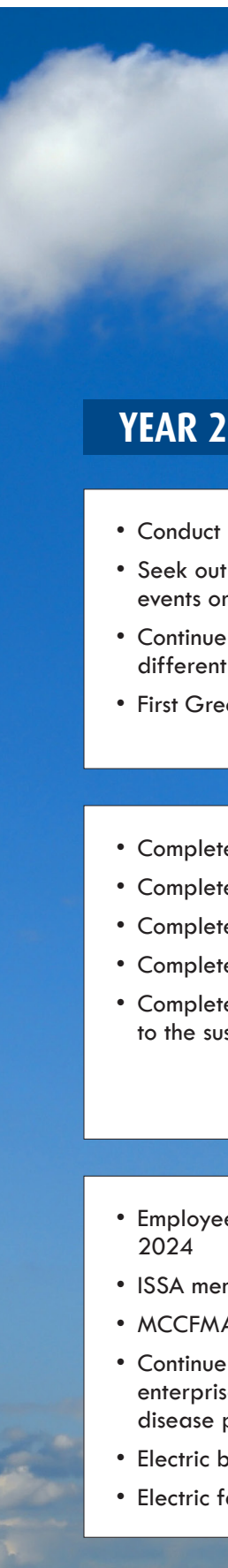
**PROVIDE GREAT
PUBLIC SPACES
AND FACILITIES**

- Collect data for Park Inventory and Assessment
- Collect data for Facility Inventory and Assessment
- Complete Facility Pre-design
- Complete Fire Station 2 Land Analysis
- Complete energy audits at the HOC ramp
- New butterfly garden at golf course
- Complete approved projects in Parks CIP including two playgrounds, a basketball court, Paha Sapa Park and skate park ramp replacement
- Complete approved facilities projects including security fencing, work space management, and Heart of the City expansion joint work

3

**CLEAN, SAFE,
HEALTHY
FACILITIES
WITH MINIMAL
ENVIRONMENTAL
IMPACT**

- Complete Green Cleaning Program Manual
- Continue to replace chemicals that do not meet green standards
- Update daily cleaning schedule
- Implement use of electrostatic disinfection sprayers at serviced facilities
- Complete ISSA Basic Certified Custodial Technician Certification
- New electric ice resurface machine
- New electric greens mower
- Stay up to date on latest industry best practices as identified by ISSA, MCCFMA, CDC and Dalco Enterprises



YEAR 2 | 2024

- Conduct Park and Rec System Master Plan Study
- Seek out opportunities to partner to host new events or enhance existing events
- Continue to conduct engagement sessions at different parks throughout the summer
- First Green STEM Education program at Birnamwood

- Complete Park Inventory and Assessment
- Complete Facility Inventory and Assessment
- Complete approved projects in Parks CIP
- Complete approved projects in Facilities CIP
- Complete energy audits at City facilities according to the sustainability plan

- Employee boilers licenses will be maintained for 2024
- ISSA membership will be maintained for all staff
- MCCFMA membership will be maintained
- Continue working with ISSA, MCCFMA, CDC, Dalco enterprises to keep up on new products, techniques, disease prevention
- Electric boiler at the ice center
- Electric fairway mower

YEAR 3 | 2025

- Implement Park and Rec System Master Plan findings
- Seek out opportunities to partner to host new events or enhance existing events
- Continue to conduct engagement sessions at different parks throughout the summer

- Complete approved projects in Parks CIP
- Complete approved projects in Facilities CIP

- Continue working with ISSA, MCCFMA, CDC, Dalco enterprises to keep up on new products, techniques, disease prevention
- Continue looking at best practices to keep City safe, while keeping costs under control

WHO WILL DO WHAT BY WHEN?

In 2023, we will accomplish the following activities to work towards our goals.

ACTION	LEAD	DEADLINE
Develop scope and RFP for Park and Rec System Master Plan	JJ Ryan	Dec 2023
Increase community engagement sessions in parks, programs and events	JJ Ryan	Summer 2023
MN best state wide in partnership with MRPA	JJ Ryan	Fall 2023
Work with software vendor to continue to improve and enhance Rec and Facility reservations	JJ Ryan	Summer/Fall 2023
Collect data for Park Inventory and Assessment	Garrett Beck /Project Team	Dec 2023
Collect data for Facility Inventory and Assessment	Dan Hill/Garrett	Dec 2023
Complete Facility Pre-design	Pre-design Executive Team	Summer 2023
Complete Fire Station 2 Land Analysis	Pre-design Executive Team	Summer 2023
Complete approved projects in Parks CIP including two playgrounds, a basketball court, Paha Sapa Park and skate park ramp replacement	Various staff serving as project managers	Fall 2023
Complete approved facilities projects including security fencing, work space management and Heart of the City expansion joint work	Dan Hill	Fall 2023
Complete energy audits at the HOC ramp	Dan Hill	Fall 2023
Complete Green Cleaning Program Manual	Larry Hanson	Summer 2023
Continue to replace chemicals that do not meet green standards	Larry Hanson	Ongoing
Update daily cleaning schedule	Larry Hanson	Summer 2023
Implement use of electrostatic disinfection sprayers at serviced facilities	Larry Hanson	Summer 2023
Complete ISSA Basic Certified Custodial Technician Certification	Facility Maintenance Team	Fall 2023
Stay up to date on latest industry best practices as identified by ISSA, MCCFMA, CDC and Dalco Enterprises	Larry Hanson	Ongoing

HOW ARE WE USING OUR RESOURCES?

Recreation and Facilities Department Leadership has these responsibilities, which will lead the department through the implementation of the strategic plan.

► PARKS, RECREATION, AND FACILITIES DIRECTOR

- Provides Department Direction
- Serves on City's Leadership Team
- Communicates Regarding Department Activities
- Completes Park Improvement Projects
- Completes Major Park and Facility Studies
- Serves as Project Manager on Major Facility Projects
- Responsible for Recreation and Facilities Budget
- Member of the EOC Core Staffing

► RECREATION SUPERINTENDENT

- Directs Recreation Operations and Activities
- Supervises Ice Center Operations
- Supervises Golf Course Operations
- Supervises Recreation, Ice Center & Golf Course Operational Budget
- Member of the EOC Core Staffing

► RECREATION SUPERINTENDENT

- Directs Facility Management Operations and Activities
- Oversees Many Improvement Projects and Studies
- Completes Capital Planning Activities for Facilities
- Completes Facility Management Operational Budget
- Member of the EOC Core Staffing

► FACILITY MAINTENANCE SUPERVISOR

- Directs Facility Maintenance Operations and Activities
- Supervises Facility Maintenance Operating Budget

HOW DO FUTURE POSITIONS ALLOW US TO BETTER MEET THE NEEDS OF OUR COMMUNITY?

The community and organizational demand for services are as high or higher than ever before. Demands for community engagement, reports, studies and the complexity and number of capital improvement projects continues to grow. Maintenance service expectations are higher, organizational and governmental requirements have increased as has the need for meeting attendance. More staff resources are needed to meet this ever-increasing demand.

► PROJECT MANAGEMENT TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

None

ADDITIONAL GAP:

Project Manager: Our park system is now 40+ years old. Many of the amenities are 20-30+ years old and reaching end of life. Park projects are both unique and complex and take time to properly plan and engage each one. We currently have more projects than we have the capacity to complete.

► VIBRANCY AND ENGAGEMENT TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

None

ADDITIONAL GAP:

Recreation Programmer: There is strong desire in our community to offer more and more programs, events and experiences. Researching ideas, seeking out partners, securing resources and planning these projects needs to be intentional and requires dedicated staff resources to meet these high expectations.

► OPERATIONS AND MAINTENANCE TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

None

ADDITIONAL GAP:

Facility Technician: Our major City facilities that support the majority of our staff are now 30+ years old. Aging facilities will require additional projects to keep them operating properly and additional maintenance to keep them looking acceptable to staff and visitors. Should we opt for projects to remodel/renovate/expand these facilities, they will require staff to properly care for them.



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