

# REPORT / RECOMMENDATION



**To:** Park Board

**Agenda Item #:** VII.A.

**From:** Ann Kattreh  
Parks & Recreation Director

**Action**

**Discussion**

**Date:** June 9, 2015

**Information**

**Subject:** Park Recreation and Trails Strategic Plan

## **Action Requested:**

Provide review and comment

## **Information / Background:**

On Sept. 2, 2014, the City Council approved a consulting services agreement with a consulting team led by Minneapolis based Confluence. Confluence provides landscape architecture, urban design and planning services with offices in Minneapolis, Des Moines, Kansas City, Sioux Falls and Iowa City. Other Confluence group team members working on this project have been Pros Consulting (Indianapolis), 292 Design (Minneapolis), Dreambox (Minneapolis) and Barr Engineering (Minneapolis). The Park Board led the strategic plan consultant section process in the fall of 2014.

The Park Board has been working on the Park Recreation and Trails Strategic Plan since October 2014. The process started with a Needs Assessment Study by the ETC Institute in September 2014 and a GIS inventory of the park system by Geographic Technologies Group (GTG). The GIS inventory and related mapping was completed in November 2014.

Confluence and Pros Consulting led us through the following phases:

Phase 1 - Review – Analysis and Inventory – Oct. 9 – Nov. 30, 2014

Phase 2 – Public Involvement – December 2014 – June 2015

Dec. 15 – City staff interviews

Dec. 16–17 – Stakeholder and focus group meetings

Dec. 18 – Public workshop

Phase 3 – Programs and Services Analysis – Dec. 15, 2014 – Feb. 10, 2015

Phase 4 – Prioritization of Demands and Needs – Feb. 12 – April 9, 2015

Phase 5 – Presentation of Findings and Deliverables – April 15 – June 15, 2015

Phase 6 - Final Plan Adoption

June 9 – Park Board

June 17 – City Council

The Park Board received updates and opportunities for input at the November and December 2014 Park Board meetings and the February, March, April and May 2015 Park Board meetings. Ellen Jones, Keeya Steel, Louis Segreto and Cathy Cella also participated in many early morning Strategic Planning Committee meetings, especially in the first several months of the process. The City Council received updates and opportunities to provide input in December 2014, March 2015 and May 2015. The City of Edina has a project page set up on the website providing updates and information regarding the strategic planning process, including drafts of the plan. City staff has had ample opportunities to review and provide feedback on the plan.

After many months of work we've reached the final adoption stage of the planning process. Staff requests the Park Board provide review and comment on the plan. Due to the size of the plan and expense in copying another full version of the draft, hard copies of the Executive Summary and Implementation Plans are included in the Park Board packet. Full electronic versions of the Park Recreation and Trails Strategic Plan will be emailed and also available on the website. A final, bound copy will be given to the Park Board when the plan is adopted by the City Council, tentatively scheduled for the June 17, 2015 City Council agenda.

Attachments:

Executive Summary  
Implementation Plan

# 1.0

---

## EXECUTIVE SUMMARY



## 1. PROJECT PROCESS

The foundation of the Strategic Plan was the compilation of a number of different public input sessions, stakeholder input, staff and city official insight, and consultant experience and expertise. It was important to engage community members who enjoy participating in the planning process and encourage participation among those members that typically do not contribute. The consultant team conducted a series of 14 focus groups with key stakeholders of the Department. Focus groups took place in December of 2014, and solicited valuable input from more than 100 individuals. Participants included residents, community leaders, business owners, recreation providers, athletic associations, civic groups, neighborhood associations, environmental organizations, departmental staff, maintenance staff, City Council, the Executive Leadership Team, and the Park Board. The information received from these community input processes was applied to the overall planning process and was combined with the expertise of the consultant team, benchmarking data, standards from the National Recreation and parks Association and best practices from other communities. This is critical when accurately articulating the true unmet needs, addressing key issues, providing recommendations for change, and strategizing to move the Department forward for optimum results.

The Community Values Model™ was modified to provide the foundations of the Edina Parks Recreation and Trails Strategic Plan. The Community Values Model™ is an innovative process to utilize comprehensive public input and insight in a meaningful way. Input, guidance, and values from key community leaders, stakeholders, and the general public were used to create overall guiding principles and values of the community related to the delivery of parks, recreation facilities, and program services. The model is then used as the basis for developing or reaffirming the vision, mission, and goals for the strategic plan. The strategic objectives address unique areas of parks and recreation planning that guide the plan.

### COMMUNITY PROFILE

Community profile looked at Demographics and Similar Providers in order to help understand what Edina is today and how they could potentially be tomorrow. This is an important step to evaluate how the EPRD is meeting the needs of current residents and what gaps or opportunities are present now, and in compared to projected demographics in the future. Overall, findings from this analysis inform the plan's strategic recommendations to help keep the EPRD relevant to the population of today and of tomorrow.

#### Demographics

Although Edina is growing in size rather slowly, it is aging at a notable pace – with nearly half of the population projected to be 55 or older by the year 2029. Income characteristics reflect levels above state and national rates, suggesting cost is less of a barrier to parks and recreation activities than in other communities. The demographics

analysis clearly suggest that addressing Edina’s aging population should be a focus for EPRD now and into the future.

### Similar providers

The similar provider analysis helps the Department understand and plan their role in delivering parks and recreation services amid the landscape of other providers from the public, private, and nonprofit sectors. The analysis identifies potential gaps and overlaps in service delivery and helps the City assess their market share. It can also be used as a tool for the Department to stay competitive in terms of pricing, location, time, and quality of service.

One of the key findings from the analysis show that EPRD is one of the community’s few providers of Adaptive Recreation and Adult Athletic programming. And while there are multiple providers of Youth Athletic programming, most do so in collaboration with the Edina Parks & Recreation Department. Areas for ongoing monitoring and coordination include Arts, Senior, Special Event, and Youth programming.

## COMMUNITY NEEDS ASSESSMENT

A critical element of the parks and recreation master planning process is community engagement, which is necessary to effectively deliver a community-oriented parks and recreation system. A balanced, open, and collaborative engagement process builds community-wide trust in the plan and the planning process. Community engagement for this project was carefully planned in order to accurately capture all major community needs and included conducting focus groups, public workshops, stakeholder and staff interviews, and a statistically-valid community survey. Several needs and desired amenities were identified. This list of items and programs was utilized throughout the Strategic Plan’s analysis to inform recommendations and all of the analysis was combined to distinguish between “wish list” items and those that are critical to meeting EPRD’s mission and values.

Through the exploration of the focus group meetings, the community workshop and the community survey, the following were identified as priorities:

- Walking and Biking Trails are a high priority amongst the community, and supported by the City of Edina Park and Recreation staff. Mountain bike trails have also been shown to have strong support.
- The community and the Department would like to see increased natural areas within parks, including nature trails. A Natural Resource inventory would benefit the Department and could help to control invasive species such as Buckthorn.
- The Department has been praised for the outstanding service to youth recreation, however with the aging community in mind, many residents would like to see more passive recreation in the parks.
- Parking is at a premium at parks hosting organized sports.

- An indoor fitness facility is desired by the community, including an indoor walking/jogging track and an indoor pool. City staff would like to see possible partnerships explored.
- Budget and funding is a high priority. There are ample opportunities to seek additional partnerships and strengthen existing ones.
- Park signage and wayfinding methods are in need of improvements.
- The Department leadership is praised and there is an overall satisfaction with the Edina Parks System.

**LEADERS AMONG BENCHMARKS IN:**

- Park acreage/ resident
- Ice sheet facilities
- Cost recovery for operating expenses

**AVERAGE AMONG BENCHMARKS IN:**

- Operations budget
- Capital budget
- Staffing (operations and programming)
- Rectangular athletic fields
- Trails and total trail mileage (near bottom third)

**BEHIND AMONG BENCHMARKS IN:**

- Indoor recreation space
- Capital budget sources
- Expenditures distributed to planning and development

**BENCHMARK ANALYSIS**

A benchmark comparison provides a side-by-side look between Edina Parks and Recreation and similar, industry-leading park and recreation systems nationwide in terms of park acreage, recreation facilities, staffing levels, budget, and a variety of other operational metrics. A total of eight benchmark agencies selected for comparison to Edina based upon comparable demographic characteristics and best practice recognition, such as earning accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA), and placing as finalists or winners of the National Recreation and Park Association (NRPA) Gold Medal Award. While differences exist in how each agency tracks and reports data, the overall objective of the benchmark analysis is to understand how Edina compares to these peer agencies on key system characteristics and operational measures. Benchmarking is just one of several technical assessment tools used by the planning team to develop recommendations that are specific to Edina’s unique circumstances and issues.

Results from the benchmark analysis show that Edina is a leader in providing park acreage per resident, in providing ice sheet facilities, and cost recovery for operating expenses. The city ranks in the middle of the benchmark range in terms of operational budget, capital budget, staffing, and rectangular athletic fields. Edina lags behind other benchmark communities in indoor recreation space, trail mileage, capital budget sources, and distribution of expenditures for planning and development.

**TREND ANALYSIS**

Tracking parks and recreation trends across the country, state, and region help EPRD maintain a level of excellence in providing opportunities for their residents. A direct correlation exists between the national participatory trends and the local market trends, in that the service area shows a high propensity to engage in recreational activities pertaining to fitness. Based on market potential index figures, the Department should expect residents to participate in fitness activities at a much higher rate than the national average. This would indicate that the Department should offer a wide variety of fitness programming, with a willingness to introduce innovative and trending activities.

The local participatory trends also show that residents of Edina attend sporting events and theme parks at a high level, as index figures for these categories are well

above average. This demonstrates that the local community is very social and residents enjoy attending a variety of events. From a programming standpoint, this presents an opportunity for the department to offer more special events and excursions, such as day trips for seniors or a community day at the ballpark. From an infrastructure standpoint, EPRD should look to provide facilities that accommodate and encourage this socialization, which corresponds to many other initiatives in the City that strive to further build community.

Based on the findings from the demographic and trends analysis, the Department is very fortunate to have an ideal service area. Not only are income characteristics well above average, but the user base also has a strong tendency to spend their time and money on activities that are in the Department’s wheelhouse. The future success of the Department will rely heavily on its ability to capitalize on these favorable market conditions by providing facilities, amenities, and programs that are geared toward the needs and interests of the local community.

## LEVEL OF SERVICE

The Level of Service Analysis (LOS) produces guidelines that inform investment decisions related to parks, facilities and other built amenities. It puts Edina’s inventory of parkland and facilities in terms of “units per population” and creates recommendations based upon National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association’s (SFIA) 2014 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Edina area, community and stakeholder input, the 2014 Community Needs Assessment Survey and the planning team’s observations. The LOS analysis can also help identify future gaps in facilities and services compared to demographic projections. The following is the LOS summary for Edina.

PARKS:	2014 Facility Standards		2019 Facility Standards	
Park Type	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
Mini Parks	Need Exists	7 Acre(s)	Need Exists	8 Acre(s)
Neighborhood Parks	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Community Parks	Need Exists	21 Acre(s)	Need Exists	34 Acre(s)
Special-Use Parks	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Open Space/Greenway	Need Exists	27 Acre(s)	Need Exists	36 Acre(s)
<b>Total Park Acres</b>	<b>Meets Standard</b>	<b>- Acre(s)</b>	<b>Meets Standard</b>	<b>- Acre(s)</b>
<b>OUTDOOR AMENITIES:</b>				
Picnic Pavilions (Small & Medium)	Need Exists	3 Sites(s)	Need Exists	3 Sites(s)
Pavilions (Large & Indoor)	Need Exists	2 Sites(s)	Need Exists	2 Sites(s)
Baseball Fields	Need Exists	1 Field(s)	Need Exists	2 Field(s)
Softball Fields	Need Exists	1 Field(s)	Need Exists	2 Field(s)
Multi-Use Field (Soccer/Lacrosse/Football/Rugby) (Youth Size)	Need Exists	2 Field(s)	Need Exists	2 Field(s)
Multi-Use Field (Soccer/Lacrosse/Football/Rugby) (Adult Size)	Need Exists	5 Field(s)	Need Exists	1 Field(s)
Outdoor Basketball Courts	Need Exists	3 Court(s)	Need Exists	4 Court(s)
Tennis Courts	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Indoor Ice Sheets	Meets Standard	- Sites(s)	Meets Standard	- Sites(s)
Outdoor Ice Sheets	Meets Standard	- Sites(s)	Meets Standard	- Sites(s)
Playgrounds (Youth & Tot)	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Dog Parks	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Volleyball Pit	Need Exists	1 Site(s)	Need Exists	2 Site(s)
Skate Board Area	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Multi-Use Trails (Miles)	Need Exists	23 Mile(s)	Need Exists	15 Mile(s)
Community Gardens	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Disc Golf Courses	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Outdoor Pools	Meets Standard	- Sites(s)	Meets Standard	- Sites(s)
<b>INDOOR AMENITIES:</b>				
Recreation Centers (Square Feet)	Need Exists	55,252 Square Feet	Need Exists	59,008 Square Feet

## EXECUTIVE SUMMARY

## 2. THE STRATEGY AND PLAN

The synthesis of significant data collection and inventories, system analysis, community and staff input, and consultant experience is the creation of the Strategic Plan and Implementation Framework. Full details of the Implementation Framework can be found in Chapter 9 and *Appendix A*. The Implementation Framework is broken down with purpose statements, goals, strategies, and tactics that are intended to be a living document; evaluated and updated every 5-years to gauge progress and adapt to changing needs and realities. The Implementation Framework was heavily informed by EPRB's existing vision and mission statements and will be critical to achieving them. The EPRB vision and mission are as follows:

### EDINA PARKS AND RECREATION DEPARTMENT VISION

*To be recognized as having Minnesota's premiere parks, recreation and trail system that provides unrivaled opportunities to maximize Edina's quality of life by nurturing the health and well-being of our people, our community, our environment, and our economy.*

### EDINA PARKS AND RECREATION DEPARTMENT MISSION

*We create parks, facilities, and programs to foster a healthy inclusive community. We accomplish this through creative leadership, collaborations, environmentally sustainable practices, and the responsible use of available resources.*

## GUIDING PRINCIPLES

Guiding principles were crafted for the strategic plan to establish the fundamental directives that represent what is desirable for the park system. The principles should remain constant regardless of changes in goals, strategies, and types of projects embarked upon. Park board members and staff developed the following Guiding Principles for the Strategic Plan:

- Promote community health and wellness by engaging all residents in our parks and programming.
- Provide excellence and innovation in parks and recreation services to meet the needs of the community.
- Promote social equity and engagement within the parks system and its programs.
- Develop creative funding opportunities and programming partnerships to ensure excellence in facilities, programs, and financial stewardship for future generations.
- Connect residents to park facilities and their programs.
- Advance environmental stewardship and conservation to preserve and protect natural resources and build excellence through sustainability.

## KEY AREAS OF DEVELOPMENT

Five key areas of development have been identified that constitute broad categories of EPRD improvements, activities, and initiatives necessary to implement the Strategic Plan. These areas allow focused investigation and recommendations to be explored that will have the greatest impact on the overall Park system. The key areas of development include - Natural Resources & Sustainable Parks; Parks, Open Spaces & Trails; Recreation Facilities; Recreation Programs; and Finance & Management.

## IMPLEMENTATION FRAMEWORK

Each of the key areas of development are further broken down to create an Implementation Framework that can act as a road map to implementing the Strategic Plan. The following aspects further break down the Key Areas of Development to define the Implementation Framework:

- **Purpose** - statements that recognize the critical elements and over-arching philosophy of approach for each key area of development.
- **Goals** - define the most critical objectives that will need to be focused on under each key area of development to ensure the purpose is addressed.
- **Strategies** - provide guidance on actions necessary to accomplish the goals.
- **Tactics** - are specified in *Appendix A - Implementation Plan* and list specific actions to achieve the strategies. The tactics are intended to be actionable items, where progress and timelines can be tracked, evaluated, and modified as needed.

Together, the purpose, goals, strategies and tactics are intended to serve as a flexible guide to adapt to changing trends, needs, and City priorities. They should be re-evaluated and updated every 5-years to gauge progress and ensure that the master plan truly serves as a living document, that is dynamic and pro-actively meeting the Community’s needs and vision.

## KEY PROJECTS OF THE STRATEGIC PLAN

The following key projects have been identified based on community engagement, city staff and park board recommendations, and focus group and stakeholder input. These projects will require a variety of strategies and tactics to achieve - as defined in this document and *Appendix A - Implementation Framework*. The implementation will require continued efforts from the Park Board, Parks and Recreation Staff, other City Departments and Administration and support from the community. Progress will be evaluated annually and presented in the EPRD Annual Report.

The key projects identified are supported by the guiding principles and the icons below link the projects back to the applicable guiding principles.

GUIDING PRINCIPLES KEY	
	Promote community health and wellness by engaging all residents in our parks and programming
	Provide excellence and innovation in parks and recreation services to meet the needs of the community
	Develop creative funding opportunities and programming partnerships to ensure excellence in facilities, programs, and financial stewardship for future generations
	Advance environmental stewardship and conservation to preserve and protect natural resources and build excellence through sustainability
	Connect residents to park facilities and their programs
	Promote social equity and engagement within the parks system and its programs.

Applicable Guiding Principles:



1. CREATE A MULTI-USE TRAIL SYSTEM THROUGH THE CITY TO CONNECT PARKS AND ENTERPRISE FACILITIES.



2. PROVIDE A MULTI-GENERATIONAL COMMUNITY CENTER THAT IS ALL-INCLUSIVE.



3. HIRE A NATURAL RESOURCE MANAGER TO GUIDE PRESERVATION AND DEVELOPMENT OF NATURAL AREAS, ACCESS AND INTERPRETIVE / EDUCATIONAL OPPORTUNITIES.



4. IMPROVE MARKETING AND COMMUNICATION DELIVERY. REPLACE OR DECOMMISSION COMMUNITY PARK BUILDINGS THAT HAVE OUTLIVED THEIR DESIGNED LIFESPAN AND ARE CURRENTLY INSUFFICIENT IN PROVIDING SERVICES.



5. REPLACE OR DECOMMISSION COMMUNITY PARK BUILDINGS THAT HAVE OUTLIVED THEIR DESIGNED LIFESPAN AND ARE CURRENTLY INSUFFICIENT IN PROVIDING SERVICES.



6. RELOCATE OR RENOVATE THE EDINA ART CENTER TO PROVIDE A FACILITY THAT BEST SUPPORTS THEIR PROGRAMMING NEEDS.



7. REPLACE INADEQUATE AND OUTDATED PLAY AREAS AND PLAYGROUNDS AND PROVIDE NEW FACILITIES TO ADDRESS UNDERSERVED AREAS.



8. IMPROVE BRANDING AND WAYFINDING TO PARKS THROUGHOUT THE CITY AND INTERNALLY.



9. STRENGTHEN FINANCIAL SUSTAINABILITY.



10. PROVIDE ADDITIONAL COMMUNITY GATHERING AREAS.



11. DEVELOP COMMUNITY DRIVEN MASTER PLANS FOR PARKS THROUGHOUT THE SYSTEM.



12. DEVELOP BUSINESS PLANS FOR ALL ENTERPRISE FACILITIES THROUGHOUT THE PARK SYSTEM.

## PROGRESS MEASUREMENT

Measuring progress of the Implementation Framework and overall park system is valuable, to justify and validate funds, staff time, and overall progress. Regular evaluations can help EPRD continually gauge which improvements better serve system users and provide excellence for the Park system. EPRD already conducts some periodic evaluation of its services, including community surveys, recreation program participants, and users of its fee based services. Additionally, EPRD will be reviewing the Implementation Framework annually in order to update the Board, Council and community on progress toward the strategic implementation framework and Priority Projects. An annual report will be the primary communication tool and document generated by EPRD in this effort.

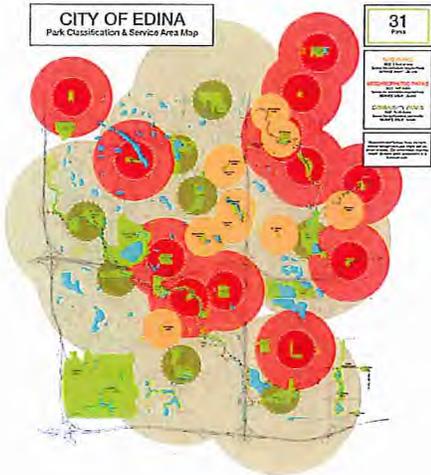
## LIVING DOCUMENT

The premiere park and recreation system in Minnesota will not only measure progress by assessing community needs and satisfaction, but will also adapt to meet those changing needs. Recreation is dynamic and is constantly changing. New recreation activities and equipment emerge (in-line skates, the mountain bike, etc) and recreation trends ebb and flow. Inherently this means flexible and adaptive facilities and programs. It also means regular review and refinement of the Strategic Plan based on community feedback. Annual review of this plan to make sure that priority projects, recommendations, and the implementation framework are still relevant and updated to reflect progress is an essential component of becoming the premiere park and recreation system in Minnesota.

### 3. REFERENCE FINDINGS

#### PARK CLASSIFICATIONS

It is important to classify the types of parks in Edina to understand what functions and facilities existing parks are providing vs. what they should be providing as referenced from the National Recreation and Park Association (NRPA). These classifications are based on NRPA definitions, staff and consultant analysis, and field visits. Defining park classifications helps establish a standard for level of service to the residents and future recommendations on facility development or improvement. The following parks were grouped and categorized to assist in planning efforts, level of service expectation, as well as future planning efforts (e.g. facilities standards, maintenance needs, etc.):



#### ENTERPRISE FACILITIES

- Braemar
  - Braemar Golf Course
  - Braemar Arena
  - Braemar Field
- Centennial Lakes
- Edinborough
- Rosland
  - Edina Aquatic Center
  - Edina Art Center

#### NEIGHBORHOOD PARKS

- Alden
- Arden
- Cornelia School
- Countryside
- Normandale
- Strachauer
- Utley
- Weber
- Wooddale

#### SPECIAL USE PARKS

- Arneson Acres
- Braemar
- Bredesen
- Edina Promenade
- Frank Tupa Park
- Nine Mile Creek Trail
- Van Valkenburg
- Yorktown
- Senior Center

#### MINI PARKS

- Birchcrest
- Browndale
- Chowen
- Fox Meadow
- Heights
- Lake Edina
- McGuire
- Melody Lake
- Robert J. Kojetin
- Sherwood
- St. John's
- Tingdale
- Williams
- York

#### COMMUNITY PARKS

- Creek Valley
- Fred Richards
- Garden Park
- Highlands
- Lewis
- Pamela
- Todd
- Van Valkenburg
- Walnut Ridge

## PARK SYSTEM ASSESSMENTS

The following systems were assessed by staff and the consultant team to identify issues and provide recommendations and strategies to maximize the function of these systems.

Key findings and analysis can be found in Chapter 7, with detailed inventory and assessments located in the Appendices. The consultant team feels that these key systems are crucial to maintaining and improving the efficiency and quality of the facilities and services offered by EPRD. These key park systems assessments can be found in Chapter 7 and the Appendices B, C, & D. The following table is a summary of key recommendations resulting from the assessments. These key recommendations provided considerable input into developing the Strategic Plan Implementation Framework and priority project identification.

KEY RECOMMENDATIONS FROM ASSESSMENTS				
NATURAL RESOURCES & SUSTAINABLE PARKS	PARKS, OPEN SPACES & TRAILS	RECREATION FACILITIES	RECREATION PROGRAMS	FINANCE & MANAGEMENT
<ol style="list-style-type: none"> <li>Hire a Natural Resource Manager to guide natural resource efforts.</li> <li>Complete a Natural Resource Inventory (NRI) for the City.</li> <li>Provide greater access to natural areas for passive recreation and interpretation.</li> <li>Protect and improve Edina's water resources</li> <li>Provide more environmental educational opportunities.</li> <li>Prepare for impacts of climate change.</li> </ol>	<ol style="list-style-type: none"> <li>Build a multi-use trail loop to connect parks.</li> <li>Replace insufficient play areas/ playgrounds and provide new facilities to fill gaps.</li> <li>Improve branding and wayfinding to parks.</li> <li>Provide additional community gathering areas.</li> <li>Develop community driven master plans for parks.</li> <li>Provide more specialized facilities - dog parks, frisbee golf, etc.</li> </ol>	<ol style="list-style-type: none"> <li>Provide a multi-generational community/ recreation center that is all-inclusive.</li> <li>Replace or decommission community park buildings that have outlived lifespan.</li> <li>Relocate or renovate Edina Art Center to support successful programs.</li> <li>Develop an FFE program for parts, furnishings, etc. to unify aesthetics and streamline maintenance and replacement.</li> </ol>	<ol style="list-style-type: none"> <li>Provide a variety of programs that meet community needs and interests and maintain the highest level of excellence.</li> <li>Deliver park and recreation programming more efficiently and effectively.</li> <li>Provide more community building/ socialization programming.</li> </ol>	<ol style="list-style-type: none"> <li>Improve marketing and communication delivery.</li> <li>Dedicate staff specifically to EPRD marketing and communication.</li> <li>Strengthen financial sustainability.</li> <li>Develop business plans for all enterprise facilities.</li> </ol>

## CONCLUSION AND NEXT STEPS

The Parks and Recreation Department has provided city residents with excellent parks and recreation facilities that are currently well used and appreciated by the community. Moving forward, additional actions are required to retain a quality system and stay ahead of the park infrastructure and asset needs that the Department manages and owns. Improving the existing park system to address under served populations and changing needs will ensure the system continues to support the high quality expectations of Edina's residents.

The Strategic Plan outlines many recommendations for each element of key development areas, which will require government and resident support. These recommendations address unmet community needs and expectations and have been cross referenced with other existing City programs. The Strategic Plan is intended to support and provide synergies with efforts such as the City's Comprehensive Plan, Vision Edina, Bike Edina, Living Streets, Active Routes to School, Neighborhood Small Area Plans, and several other programs currently underway in the City.

The Strategic Plan highlights the importance of creating master plans for several existing parks, and how these efforts will contribute to the overall success and sustainability of the system. The Implementation Framework will inform, and be informed by, these master plans and other planning projects throughout the city. Intended to be a "living document", EPRD staff can utilize the Implementation Framework to track progress and modify to changing needs, realities, and opportunities available. This Strategic Plan allows the department to manage proactively. EPRD has become a major service provider to the community and has helped develop one of the key quality of life components that make the City of Edina such a great place to live, work, and play. Community support follows great vision and the Strategic Plan is a critical step in communication EPRD's vision to the City.

## 9.0

## IMPLEMENTATION FRAMEWORK



## INTRODUCTION

In developing a master plan it is important to establish a vision and mission for the Department to guide its efforts for the future. Vision is a declaration of what the Department wants to be known for and Mission indicates how they will get there. The following vision has been developed in conjunction with the Strategic Plan, and complements EPRD's existing mission statement:

## EDINA PARKS AND RECREATION DEPARTMENT VISION

*To be recognized as having Minnesota's premiere parks, recreation and trail system that provides unrivaled opportunities to maximize Edina's quality of life by nurturing the health and well-being of our people, our community, our environment, and our economy.*

## EDINA PARKS AND RECREATION DEPARTMENT MISSION STATEMENT

*We create parks, facilities, and programs to foster a healthy inclusive community. We accomplish this through creative leadership, collaborations, environmentally sustainable practices, and the responsible use of available resources.*

## GUIDING PRINCIPLES

Supporting the vision and mission statements, six Guiding Principles will identify how the organization will go about it's work and help frame the vision, goals, and strategies for the Strategic Plan.



### Promote community health and wellness by engaging all residents in our parks and programming

Several health and wellness benefits of parks have been discovered recently including:

- Physical activity makes people healthier. Access to parks and trails increases physical activity.
- Contact with nature improves physical and psychological health.
- Trees and natural areas directly improve air quality, reduce the urban heat island effect, and help improve water quality.

EPRD will lead by example in areas of health and wellness, by promoting and providing health opportunities for the community and making health and wellness a priority for all future development.



### Provide excellence and innovation in parks and recreation services to meet the needs of the community

Edina has a strong history of creating innovative parks and facilities, such as Edinborough, Braemar, Centennial Lakes, and numerous other park facilities. EPRD will continue to provide exceptional facilities to support the community's quality of life. We will first seek to strengthen existing facilities by re-examining their role and making improvements that heighten their value.

The City's demographics are shifting, park trends and expectations are constantly changing, and recent understanding of the natural world's benefits in a healthy community require us to develop an innovative plan to continue meeting our community's needs. Innovation will be required to improve the environmental and financial sustainability of our parks and recreation facilities; allowing future generations with the same access to a high quality park system.



### Develop creative funding opportunities and programming partnerships to ensure excellence in facilities, programs, and financial stewardship for future generations

Creative partnerships with private business and public associates have helped create the high quality park and recreation system of Edina. Strengthening these partnerships is critical to meeting continued expectations for quality.

Re-evaluating the needs of the community and the resources of the Department and City will allow us to develop new partnerships to provide exceptional parks services and facilities to all of our community.

**Advance environmental stewardship and conservation to preserve and protect natural resources and build excellence through sustainability**

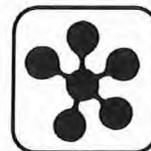
Edina residents are increasingly aware of the value that natural resources and the natural world provides to their community. Residents are desiring an increase in healthy natural areas to provide passive open space for recreation, interpretation, and overall environmental health. Sustainability is a key component of protecting the natural environment and we will explore opportunities to integrate environmentally friendly practices into our parks to increase the community’s health and wellness. The parks department will provide leadership in natural resource management, connecting people to their natural environment, providing environmental education programs, and fostering a sense of stewardship.



**Connect residents to park facilities and their programs**

Edina’s park system is open to everyone, but connections can be strengthened to enhance access for all residents. A multi-use trail system, along with a city wide pedestrian network, will create a strong connective fiber that will allow residents the ability to access park facilities and programs without the use of an automobile. EPRD will pursue a connective multi-use trail system, and partner with organizations and programs advocating for a strong pedestrian and bicycle realm throughout the city.

Communication, marketing, and social networking can help EPRD reach out to a wide net of new users. Reaching out to under served populations with targeted programming will help all residents pursue a healthy lifestyle and add to the financial security of the park system.



**Promote social equity and engagement within the parks system and its programs.**

EPRD will strive to make the park system accessible to all, regardless of racial, cultural, earning potential, or mobility differences. As Edina’s demographics shift, EPRD will continue to reevaluate their current offerings, fee structures, and location of amenities and programs in order to match evolving needs of the community. Providing equal opportunity to all of Edina’s residents will maximize the overall health and wellness of the City.

Creating a strong trail network, developing fair fee structures, and providing programming that is desired and needed by the Community will go a long way toward providing social equity. Focusing facilities and programs on those with lower mobility is another way to meet the changing needs of the City as a larger percentage of residents advance in age.





## INTRODUCTION TO THE PURPOSE, GOALS, AND STRATEGIES

To accomplish the Strategic Plan’s vision, five key areas of development have been identified that constitute broad categories of EPRD improvements, activities, and initiatives necessary to implement the Strategic Plan. Each of the key development areas is broken down by the following:

- **Purpose** - statements recognize the critical elements and over-arching philosophy of approach for each key area of development.
- **Goals** - define the most critical objectives that will need to be focused on under each key area of development to ensure the purpose is addressed.
- **Strategies** - provide guidance on actions necessary to accomplish the goals.
- **Tactics** - are specified in *Appendix A - Implementation Plan* and list specific actions to achieve the strategies. The tactics are intended to be actionable items, where progress and timelines can be tracked, evaluated, and modified as needed.



Together, the purpose, goals, strategies and tactics are intended to serve as a flexible guide to adapt to changing trends, needs, and City priorities. They should be re-evaluated and updated every 5-years to ensure that the master plan truly serves as a living document that is dynamic and proactively meeting the Community’s needs and vision.

*The Implementation Framework* is separated as an Appendix in order to allow staff to edit with new information/ expertise not available at the time of this document, adapt to physical and political realities, and adjust timelines as needed. The scope of *Appendix A* is informed by the bulk of the Strategic Plan and is connected to the document through the following Purpose, Goals, and Strategies for the Key Areas of Development.

The end of this Chapter will identify the top Priorities of the Strategic Plan that have been identified based on public surveys, staff input, consultant team experience and recommendations, and current opportunities.



### Key Areas of Development

- Natural Resources & Sustainable Parks
- Parks; Open Spaces, and Trails
- Recreation Facilities
- Recreation Programs
- Finance & Management

## 5.1 PURPOSE, GOALS, AND STRATEGIES FOR NATURAL RESOURCES & SUSTAINABLE PARKS

*Protect, enhance, engage and restore our urban forests, natural areas and water resources in order to sustain a healthy, diverse and balanced natural environment for all to enjoy and understand.*

### GOAL 01 - PROTECT, ENHANCE, AND RESTORE THE CITY'S NATURAL RESOURCES AND NATURAL AREAS

#### Strategies:

1. Create a full-time position for a Natural Resource Manager to lead and manage natural resource related efforts - as recommended in 2013 Urban Forest Task Force report (UFTF).
2. Complete a comprehensive Natural Resources Inventory on all Park properties with an emphasis on invasive species assessment and management. Continue to fund and implement existing successful programs.
3. Increase connections and access to natural areas and environmental resources.

“for in the end we will conserve only what we love.

we will love only what we understand.

we will understand only what we are taught.”

Baba Dioum - 1970



### GOAL 02 - CREATE MORE RESILIENT AND SUSTAINABLE PARKS, FACILITIES, AND LANDSCAPES

#### Strategies:

1. Maintain excellence in park maintenance operations, continue to explore environmentally friendly/ sustainable practices, and increase natural areas maintenance expertise and ability.
2. Develop more sustainable parks and trails infrastructure that are resilient to impacts of climate change.

### GOAL 03 - PROTECT AND RESTORE EDINA'S WATER RESOURCES.

#### Strategies:

1. Maintain the Park System's flood storage abilities and follow floodplain regulations.
2. Improve Edina's water resources through the Park System.
3. Provide more active and passive recreation opportunities and educational efforts focused on water resources.



## 5.2 PURPOSE, GOALS, AND STRATEGIES FOR PARKS, OPEN SPACES & TRAILS

*Ensure parks are a source of community pride by providing a balance of active and passive spaces that are well connected and reflect high quality design principles and maintenance standards; that allow all residents to engage in healthy activities.*

### GOAL 01 - PROMOTE CONNECTIONS TO THE PARK SYSTEM WITHIN THE CITY, AND TO THE SURROUNDING REGION

#### Strategies:

1. Prioritize the development and implementation of a multi-use trail network connecting parks and facilities together, and to key destinations throughout the City.
2. Develop, refine, and implement the Branding, Signage, and Wayfinding Plan included in this Strategic Plan.
3. Market parks and programs throughout the City to inform residents of offerings.



### GOAL 02 - ENSURE EXCELLENCE AND EQUITABLE ACCESS TO PARKS FOR ALL RESIDENTS

#### Strategies:

1. Pursue Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation and strive for Gold Medal Recognition.
2. Match development and redevelopment of park system and maintenance facilities to population growth and demographics changes.



### GOAL 03 - INCREASE THE HEALTH AND SAFETY OF THE PARKS AND TRAIL SYSTEM

#### Strategies:

1. Update all parks and trail facilities to 2010 Americans with Disabilities Act Standards for Accessible Design.
2. Ensure safety throughout the park system.

**GOAL 04 - REVITALIZE EXISTING PARKS BY ALIGNING PARK, OPEN SPACE AND TRAIL INFRASTRUCTURE WITH CURRENT AND ANTICIPATED COMMUNITY NEEDS**

**Strategies:**

1. Design flexibility into outdoor spaces and athletic fields to meet current needs and readily adapt to future recreation trends.
2. Provide specialized park infrastructure to address under served needs, emerging trends, and support year round uses.





### 5.3 PURPOSE, GOALS, AND STRATEGIES FOR RECREATION FACILITIES

*Provide safe, clean, and reliable facilities and program spaces that provide users the highest level of value and supports their health and wellness, while supporting financial sustainability for the Department in the Future.*

#### GOAL 01 – PROVIDE HIGH FUNCTIONING COMMUNITY PARKS, RECREATION, LEARNING AND GATHERING FACILITIES THAT ARE RESPONSIVE TO CHANGING COMMUNITY NEEDS AND INTERESTS.

**Strategies:**

1. Develop a flexible recreation/ community center for the City that provides opportunities for recreation, education, and gathering for all ages, incomes, and races.
2. Develop an arts and cultural center to support cultural art programming with suitable facilities.
3. Implement a policy-supported business management model for Enterprise Facilities that addresses a cost recovery model toward financial sustainability.
4. Explore the development of innovative infrastructure in the park system to support environmental education and natural resource programming.



#### GOAL 02 – INCREASE FACILITY ACCESSIBILITY AND CONSISTENCY THROUGHOUT THE CITY

**Strategies:**

1. Identify facilities not meeting community needs and develop plan for replacement, renovation, or decommissioning.
2. Update all building facilities to 2010 Americans with Disabilities Act Standards for Accessible Design to create safe pedestrian access for low mobility park users.



## 5.4 PURPOSE, GOALS, AND STRATEGIES FOR RECREATION PROGRAMS

*Develop, provide, and manage recreation programs to support the community's needs for health and wellness, individual skill development, and community connectivity in a safe and enjoyable environment.*

### GOAL 01 - PROVIDE A VARIETY OF PROGRAMS THAT MEET COMMUNITY NEEDS AND INTERESTS AND MAINTAIN THE HIGHEST LEVEL OF EXCELLENCE

#### Strategies:

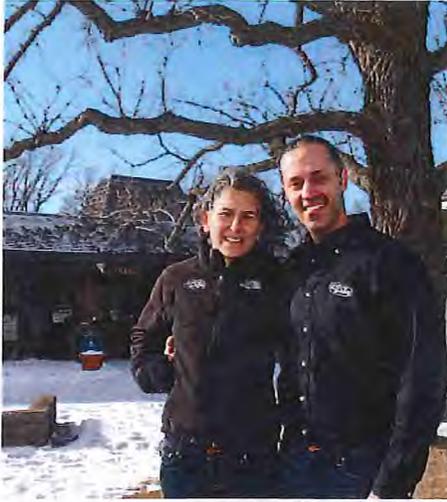
1. Attract 30-35% of all Edina residents to experience an organized recreation program through EPRD by identifying and closing programming gaps.
2. Keep up with evolving needs and trends by re-evaluating offered programs and interest levels.

### GOAL 02 – DELIVER PARK AND RECREATION PROGRAMMING MORE EFFICIENTLY AND EFFECTIVELY

#### Strategies:

1. Clearly define program providers to eliminate overlap and define the level and scope of services offered.
2. Continue to provide high quality youth sports programming and work with athletic associations to provide recreational opportunities.
3. Incorporate programming standards for all services provided across the system.





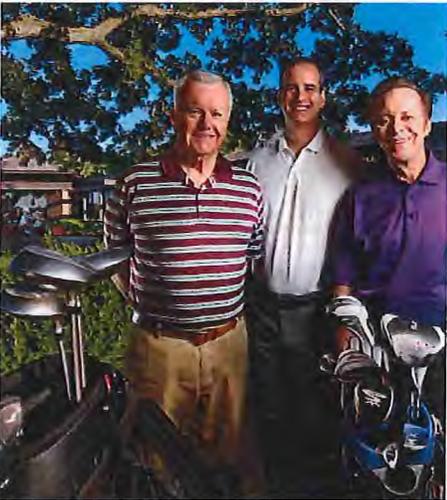
## 5.5 PURPOSE, GOALS, AND STRATEGIES FOR FINANCE & MANAGEMENT

*Provide and encourage use of quality parks, trails, facilities, and programs that deliver on the community's expectations for a safe and enjoyable experience while keeping the infrastructure of the system in a quality state.*

### GOAL 01 - INCREASE FINANCIAL SUSTAINABILITY, EFFICIENCY, AND STRONG PARTNERSHIPS

#### Strategies:

1. Collaborate with the Park Maintenance Department on the planning and maintenance of all park lands, facilities, and trails.
2. Strengthen departmental partnerships with similar providers and establish more formal partnership policies.
3. Create opportunities for entrepreneurs, both non-profit and for-profit, to enrich the park experience and implement innovative approaches to revenue generation.
4. Develop mini business plans for all Enterprise Facilities to achieve financial sustainability.
5. Maximize staffing efficiency and effectiveness by reviewing staff levels and providing key staffing related to management and programming of Park facilities.
6. Ensure adequate financing for growth of the system as continued development occurs.



### GOAL 02 - STRENGTHEN BUSINESS AND MARKETING DEVELOPMENT

#### Strategies:

1. Develop a Department-wide strategic marketing plan.
2. Provide best marketing opportunities for programs and targeted populations..



## KEY PROJECTS OF THE STRATEGIC PLAN

The following key projects have been identified based on community engagement, city staff and park board recommendations, and focus group and stakeholder input. These projects will require a variety of strategies and tactics to achieve - as defined in this document and *Appendix A - Implementation Framework*. The implementation will require continued efforts from the Park Board, Parks and Recreation Staff, other City Departments and Administration and support from the community. Progress will be evaluated annually and presented in the EPRD Annual Report.

The key projects identified are supported by the guiding principles and the icons below link the projects back to the applicable guiding principles.

GUIDING PRINCIPLES KEY	
	Promote community health and wellness by engaging all residents in our parks and programming
	Provide excellence and innovation in parks and recreation services to meet the needs of the community
	Develop creative funding opportunities and programming partnerships to ensure excellence in facilities, programs, and financial stewardship for future generations
	Advance environmental stewardship and conservation to preserve and protect natural resources and build excellence through sustainability
	Connect residents to park facilities and their programs
	Promote social equity and engagement within the parks system and its programs.



Applicable Guiding Principles:

**1. CREATE A MULTI-USE TRAIL SYSTEM THROUGH THE CITY TO CONNECT PARKS AND ENTERPRISE FACILITIES.**

A multi-use trail system has been identified by residents for several years, and would serve multiple objectives and goals of EPRD, such as providing greater access to parks, increasing health and wellness opportunities, providing more sustainable transportation options, strengthening community and safety through complete streets, and providing another source of recreation. The time is right to begin implementation, building on the success and excitement of the new Nine Mile Creek Regional Trail soon to be constructed through the City.



Applicable Guiding Principles:

**2. PROVIDE A MULTI-GENERATIONAL COMMUNITY CENTER THAT IS ALL-INCLUSIVE.**

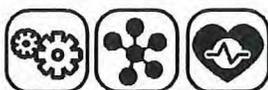
A community center need was identified in the community survey and the Level of Service Analysis. A facility of this type would fill multiple needs including the creation of community meeting and gathering spaces, provide a space for the multiple generations and their ability to interact, and supporting recreation activities and users that are currently under-served. The City will need to study the programmatic, spatial, and amenity requirements of the facility. The Grandview site has been identified as a potential location for this facility and would provide a much needed community gathering facility north of Highway 62.



Applicable Guiding Principles:

**3. HIRE A NATURAL RESOURCE MANAGER TO GUIDE PRESERVATION AND DEVELOPMENT OF NATURAL AREAS, ACCESS AND INTERPRETIVE / EDUCATIONAL OPPORTUNITIES.**

A Natural Resource Manager will provide leadership in defining and implementing critical aspects of City’s natural areas development and preservation, intending to provide access to healthier, more sustainable landscapes for residents. The Natural Resource Manager’s first effort should be to complete a Natural Resource Inventory and Management plan for the City. The Natural Resource Manager will coordinate invasive species control (buckthorn), public outreach, interpretation opportunities and environmental education, and volunteer efforts. This person will work to provide maintenance and protection of high quality natural resources throughout the City.



Applicable Guiding Principles:

**4. IMPROVE MARKETING AND COMMUNICATION DELIVERY.**

Create a marketing and communication plan to improve marketing effectiveness, cross marketing of services, and efficiency. Park wide branding, program communication delivery, and media format should be explored and evaluated for greatest cost effectiveness.

**5. REPLACE OR DECOMMISSION COMMUNITY PARK BUILDINGS THAT HAVE OUTLIVED THEIR DESIGNED LIFESPAN AND ARE CURRENTLY INSUFFICIENT IN PROVIDING SERVICES.**

A handful of Community Park Buildings are extremely outdated and need to be permanently decommissioned or replaced with new buildings that can adequately support their intended uses. Edina’s Capital Improvements Plan for 2015-2019 identifies repairs or replacement for several of these buildings. While the decision to replace roofs and siding has been made these Community Park Buildings, a process for determining the distribution and function of Community Park Buildings should be created and implemented by EPRD to prioritize replacement schedules and explore other development models to meet the needs of the surrounding community.



Applicable Guiding Principles:

**6. RELOCATE OR RENOVATE THE EDINA ART CENTER TO PROVIDE A FACILITY THAT BEST SUPPORTS THEIR PROGRAMMING NEEDS.**

The Edina Art Center is a highly successful Enterprise Facility that has outgrown it’s current building. The recommendation of the Strategic Plan would be to explore the cost/ benefits of relocating the Art Center to another existing facility (likely requiring renovation), or constructing a new facility. Additionally, the location of the building should be evaluated for maximizing transportation, transit, and filling geographic gaps of Enterprise Facilities spread throughout the City. The Grandview site has been identified as a potential location for a multi-purpose facility that could potentially include the Edina Art Center.



Applicable Guiding Principles:

**7. REPLACE INADEQUATE AND OUTDATED PLAY AREAS AND PLAYGROUNDS AND PROVIDE NEW FACILITIES TO ADDRESS UNDERSERVED AREAS.**

EPRD should strive to provide a high quality accessible and inclusive play area/ playground within a 10-minute walk of every resident in the City. Inadequate or outdated facilities not meeting current ADA standards should be repaired or replaced. Innovative play structures should be explored including natural play areas and new approaches to child inclusive recreation.



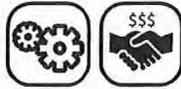
Applicable Guiding Principles:

**8. IMPROVE BRANDING AND WAYFINDING TO PARKS THROUGHOUT THE CITY AND INTERNALLY.**

The Strategic Plan recommends that the EPRD develop a consistent branding and wayfinding system for the parks and enterprise facilities. This effort includes graphics and messaging that will create an identifiable image for the parks system, but also includes signage to make amenities and facilities easily identifiable in the City. Wayfinding to park facilities throughout the City should establish a hierarchy for automobiles, bicycles, and pedestrian traffic that will increase safety - focusing on circulation and parking facilities.



Applicable Guiding Principles:



Applicable Guiding Principles:

### 9. STRENGTHEN FINANCIAL SUSTAINABILITY

Increasing efficiencies of staffing, maintenance, marketing and other management and administration activities will help build financial sustainability. Providing new revenues through continued park dedication fee for new development and redevelopment of properties, innovative business development, creative partnerships, and adding services for fee at parks throughout the system will provide funds to support the parks and maintenance.



Applicable Guiding Principles:

### 10. PROVIDE ADDITIONAL COMMUNITY GATHERING AREAS

Integrating low cost infrastructure to support and promote community gathering should be prioritized. Open air pavilions, gazebos/ picnic structures, as well as outdoor classrooms and amphitheaters provide a means to allow more informal gathering in a cost effective manner. Simple amenities such as restrooms, drinking fountains and proper waste/recycling receptacles can go along way toward creating positive environments for community gathering and should be a priority at all existing facilities.



Applicable Guiding Principles:

### 11. DEVELOP COMMUNITY DRIVEN MASTER PLANS FOR PARKS THROUGHOUT THE SYSTEM.

Planning and design should be used as a tool to build excellence throughout the park system. The EPRD should create master plans for individual parks within the system that do not have one currently or have not had one completed within the last 20 years. These master plans will help guide and prioritize maintenance, development and programming within the parks and provide a basis for all decision making. Priority should be given to master planning efforts for Fred Richards, Braemar, and Arneson Acres to maximize their long-term quality, financial and environmental sustainability.



Applicable Guiding Principles:

### 12. DEVELOP BUSINESS PLANS FOR ALL ENTERPRISE FACILITIES THROUGHOUT THE PARK SYSTEM

The EPRD should create business and management plans for all enterprise facilities to move toward generating a profit or break even scenario. The business plans should be developed for facilities within the system that do not have one currently or have not had one completed within the last 10 years. These business plans will help guide and prioritize staffing, expenses, maintenance, development and programming within the enterprise facilities and provide a basis for all decision making. Business plans should be updated every 2 years.

## PROGRESS MEASUREMENT

Measuring progress of the Implementation Framework and overall park system is valuable, to justify and validate funds, staff time, and overall progress. Regular evaluations can help EPRD continually gauge which improvements better serve system users and provide excellence for the Park system. EPRD already conducts some periodic evaluation of its services, including community surveys, recreation program participants, and users of its fee based services. Additionally, EPRD will be reviewing the Implementation Framework annually in order to update the Board, Council and community on progress toward the strategic implementation framework and Priority Projects. An annual report will be the primary communication tool and document generated by EPRD in this effort.

Additionally, performance measures are provided for all tactics found in *Appendix A - Implementation Framework*. These performance measures will assist EPRD staff in evaluations of implementation items and progress. The Implementation Framework should be updated and amended as needed to adjust priorities and tactics for implementation.

Information that should be in the annual report includes a combination of quantitative and qualitative data - many of which are currently collected by EPRD. The annual report should also be used as a marketing tool to summarize the system and its programs, as well as discuss progress toward Priority Projects and the challenges associated with completion. Qualitative tools, such as surveys, are relatively easy to conduct and are important in gauging satisfactions, trends, and need. Surveys though do not tell the entire picture. Quantitative methods, such as counts, are important in capturing the who, what, where, and when of park and recreation use. Counts are the most beneficial in demonstrating the magnitude of usage. Examples of both quantitative and qualitative data that could be collected and displayed in the annual report include:

### Quantitative Data

- Number of recreation activities and participants tracked through registrations
- Number of events, facility users and participants tracked through reservations, permitting and in requests of associations
- Number of volunteer participants
- Number of people using parks, trails and other non fee based facilities through the development of a user count program - counting cars in parking lots, creating a volunteer counting program, or installing technology to count trail users
- Number of park master plans completed and how many participated in each process
- Miles of sidewalks/trail completed

### Qualitative Data

- City-wide survey on a regular basis and evaluate trends over time
- Conduct satisfaction surveys of recreation activity participants
- Evaluate perceptions of safety in use of parks and trails
- Create evaluation for associations and other groups which regularly use facilities Interview park users to find out how they got there, why they came, how long they stayed, and the importance of the park's different attributes and facilities. If done regularly this can be informative in terms of trends
- Conduct focus groups to gather information about park use habits and desires for future park system directions

### Priority Projects Analysis

- Identify progress on individual priority projects.
- Remove projects that have been achieved and update project list.
- Identify major obstacles for projects that have not been realized or where little progress has been made - identify what steps have been taken to address the obstacles.
- Outline steps taken toward implementing the priority projects.
- Evaluate the ability and sources to fund the desired project.
- Summarize the amount of outside funding (partnerships, grants, etc.) secured.

## LIVING DOCUMENT

The premiere park and recreation system in Minnesota will not only measure progress by assessing community needs and satisfaction, but will also adapt to meet those changing needs. Recreation is dynamic and is constantly changing. New recreation activities and equipment emerge (in-line skates, the mountain bike, etc) and recreation trends ebb and flow. Inherently this means flexible and adaptive facilities and programs. It also means regular review and refinement of the Strategic Plan based on community feedback. Annual review of this plan to make sure that priority projects, recommendations, and the implementation framework are still relevant and updated to reflect progress is an essential component of becoming the premiere park and recreation system in Minnesota.

# APPENDIX A

---

# IMPLEMENTATION FRAMEWORK



CONFLUENCE

# NATURAL RESOURCES AND SUSTAINABLE PARKS

*Our vision/ mission for Natural Resources and sustainable parks is to protect and restore our natural resources and maximize the ecosystem services that parks provide to the community.*

**NATURAL RESOURCES GOAL 1 - PROTECT, ENHANCE, AND RESTORE THE CITY'S NATURAL RESOURCES AND NATURAL AREAS.**

STRATEGY 1.1		
<i>Create a full-time position for a Natural Resource Manager to lead and manage natural resource preservation and education efforts - as recommended in 2013 Urban Forest Task Force report (UFTF).</i>		
Tactic	Implementation Year	Performance Measure
<b>1.1.1</b> Hire a qualified Natural Resources Manager.	2016	Full-time position created.
<b>1.1.2</b> Prioritize work tasks such as working to complete NRI and management plan, applying for grants, developing connections with other departments, leading environmental education efforts, membership on City Commissions, assisting with wildlife issues, invasive species (buckthorn), and coordinating volunteer efforts.	2020	Completion of NRI and management plan, successful grant applications.

STRATEGY 1.2		
<i>Complete a comprehensive Natural Resources Inventory (NRI) on all Park properties with an emphasis on existing resources protection and invasive species assessment and management.</i>		
Tactic	Implementation Year	Performance Measure
<b>1.2.1</b> Adopt a City-wide no net loss of natural areas and open spaces.	2016	Update database.
<b>1.2.2</b> Collect all existing data and studies conducted into one centralized document.	2016	Completed report.
<b>1.2.3</b> Hire a qualified consultant to complete NRI and management plan.	2018	Completed NRI & Management Plan.
<b>1.2.4</b> Maintain and update existing tree inventory and database with an emphasis on invasive and disease susceptible species and heritage trees.	Ongoing	Update database.
<b>1.2.5</b> Identify and protect the City's highest quality natural resources and areas.	2017	Completed NRI, policy to not impact identified areas.
<b>1.2.6</b> Apply for grants to assist in control invasive species - <a href="http://www.invasivespeciesinfo.gov/toolkit/grantsrequests.shtml">http://www.invasivespeciesinfo.gov/toolkit/grantsrequests.shtml</a>	2016 per grant schedule	Submit application and receive a grant.

1.2.7 Prioritize the next 5 years of restoration goals, invasive species control efforts, and maintenance operations.	2017	Completed NRI & Management Plan and budget.
---	------	---

**STRATEGY 1.3**

*Increase connections and access to natural areas and environmental resources.*

Tactic	Implementation Year	Performance Measure
1.3.1 Create programs that provide education and get residents outside to experience natural resources throughout the City (e.g. Master Naturalist programs, seasonal education walks, etc.)	2016	Create 1 new program or tour by 2016
1.3.1 Coordinate access with system wide trails plan.	2018	Completed NRI & Management Plan
1.3.2 Identify low-use park land areas that could be converted to native or low input ground covers to lessen maintenance and provide greater habitat.	2018	Concept plans outlining areas for conversion of turf. Individual park master plans
1.3.3 Incorporate more native landscaping and native gardens into parks. Work with existing volunteer base - Garden Club.	2018	Create one native plant demonstration garden
1.3.4 Study feasibility of creating infrastructure to support environmental education initiatives (e.g. outdoor amphitheaters, natural playgrounds, picnic pavilions, etc.) - evaluate potential sites and case studies. Consider Bredesen and areas on north side of 62 that are currently under served with facilities.	2019	ID funding for an Environmental Learning Center
1.3.6 Develop natural resource based education and volunteer programs that develop a strong connection with community/ neighborhood centers.	2018	New programs and/ or partnerships in place by 2017.
1.3.7 Continue with and build upon existing successful programs such as the buckthorn removal program.	Ongoing	Visible buckthorn reduction
1.3.8 Develop partnerships with non-profits, education agencies, and other environmental education associates	2017	New programs and/ or partnerships in place by 2017

**NATURAL RESOURCES GOAL 2 - CREATE MORE RESILIENT AND SUSTAINABLE PARKS, FACILITIES AND LANDSCAPES.**

**STRATEGY 2.1**

*Maintain excellence in park maintenance operations, continue to explore environmentally friendly/ sustainable practices, and increase natural areas maintenance expertise and ability.*

Tactic	Implementation Year	Performance Measure
2.1.1 Follow recommendations of the 2013 UFTF report.	2016	Review items from report for completion.
2.1.2 Educate residents on current initiatives (e.g. turf grass maintenance).	2017	Create marketing materials and post in park and/or give presentations throughout City.
2.1.3 Complete cost/ benefit analysis of the long term cost/ benefits of turf grass maintenance vs. natural areas and communicate results to Park Board, City Council, and Public.	2018	Create marketing materials and post in park and/or give presentations throughout City.
2.1.4 Identify key species or planting strategies to be used throughout the City that maximize benefits and minimize future maintenance - work with Garden Club to grow.	2018	Complete 1 native plant demonstration garden in park.
2.1.5 Provide training for Park Maintenance staff to maximize efficiency and quality of natural resource management.	2018	Natural resource management plan informed training.
2.1.6 Consider hiring or supplementing natural resource maintenance activities with an outside consultant.	2018	Identify maintenance and operations responsibilities.

**STRATEGY 2.2**

*Develop more sustainable parks and trails infrastructure that are resilient to impacts of climate change.*

Tactic	Implementation Year	Performance Measure
2.2.1 Conduct a climate change risk assessment for all Parks facilities, infrastructure, vegetation, and areas susceptible to extensive storm damage.	2018	Complete climate change risk assessment.
2.2.2 Use the Sustainable Sites Initiative (SITES®) as a guide for for new park development and retrofits, and to create a green operations plan. SITES® is the landscape and site equivalent to LEED and is the most comprehensive guide and objective sustainability rating system for the landscape <a href="http://www.sustainablesites.org">www.sustainablesites.org</a>	2017	Utilize SSI checklist for all new and major renovation projects.
2.2.3 Utilize Leadership in Energy & Environmental Design (LEED), Minnesota's B3 program, and/or the Living Building Challenge to guide future parks and facilities renovations and new construction projects. Prioritize energy efficiency, water conservation and other building functions with direct cost impacts.	2018	Integrate into all master plans and redevelopment guides. Hire only LEED certified consultants. Require LEED certification for new buildings.

**NATURAL RESOURCES GOAL 3 - PROTECT AND RESTORE EDINA'S WATER RESOURCES.**

**STRATEGY 3.1**

*Maintain the Park System's flood storage abilities and follow floodplain regulations.*

Tactic	Implementation Year	Performance Measure
<b>3.1.1</b> Coordinate with Engineering Dept. to meet changing regulations and integrate into future planning and master planning projects.	Ongoing	Yearly review of regulations, review all projects as proposed.
<b>3.1.2</b> Coordinate with Engineering Dept. to consider joining Hennepin County's Wetland Health Evaluation Program (WHEP) that engages community members in monitoring wetland and water quality. ) <a href="http://www.mnwhep.org/">http://www.mnwhep.org/</a>	2017	Program membership.
<b>3.1.3</b> Explore opportunities to plant buffers on ponds, lakes, and streams within park property to prevent against erosion and provide habitat.	2017-2020	New water quality buffers established in parks each year and/or in concert with adjacent City work.

**STRATEGY 3.2**

*Improve Edina's water resources through the Park System.*

Tactic	Implementation Year	Performance Measure
<b>3.2.1</b> Partner with Nine Mile and Minnehaha Creek Watershed Districts on public education efforts focusing on lawn care management practices that improve water quality and increase wildlife habitat.	2018	Identify and implement 1 pilot project in a park.
<b>3.2.2</b> Reduce impervious surfaces and integrate green infrastructure and stormwater BMPs to treat runoff from all park and facilities impervious surfaces.	2018	Identify and implement 1 pilot project in a park.
<b>3.2.3</b> Partner with Environmental Engineering Dept. to identify opportunities to increase water quality throughout the City - identifying opportunities to treat City stormwater on Park property to benefit both.	2017	Apply for planning grant to study opportunities for integrating green infrastructure - Create a master plan with grant funding from Watershed District to analyze.
<b>3.2.4</b> Minimize potable water use for irrigation by reducing irrigation needs, increasing irrigation system efficiency, and providing alternative water sources.	2017	Evaluate current water usage annually.

<b>STRATEGY 3.3</b>		
<i>Provide more active and passive recreation opportunities and educational efforts focused on water resources.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>3.3.1</b> Continue support of popular fishing programs such as MnDNR's learn to fish, and explore other similar opportunities to engage youth in natural resource based outdoor activities.	2015 Ongoing	Continue existing programs and develop 1 new youth focused natural resource program by 2016.
<b>3.3.2</b> Expand fishing access opportunities with increased fish habitat, fishing infrastructure, and programs on Lake Cornelia, and Centennial Lake.	2016	Develop one new fishing program and/or access infrastructure at 1 park.
<b>3.3.3</b> Partner with Nine Mile Creek and Minnehaha Creek Watershed Districts to take advantage of their water quality education programs.	2015	Participate in a minimum of 1 program and provide links to programs through Parks website and
<b>3.3.4</b> Develop signage for passive interpretation of water resources. Focus on popular and/ or quality resources such as Minnehaha Creek, Nine Mile Creek & Trail, etc.	2018	Install signs at key water access areas
<b>3.3.5</b> Increase canoe and kayak access to Edina's lakes and provide storage for residents and/ or exploring rental programs. Explore Lake Cornella as potential site.	2018	Storage racks and formalized, safe access points lakes currently without access.

# PARKS, OPEN SPACE & TRAILS

*Our vision for parks, open spaces, and trails is to ensure parks are a source of community pride by providing a balance of active and passive spaces that are well connected and reflect high quality design principles and maintenance standards; that allow all residents to engage in healthy activities.*

## PARKS GOAL 1- PROMOTE CONNECTIONS TO THE PARK SYSTEM WITHIN THE CITY, AND TO THE SURROUNDING REGION

### STRATEGY 1.1

*Prioritize the development and implementation of a multi-use trail network connecting parks and facilities together, and to key destinations throughout the City.*

Tactic	Implementation Year	Performance Measure
<b>1.1.1</b> Achieve a .75 miles per 1,000 people goal for hard surface trails to connect neighborhoods, major attractions (historical and cultural), and community parks via trails.	2016-2026	Add 15 additional miles of trail to meet 2019 population projections (in addition to Nine Mile Creek trail).
<b>1.1.2</b> Coordinate with Engineering to seek funding to support developing a system of on street shared lanes, separated bike lanes, and off-street hard surface trails connecting to parks. Prioritize off-street trails and separate bike lanes.	Ongoing	Dollars committed in the 2016 budget to trail implementation.
<b>1.1.3</b> Coordinate with Engineering Department and collaborate with other Community programs including Bike Edina, Edina Living Streets program, Active Routes to Schools, Sidewalk Priority Plan, and Capital Improvement Plan.	Ongoing	Identify shovel ready projects and commit dollars in the 2018 budget
<b>1.1.4</b> Provide facilities to support existing trails and the new Nine Mile Creek Regional trail e.g. - restrooms, drinking fountains, and appropriate waste/ recycling facilities.	2020	Identify facility needs and incorporate into capital improvements plan.
<b>1.1.5</b> Provide facilities in parks to fully supported bicycle use including adequate bike parking and racks, bicycle library, covered parking, tandem bikes for senior, bike trailers for families, and repair stands, etc...	2020	Identify shovel ready projects and commit dollars to 2020.

<b>STRATEGY 1.2</b>		
<i>Develop, refine, and implement the Branding, Signage, and Wayfinding Plan included in this Strategic Plan.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>1.2.1</b> Create a comprehensive branding, signage and wayfinding plan for all EPRD properties and programs.	2016	Dedicated funding for completing branding plan.
<b>1.2.2</b> Coordinate with other departments and incorporate branding throughout City materials.	2017	Update websites, implement first installation project(s)
<b>1.2.3</b> Replace park signage with updated branding.	2016+	Replace signage with phased approach.

<b>STRATEGY 1.3</b>		
<i>Market parks and programs throughout the City to inform residents of offerings.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>1.3.1</b> Hire a marketing consultant to develop a 5-year marketing plan. Have one staff person in Communications Department to work on park projects.	2016	Create and fill position, identify funding for.
<b>1.3.2</b> Present this Strategic Plan across departments and community groups that may be unfamiliar with it to build connections.	2015	Presentations to non-traditional groups.
<b>1.3.3</b> Create and implement a naming policy for parks and future facilities.	2016	Integrate into Parks plan by 2017.

**PARKS GOAL 2 - ENSURE EXCELLENCE AND EQUITABLE ACCESS TO PARKS FOR ALL RESIDENTS.**

<b>STRATEGY 2.1</b>		
<i>Pursue Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation and strive for Gold Medal Recognition.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>2.1.1</b> Research CAPRA requirements, highlight where EPRD has gaps, and develop plan to achieve requirements.	2017	Apply and achieve CAPRA accreditation.
<b>2.1.2</b> Apply for Gold Medal Award.	2020	Receive Gold Medal Award recognition.

<b>STRATEGY 2.2</b>		
<i>Match development and redevelopment of park system and maintenance facilities to population growth and demographics changes.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>2.2.1</b> Transition under utilized amenities and replace with more productive amenities that are tied to neighborhood needs (Reference Edina Level of Service Standards file).	2025	Updated Park Master Plans remove outdated amenities as part of lifecycle management plan every year for the next five years.
<b>2.2.2</b> Refer to included facility assessments and inventories to identify key facilities such as restrooms, drinking fountains, signage, parking, and other comfort and convenience features in need of replacement, and develop a plan to replace deficient infrastructure not meeting Park System standards.	2018	Identify deficient infrastructure and create implementation/ replacement plan.
<b>2.2.3</b> Establish and utilize a Furniture, Fixture, and Equipment (FFE) standard and inventory for park and recreation amenities, (e.g. basketball hoops, outdoor lighting, outdoor benches, etc.) parts inventories, and enhanced maintenance efficiency.	2018	Established FFE standards plan

**PARKS GOAL 3 - INCREASE THE HEALTH AND SAFETY OF THE PARKS AND TRAIL SYSTEM.**

**STRATEGY 3.1**

*Update all parks and trails to 2010 Americans with Disabilities Act (ADA) Standards for Accessible Design.*

Tactic	Implementation Year	Performance Measure
<b>3.1.1</b> Complete inventory and assessment of all park infrastructure regarding 2010 ADA standards.	2020	New facilities meet or exceed standard. Integrate into RFP
<b>3.1.1</b> Require all new infrastructure to meet 2010 ADA standards	2025	New facilities meet or exceed standard. Integrate into RFP
<b>3.1.2</b> Upgrade existing facilities not meeting ADA standard	2025	5 - year plan to prioritize and implement updates.

**STRATEGY 3.2**

*Ensure safety throughout the park system.*

Tactic	Implementation Year	Performance Measure
<b>3.2.1</b> Incorporate Crime Prevention through Environmental Design principles and guidelines into parks and recreation site design and ongoing maintenance practices.	2017	Integrate requirement into RFPs for new facilities and renovations. Consider hiring consultant to evaluate existing facilities and make recommendations

**PARKS GOAL 4 - REVITALIZE EXISTING PARKS BY ALIGNING PARK, OPEN SPACE, AND TRAIL INFRASTRUCTURE WITH CURRENT AND ANTICIPATED COMMUNITY NEEDS.**

<b>STRATEGY 4.1</b>		
<i>Design flexibility into outdoor spaces and athletic fields to meet current needs and readily adapt to future recreation trends.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>4.1.1</b> Consult Level of Service study to identify gaps and recommendations.	2016	3 Multi-use fields identified as a need by 2019.
<b>4.1.2</b> Consider alternative surfaces for high use areas (e.g. artificial turf, high performance turf, etc.)	2020	Long term cost benefit analysis of capital and maintenance costs.
<b>4.1.3</b> Ensure adequate lighting to extend playability times throughout the year and in morning/ early evening times.	2020	Utilize facility analysis to identify lighting issues.
<b>4.1.4</b> Prioritize flexibility and community gathering spaces in future master plans and renovation projects.	Ongoing	Integrate goals and/ or requirements into RFPs for future park master plans

<b>STRATEGY 4.2</b>		
<i>Provide specialized park infrastructure to address under served needs, emerging trends, and support year round uses.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>4.2.1</b> Prioritize projects to increase the Level of Service in areas where data shows the highest need.	Ongoing	Seek funding for new or renovated park and recreation facilities and properties based on LOS.
<b>4.2.2</b> Provide infrastructure to support winter uses and trails into existing parks for a variety of skills and mobility uses that will bring more residents to parks in winter months.	2020	Integrate winter uses into all parks and trails plans.
<b>4.2.3</b> Emphasize winter opportunities at Braemar Park to cross pollinate with hockey and other activities. Explore snow making for ski trails, biathlon training infrastructure, and additional winter uses.	2017	Increase marketing of Braemar Park winter trail and include winter trail planning in Braemar Park Master Plan.
<b>4.2.4</b> Require community driven master plans and/ or public input process for all projects with greater than \$250,000 improvements.	2016	Complete a community driven master plan for Fred Richards.
<b>4.2.5</b> Evaluate current and future needs and locations for Community Gardens. Consider sites near apartments/ condos and higher density areas with limited access to usable planting space - where needs may be greater.	2020	Evaluate community garden use and community desire.

# RECREATION FACILITIES

*Provide safe, clean, and reliable facilities and program spaces that provide users the highest level of value and supports their health and wellness, while supporting financial sustainability for the Department in the Future.*

**FACILITIES GOAL 1 - PROVIDE HIGH FUNCTIONING PARKS FACILITIES THAT ARE RESPONSIVE TO CHANGING COMMUNITY NEEDS AND INTERESTS.**

**STRATEGY 1.1**

*Develop a flexible recreation/ community center for the City that provides opportunities for recreation, education, and gathering for all ages, incomes, and races.*

Tactic	Implementation Year	Performance Measure
<b>1.1.1</b> Develop cost recovery goals for the community center that meets the values of the community, maintains flexible spaces to accommodate a broad range of user groups and activities, and is a multi-generational facility. Consider the Grandview site for the facility.	2016	Documented goals.
<b>1.1.2</b> Re-brand the Senior Center as a “community center” or “activity center” to attract other age segments by removing the negative connotation of “senior” label among 55-75 age segment. Consider including in a multi-purpose facility at the Grandview site.	2016	Officially rename facility. Create a branding strategy for the facility.
<b>1.1.3</b> Consider hiring architectural consultant to lead a stakeholder group through an Architectural Pre-design process to discover and document programmatic needs, specialized spaces, and planning level cost estimating. Consider focusing efforts at the Grandview site.	2016	Completed Pre-design study by qualified Architect.
<b>1.1.4</b> Develop partnerships who may be able to contribute to capital and operational costs. Look at specialized use partners for indoor fitness, or other service providers.	2016	Communicate partners for collaboration brainstorming
<b>1.1.5</b> Explore balancing the distribution of Enterprise Facilities, or larger community gathering facilities, geographically throughout the City, including the relocation of existing facilities that are not meeting needs such as the community center and the Edina Art Center.	2017	Explore adding new Enterprise or community gathering facility north of Hwy. 62.

<b>STRATEGY 1.2</b>		
<i>Develop an arts and cultural center to support cultural art programming with suitable facilities.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>1.2.1</b> Study Art Center needs and program requirements, and use information to decide whether to remodel, rebuild, or relocate existing facility.	2016	Completed Pre-design program and study from qualified architect.

<b>STRATEGY 1.3</b>		
<i>Implement a policy-supported business management model for Enterprise Facilities that addresses a cost recovery model toward financial sustainability.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>1.3.1</b> Focus on management issues such as fees, cost recovery, operating hours, staffing, program offerings and partnerships.	2016	Are facilities financially sustainable?
<b>1.3.2</b> Review winter-use support at Facilities and match to winter activities - (e.g. supporting nordic skiing, skijoring trails at Braemar Park with food, rental program, etc.).	2016	Integrate 1 new winter use into park by 2016.
<b>1.3.3</b> Analyze Centennial Lakes for increased revenue opportunities, reduced maintenance costs, and general improvements for efficiency. Explore food and beverage opportunities.	2016	Reduced maintenance costs for existing infrastructure - maximize efficiency of new facilities.

<b>STRATEGY 1.4</b>		
<i>Explore the development of innovative infrastructure in the park system to support environmental education and natural resource programming.</i>		
<b>Tactic</b>	<b>Implementation Plan</b>	<b>Performance Measure</b>
<b>1.4.1</b> Develop a business plan to assess market potential, explore program opportunities, and assess lower cost infrastructure that would directly support natural resources education including: <ul style="list-style-type: none"> <li>• Outdoor classroom/ amphitheater</li> <li>• Open air picnic pavilion that can support gatherings</li> <li>• Bird/ Wildlife blinds</li> <li>• Boardwalks and piers - additional</li> <li>• Natural playgrounds</li> <li>• Nature based site specific art</li> <li>• Interpretive nature trails with signage</li> </ul>	2020	Complete included mini-business plan in Appendix D as necessary.
<b>1.4.2</b> Identify potential partnerships to assist in capital and operations costs (e.g. catering for weddings/ events, coffee shop/ restaurant, Art programs, etc.)	2020	Include in Mini-business plan.
<b>1.4.3</b> Identify potential program partnerships.	2018	New programs created.

**FACILITIES GOAL 2 - INCREASE FACILITY ACCESSIBILITY AND CONSISTENCY THROUGHOUT THE CITY.**

**STRATEGY 2.1**

*Identify facilities not meeting community needs and develop plan for replacement, renovation, or decommissioning.*

Tactic	Implementation Year	Performance Measure
<p><b>2.1.1</b> Utilize assessment data and recommendations in this strategic plan to create a plan for retirement or replacement of outdated and under-performing facilities including:</p> <ul style="list-style-type: none"> <li>Community Park Buildings at Strachauer, Lewis, Highlands, Arden, Creek Valley, and Normandale</li> <li>Edina Art Center</li> <li>Senior Center</li> </ul>	2016-2020	Retirement or replacement plans in place and implemented.
<p><b>2.1.2</b> Update or replace inadequate playground equipment and fill geographical service gaps to ensure that all residences in the City are within a 10-minute safe route to a playground facility.</p>	2020	Identify shovel ready projects and commit dollars to 2020.
<p><b>2.1.3</b> Study Cahill School and Grange buildings to increase their usage, revenue generation, and increased safety and convenience. Evaluate relocation or site plan changes.</p>	2018	Complete mini-business plan for potential relocation.
<p><b>2.1.4</b> Continue to include electronic card readers in facility renovations and new facilities with electronic card readers (note-buildings need to have fiber-optic).</p>	Ongoing	Card reader renovation or new construction requirements.

**STRATEGY 2.2**

*Update all building facilities to 2010 Americans with Disabilities Act Standards for Accessible Design to create safe pedestrian access for low mobility park users.*

Tactic	Implementation Year	Performance Measure
<p><b>2.2.1</b> Utilize included inventory and assessment to identify and update park buildings that are not compliant.</p>	2020	Prioritized list of improvements completed with allocated budget dollars in 2016 budget for improvements.
<p><b>2.2.2</b> Consider hiring a consultant to develop a system wide improvement plan.</p>	2020	Prioritized list of improvements completed with allocated budget dollars in 2016 budget for improvements.

# RECREATION PROGRAMS

*Develop, provide, and manage recreation programs to support the community's needs for health and wellness, individual skill development, and community connectivity in a safe and enjoyable environment.*

**PROGRAMS GOAL 1 - PROVIDE A VARIETY OF PROGRAMS THAT MEET COMMUNITY NEEDS AND INTERESTS AND MAINTAIN THE HIGHEST LEVEL OF EXCELLENCE.**

**STRATEGY 1.1**

*Attract 30-35% of all Edina residents to experience an organized recreation program through EPRD by identifying and closing programming gaps.*

Tactic	Implementation Year	Performance Measure
<b>1.1.1</b> Provide programming that satisfies the needs of multiple age levels, physical abilities, and special needs populations that may be currently under served. Increase programming in the following areas: <ul style="list-style-type: none"> <li>• Community health, wellness, and fitness</li> <li>• Nature-based/ environmental programming</li> <li>• Arts in the Park/ Art programs</li> <li>• Build community through socialization</li> <li>• Programs that engage all age and ethnicities within the community</li> </ul>	2016	Track program usage numbers on an annual basis.
<b>1.1.2</b> Work with marketing department to establish most effective marketing strategies for programs and targeted populations.	2016	Create and implement a marketing/ communication plan.

**STRATEGY 1.2**

*Keep up with evolving needs and trends by re-evaluating offered programs and interest levels.*

Tactic	Implementation Year	Performance Measure
<b>1.2.1</b> Strive to keep 50-60% of all recreation programs in the Introductory, Takeoff, or Growth lifecycle stages in order to align with trends and help meet the evolving needs of the community.	2016	Maintain records of participation in programs and reevaluate yearly at minimum.
<b>1.2.2</b> Initiate a full review of current programs to assess continuation based on the following criteria: <ul style="list-style-type: none"> <li>• Participation and cost recovery</li> <li>• Fit to demographic (current and projected)</li> <li>• Makes good use of natural resources</li> <li>• Health oriented</li> <li>• Innovative around new trends</li> <li>• Creates community</li> </ul>	Ongoing	Annual review and report to Park Board

**PROGRAMS GOAL 2 - DELIVER PARK AND RECREATION PROGRAMMING MORE EFFICIENTLY AND EFFECTIVELY.**

**STRATEGY 2.1**

*Clearly define program providers to eliminate overlap and define the level and scope of services offered.*

<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>2.1.1</b> Review similar providers study in the Strategic Plan and establish a plan for programs to eliminate overlap	2016	Programs plan with scope of services, core services defined.
<b>2.1.2</b> Evaluate programs for effectiveness and financial sustainability.	Ongoing	Programs plan with scope of services, core services defined.

**STRATEGY 2.2**

*Continue to provide high quality youth sports programming and work with athletic associations to provide recreational opportunities.*

<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>2.2.1</b> Maintain partnerships with Organizations in order to best: 1. Promote and market offerings 2. Utilize fields, programs, and scheduling 3. Maintain fields and operations 4. Collect revenues, fees, and program funding	Ongoing	Coordinate and organize biannual Association meeting.
<b>2.2.2</b> Review field utilization annually to track participant numbers and maximize utilization.	Ongoing	Keep database of participant and utilization numbers.

**STRATEGY 2.3**

*Incorporate programming standards for all services provided across the system.*

<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>2.3.1</b> Teach and train program standards implementation across the system - customer service standards, safety standards, use of equipment, etc.	2016	Program standards institutionalized beginning in 2017 with program evaluations.
<b>2.3.2</b> Incorporate instructor tool kits that provide all program standard elements into a working system to increase quality across the system.	2016	tool kits and training for all instructors put into place in 2016.
<b>2.3.3</b> Track users of services across the city based on the services provided by mapping proximity to residences, income and age segments served.	2017	Participant tracking by geographic location implemented in 2016.

# FINANCE & MANAGEMENT

*Provide and encourage use of quality parks, trails, facilities and programs that deliver on the community's expectations for a safe and enjoyable experience while keeping the infrastructure of the system in a quality state.*

## FINANCE GOAL 1 - INCREASE FINANCIAL SUSTAINABILITY, EFFICIENCY, AND STRONG PARTNERSHIPS

### STRATEGY 1.1

*Collaborate with Public Works on the planning and maintenance of all park lands, facilities, and trails.*

Tactic	Implementation Year	Performance Measure
1.1.1 Develop a collaborative maintenance plan to maximize financial and environmental sustainability- review annually.	2016	Maintenance plan development

### STRATEGY 1.2

*Strengthen departmental partnerships with similar providers and establish more formal partnership policies.*

Tactic	Implementation Year	Performance Measure
1.2.1 Explore partnerships with private businesses typically providing similar opportunities - e.g. Lifetime Fitness, YMCA	2016	Establish one new partnership and policy

### STRATEGY 1.3

*Create opportunities for entrepreneurs, both non-profit and for-profit, to enrich the park experience and implement innovative approaches to revenue generation.*

Tactic	Implementation Year	Performance Measure
1.3.1 Continue to explore partnerships and dedicate time for business / marketing manager to actively pursue.	2017	New opportunity explored at Enterprise Facility by 2018

### STRATEGY 1.4

*Develop mini business plans for all Enterprise Facilities to achieve financial sustainability.*

Tactic	Implementation Year	Performance Measure
1.4.1 Utilize mini business plan templates in Appendix D.	2016	Completed mini business plans.

STRATEGY 1.5		
<i>Maximize staffing efficiency and effectiveness by reviewing staff levels and providing key staffing related to management and programming of Park facilities.</i>		
Tactic	Implementation Year	Performance Measure
1.5.1 Increase the role of Recreation Supervisors in providing services and programs at Enterprise Facilities to enhance service delivery.	2016	Recreation Staff programs or collaborates on all Enterprise Facilities by 2017.
1.5.2 Provide one rental coordinator for all rentals within parks and recreation department.	2016	Assign one staff to manage rentals.
1.5.3 Review Enterprise Facility staffing to reduce overlapping duties, creating cross promotional marketing opportunities and departmental staffing efficiencies.	2017	Evaluate staffing annually at all Enterprise Facilities.

STRATEGY 1.6		
<i>Ensure adequate financing for growth of the system as continued development occurs.</i>		
Tactic	Implementation Year	Performance Measure
1.6.1 Pass city ordinance requiring parkland dedication or a fee in lieu for any new development, not limited to new construction.	2016	Adoption of ordinance.

**FINANCE GOAL 2 - STRENGTHEN BUSINESS AND MARKETING DEVELOPMENT**

STRATEGY 2.1		
<i>Develop a Department-wide strategic marketing plan.</i>		
Tactic	Implementation Year	Performance Measure
2.1.1 Allocate time for EPRD staff to work with the City's Marketing Department to develop a marketing plan.	2016	Marketing plan in place and followed by 2016.
2.1.2 Further implement Edina Parks and Recreation branding into Enterprise Facilities.	2016	EPRD brand is identifiable in all facilities by 2017.

STRATEGY 2.2		
<i>Provide best marketing opportunities for programs and targeted populations.</i>		
Tactic	Implementation Year	Performance Measure
2.2.1 Work with City of Edina marketing to define clear goals and needs of EPRD - evaluate digital vs. print marketing delivery for all programs.	2017	Marketing plan in place by 2017.