

# REPORT / RECOMMENDATION



**To:** Mayor, City Council and Park Board

**Agenda Item #:** W.S. IV.

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

**Action**

**Discussion**

**Date:** Wednesday, May 6, 2015

**Information**

**Subject:** Park Strategic Plan

## **Action Requested:**

Discussion and feedback on the Implementation Plan of the Park, Recreation and Trails Strategic Plan

## **Information / Background:**

Terry Minarek from Confluence will be present to review with the City Council and Park Board the Implementation Plan section of the Strategic Plan. Staff and Confluence hope to get feedback on the vision, principles, goals, strategies and implementation priorities presented. The Implementation Plan is designed to be a summary of what the strategic plan identifies as key initiatives and projects to improve and maintain a successful park system in the City of Edina.

If the approval process continues as planned, the Park Board will be receiving the Final Draft Plan at the May 12 meeting. If the Park Board feels that the final draft is ready for City Council adoption, the final draft presentation will be made to the City Council on June 16.

## **Attachment:**

DRAFT Appendix A: Implementation Plan  
DRAFT 5.0 Implementation Plan

# draft

## APPENDIX A

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## IMPLEMENTATION PLAN



**pros** consulting  
INC.

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**

*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).*

Tactic	Implementation Year	Performance Measure
1.1.1 Hire a qualified Natural Resources Manager.	2015	Full-time position created.
1.1.2 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, and coordinating volunteer efforts.	2015	Completion of NRI and management plan, successful grant applications.

**STRATEGY 1.2**

*Complete a comprehensive Natural Resources Inventory on all Park properties with an emphasis on existing resources protection and invasive species assessment and management.*

Tactic	Implementation Year	Performance Measure
1.2.1 Adopt a City-wide no net loss of natural areas and open spaces.	Immediately	Update database.
1.2.2 Collect all existing data and studies conducted into one centralized document.	2015	Completed report.
1.2.3 Hire a qualified consultant to complete NRI and management plan.	2015	Completed NRI & Management Plan.
1.2.4 Maintain and update existing tree inventory and database with an emphasis on invasive and disease susceptible species and heritage trees.	Ongoing	Update database.
1.2.5 Identify and protect the City's highest quality natural resources and areas (e.g. oak Savannas at Braemar and other areas of the City).	2015	Completed NRI, policy to not impact identified areas.

1.2.5 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.
1.2.6 Prioritize the next 5 years of restoration goals, invasive species control efforts, and maintenance operations.	2016	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.)	2015	Create 1 new program or tour by 2016
1.3.1 Coordinate access with system wide trails plan.	2016	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.	2016	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.	2016	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.	2017	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.	2017	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 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.	2015	Review items from report for completion.
2.1.2 Educate residents on current initiatives (e.g. turf grass maintenance).	2015	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.	2016	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.	2016	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.	2017	Natural resource management plan informed training.
2.1.6 Consider hiring or supplementing natural resource maintenance activities with an outside consultant.	2017	Identify maintenance and operations responsibilities.
2.1.7 Identify funding sources for operations and maintenance.	2017	Maintenance and operations budget.

**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.	2016	Complete climate change risk assessment.
2.2.2 Create a strategy to mitigate expected impacts of climate change on the park system - coordinate with Public Works Dept.	2017	Complete climate change risk assessment.
2.2.3 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.
2.2.4 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> 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> 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 within 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.	2016	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.	2016	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.	2016	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 all applicable water bodies in the City.	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.	2016	Install signs at key water access areas
<b>3.3.5</b> Increase canoe and kayak access to Edina's lakes and streams and provide storage for residents and/ or exploring rental programs.	2017	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.	2015-2019	Add 15 additional miles of trail to meet 2019 population projections (in addition to Nine Mile Creek trail).
<b>1.1.2</b> 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.	2016	Dollars committed in the 2016 budget to trail implementation.
<b>1.1.3</b> Coordinate 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 2016 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.	2017	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...	2017	Identify shovel ready projects and commit dollars to 2017.

<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.	2017	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.	2018+	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.	2016	Apply and achieve CAPRA accreditation.
<b>2.1.2</b> Apply for Gold Medal Award.	2017	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).	2017	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.	2015	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.	2017	Established FFE standards plan
<b>2.2.4</b> Stay current with maintenance health and safety standards for staff and park users. Update practices as needed.	2016 - Ongoing	Require and fund continuing education for Parks maintenance staff.
<b>2.2.5</b> Allocate budget for continuing education of EPRD staff to maintain knowledge and experience in staffing that translates to excellence in current and future park developments and trends.	2016 - Ongoing	Require and fund continuing education, hire new knowledgeable staff, and/or consider hiring specialized outside consultants and non-profits to fit needs.
<b>2.2.6</b> Standardize maintenance and management of athletic fields and create innovative strategies to address turf issues in ice rink areas.	2017	Reduced turf maintenance inputs, experiment with ice rink turf strategies (e.g. utilize warm season grasses)

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

<b>STRATEGY 3.1</b>		
<i>Update all parks and trails to 2010 Americans with Disabilities Act (ADA) Standards for Accessible Design.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>3.1.1</b> Complete inventory and assessment of all park infrastructure regarding 2010 ADA standards.	2015	New facilities meet or exceed standard. Integrate into RFP
<b>3.1.1</b> Require all new infrastructure to meet 2010 ADA standards	2015	New facilities meet or exceed standard. Integrate into RFP
<b>3.1.2</b> Upgrade existing facilities not meeting ADA standard	2016	5 - year plan to prioritize and implement updates.

<b>STRATEGY 3.2</b>		
<i>Ensure safety throughout the park system.</i>		
<b>Tactic</b>	<b>Implementation Year</b>	<b>Performance Measure</b>
<b>3.2.1</b> Compile safety data for each park and facility and evaluate for trends.	2015	Create a priority plan to address issues based on data and general feedback.
<b>3.2.2</b> Prioritize safety issues at the top of capital improvements list.	2015	Allocate 2016 budget to address safety issues.
<b>3.2.3</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
<b>3.2.4</b> Provide appropriate lighting levels based on activity levels.	2017	5 - year plan to prioritize and implement updates.
<b>3.2.5</b> Use high quality, durable infrastructure that is resistant to damage and vandalism	2017	Integrate into FFE plan.
<b>3.2.6</b> Create facilities that are readily accessible to emergency vehicles.	2017	Solicit emergency services input in new development and substantial renovation work.

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

**STRATEGY 4.1**

*Design flexibility into outdoor spaces and athletic fields to meet current needs and readily adapt to future recreation trends.*

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

**STRATEGY 4.2**

*Provide specialized park infrastructure to address under served needs, emerging trends, and support year round uses.*

Tactic	Implementation Year	Performance Measure
4.2.1 Prioritize projects to increase the Level of Service in areas where data shows the highest need.	2015	Seek funding for new or renovated park and recreation facilities and lands based LOS
4.2.2 Define and communicate a dog/ pet policy identifying areas for addition of formal dog parks.	2015	Posted dog policy and self supporting dog/ pet facilities in place.
4.2.3 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.	2016	Integrate winter uses into all parks and trails plans.
4.2.4 Emphasize winter opportunities at Braemar to cross pollinate with hockey and other activities. Explore snow making for ski trails, biathlon training infrastructure, and additional winter uses.	2016	Provide a winter trail loop system by 2016 as a pilot project.
4.2.5 Require community driven master plans and/ or public input process for all projects with greater than \$50,000 improvements.	2015	Complete a community driven master plan for Fred Richards.
4.2.6 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.	2017	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/ recreation 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.	2015	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.	2015	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.	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 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 Facility north of Hwy. 61.

**STRATEGY 1.2**

*Develop an arts and cultural center to support cultural art programming with suitable facilities.*

Tactic	Implementation Year	Performance Measure
<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.	2015	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.	2015	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 with food, rental program, etc.).	2015	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	Lower maintenance inputs in the year 2016 as a result from projects implemented in 2015.
<b>1.3.4</b> Address items limiting private rentals of facility, such as fixing the floor in the fireside room, updating technology, and assessing potential benefit of acquiring a liquor license.	2016	Include budget items for repair in 2016 budget.
<b>1.3.5</b> Look for additional opportunities to integrate restaurants into facilities - similar to current plans for Braemar.	2017	Add one partnership to existing or planned facility.
<b>1.3.6</b> Explore opportunities to provide food/ beverage at key venues to support community gatherings and formal meeting/ events - explore partnerships with private catering companies for weddings, meetings, food trucks, etc.	2018	Add infrastructure where needed.

<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>	2018	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.)	2018	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 or renovation.*

Tactic	Implementation Year	Performance Measure
<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: <ul style="list-style-type: none"> <li>Community Park Buildings at Strachauer, Lewis, Highlands, Pamela, 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.
<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.	2017	Identify shovel ready projects and commit dollars to 2017.
<b>2.1.3</b> Study Cahill School and Grange building to increase their usage, revenue generation, and increased safety and convenience. Evaluate relocation or site plan changes.	2016	Complete mini-business plan for potential relocation.
<b>2.1.4</b> Increase productivity of all EPRD facilities during prime and non-prime times based on providing quality programs, creating effective partnerships, and adding quality amenities at each site.	2017	Evaluate and record usage.
<b>2.1.5</b> Develop standards for park shelter/ recreation centers throughout city and establish Furniture, Fixture, and Equipment (FFE) standards for parts inventories and enhanced maintenance efficiency.	2017	Completed FFE standards.
<b>2.1.5</b> Continue to include electronic card readers in facility renovations and new facilities with electronic card readers (note-buildings need to have fiber-optic).	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
<b>2.2.1</b> Utilize included inventory and assessment to identify and update park buildings that are not compliant.	2015	Prioritized list of improvements completed with allocated budget dollars in 2016 budget for improvements.
<b>2.2.2</b> Consider hiring a consultant to develop a system wide improvement plan.	2016	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
<p><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:</p> <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.
<p><b>1.1.2</b> Work with marketing department to establish most effective marketing strategies for programs and targeted populations.</p>	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
<p><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.</p>	2016	Maintain records of participation in programs and reevaluate yearly at minimum.

<p><b>1.2.2</b> Initiate a full review of current programs to assess continuation based on the following criteria:</p> <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>	<p>Ongoing</p>	<p>Annual review and report to Park Board</p>
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**PROGRAMS GOAL 2 - DELIVER PARK AND RECREATION PROGRAMMING MORE EFFICIENTLY AND EFFECTIVELY.**

STRATEGY 2.1		
<i>Clearly define program providers to eliminate overlap and define the level and scope of services offered.</i>		
Tactic	Implementation Year	Performance Measure
<p><b>2.1.1</b> Review similar providers study in the Strategic Plan and establish a plan for programs to eliminate overlap</p>	<p>2015</p>	<p>Programs plan with scope of services, core services defined.</p>
<p><b>2.1.2</b> Evaluate programs for effectiveness and financial sustainability.</p>	<p>2015</p>	<p>Programs plan with scope of services, core services defined.</p>

STRATEGY 2.2		
<i>Continue to provide high quality youth sports programming and work with athletic associations to provide recreational opportunities.</i>		
Tactic	Implementation Year	Performance Measure
<p><b>2.2.1</b> Maintain partnerships with Organizations in order to best:</p> <ol style="list-style-type: none"> <li>1. Promote and market offerings</li> <li>2. Utilize fields, programs, and scheduling</li> <li>3. Maintain fields and operations</li> <li>4. Collect revenues, fees, and program funding</li> </ol>	<p>Ongoing</p>	<p>New fee initiated to support Athletic Organization Commission.</p>
<p><b>2.2.2</b> Review field utilization annually to track participant numbers and maximize utilization.</p>	<p>Ongoing</p>	<p>New fee initiated to support Athletic Organization Commission.</p>

STRATEGY 2.3		
<i>Incorporate programming standards for all services provided across the system.</i>		
Tactic	Implementation Year	Performance Measure
<b>2.3.1</b> Teach and train program standards implementation across the system - customer service standards, safety standards, use of equipment, etc.	2015	Program standards institutionalized beginning in 2016 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 drive times implemented in 2015.

## 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
<b>1.1.1</b> Develop a collaborative maintenance plan and 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
<b>1.2.1</b> Explore partnerships with private businesses typically providing similar opportunities - e.g. fitness centers,	2015	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
<b>1.3.1</b> 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
<b>1.4.1</b> Utilize mini business plan templates in <i>Appendix D</i> .	2015	Completed mini business plans.

STRATEGY 1.5		
<i>Provide key staffing related to management and programming of Park facilities.</i>		
Tactic	Implementation Year	Performance Measure
<b>1.5.1</b> Increase the role of Recreation Supervisors in providing services and programs at Enterprise Facilities to enhance service delivery and further implement EPRB branding into Facilities	2016	Recreation Staff programs or collaborates on all Enterprise Facilities by 2017.
<b>1.5.2</b> Provide one rental coordinator for all rentals within parks and recreation department.	2016	Start 2 new rental programs in 2016 and evaluate revenue generation
<b>1.5.3</b> Review Enterprise Facility staffing to reduce overlapping duties, creating cross promotional marketing opportunities and departmental staffing efficiencies.	2017	Identify shovel ready projects and commit dollars to 2017.

**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
<b>2.1.1</b> Allocate time for staff to work with Marketing Department to develop plan.	2015	Marketing plan in place and followed by 2016.

STRATEGY 2.2		
<i>Provide best marketing opportunities for programs and targeted populations.</i>		
Tactic	Implementation Year	Performance Measure
<b>2.2.1</b> Work with City of Edina marketing to define clear goals and needs of EPRD - evaluate digital vs. print marketing delivery for all programs.	2015	Marketing plan in place by 2016.

draft

# draft

## 5.0

### IMPLEMENTATION PLAN



#### 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 we get there. The following vision has been developed for the Strategic Plan, and works with the Parks existing mission statement:

#### STRATEGIC PLAN VISION

*To be recognized as one of Minnesota's premiere parks, recreation and trail systems that provide 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.*

#### 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 employees 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 reexamining 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 underserved 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 periodically 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 Plan* 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.

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

#### Strategies:

1. Maintain and improve excellence in maintenance operations procedures.
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 City's Water Resources through the Park System.
3. Provide more active and passive recreation opportunities and educational efforts focused on water 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





## 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 EQUITABLE ACCESS TO HIGH QUALITY PARKLANDS 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 by developing 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 an Environmental Learning Center in the park system to support environmental education programming.



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

#### Strategies:

1. Identify facilities not meeting community needs and develop plan for replacement or renovation.
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 AND 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 Public Works 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.

### 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..

## PRIORITY PROJECTS OF THE STRATEGIC PLAN

The following priority 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 Plan. The implementation will require continued efforts from the Park Board, Parks and Recreation Staff, other City Departments and Administration and support from the community.

### 1. CREATE A MULTI-USE TRAIL LOOP THROUGH THE CITY TO CONNECT THE PARK SYSTEM.

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.

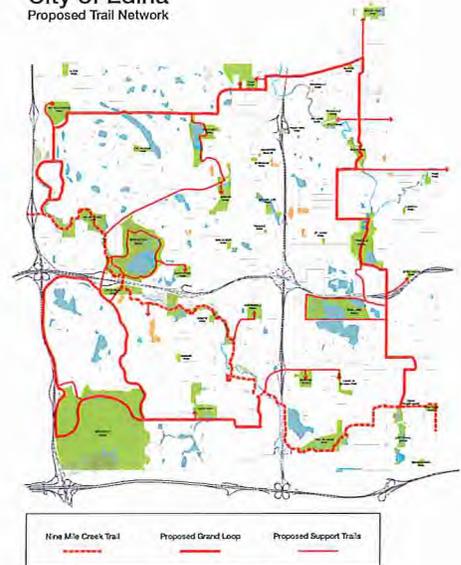
### 2. PROVIDE A MULTI-GENERATIONAL COMMUNITY/ RECREATION FACILITY THAT IS ALL-INCLUSIVE.

A community/ recreation 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, as well as appropriate location in the City. The Grandview site is a possibility and would provide a centralized location within Edina

### 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 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.

City of Edina  
 Proposed Trail Network



4. REPLACE OR RETIRE 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 retired or replaced with new buildings that can adequately support their intended uses. The Strategic Plan inventory and evaluation of the park structures identifies these facilities to be retired or replaced and makes recommendations for the short term with operational maintenance and identifies potential development models for replacement that currently exist in the park system.

5. 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 facility. The recommendation of the Strategic Plan would be to explore cost benefit opportunities to renovate the existing facility or relocate the Art Center to another facility (likely requiring renovation), or to a new facility. Additionally, the location of the facility should be evaluated for transportation, transit, and filling geographic gaps of Enterprise Facilities spread throughout the City.

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

EPRD should strive to provide a high quality accessible and inclusive play areas and/or playground within a 10-minute walk of every resident in the City. Inadequate, outdated, and play areas 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.

7. 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.

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 will create an identifiable image for the parks system and make amenities and facilities easily identifiable in the City of Edina. Wayfinding to park facilities throughout the City should establish a system for automobile, bicycle, and pedestrian traffic.

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.

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.

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

Planning and design should be used as a tool 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.

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. Priority should be given to those enterprise facilities who have not had a business plan done for that facility.