

# **KANNAPOLIS PARKS AND RECREATION**

## **STRATEGIC PLAN 2015 - 2018**



**OCTOBER 13, 2015**

## **INTRODUCTION**

This ***Strategic Plan*** for the Kannapolis Parks and Recreation Department is a vibrant, living document. It is intended to ensure the Department's resources and energies are focused in the most productive and cost effective manner towards meeting the recommendations of the adopted ***2014-2024 Parks and Recreation Master Plan***'s goals, objectives, and recommendations. This plan with its actions, timelines, and targeted results will be reviewed and analyzed annually. With much effort, community support, creativity, and strategy, our strategic objectives and initiatives will help the Kannapolis Parks and Recreation Department grow, change, and evolve to better serve the changing needs of the community.

# KANNAPOLIS PARKS AND RECREATION

## MISSION STATEMENT

*The mission of the Kannapolis Parks and Recreation Department is to provide positive experiences through a variety of quality activities, facilities and services for the community.*

## VISION STATEMENT

*The Kannapolis Parks and Recreation Department will strive for excellence in providing quality and diverse recreation and leisure opportunities that will enhance the health and well-being of our changing community.*

## CORE VALUES

**Integrity** - We value the need to be honest, truthful, fair, and trustworthy.

**Excellence** - We value the need to exceed expectations in maintaining and preserving all of our parks and facilities to the highest quality standards of safety, function and appearance.

**Professional Workforce**- We value our quality workforce by fostering a positive environment through learning, growth, and development of dedicated, highly motivated, and competent staff.

**Stewardship**- We value efficient and effective management of our assets and stewardship of our parks and open space, to sustain them for future generations.

**Health and Wellness**- We value the need to provide recreational and educational opportunities that inherently improve health and well-being.

**Inclusiveness**- We value creating, enhancing, expanding and promoting equal opportunities for participation in and enjoyment of parks and recreation services for all individuals.

**Collaboration**- We value working in cooperation with all stakeholders including residents, area communities, public and private organizations, as well as interdepartmentally.

## **KANNAPOLIS PARKS AND RECREATION GOALS AND OBJECTIVES**

**Goal 1: Connect and promote our greenway system within the City and neighboring communities.**

**Objective 1** - Increase public awareness of current opportunities and future development.

**Objective 2** - Create a link on departmental webpage to access Carolina Thread Trail (CTT) website for regional trail information.

**Objective 3** - Create connection on Irish Buffalo Creek Greenway to the City of Concord under I-85.

**Objective 4** - Create connection to the City of Concord and Mecklenburg County greenways on the Rocky River corridor.

**Objective 5** - Provide trail loops and trail connectors of different lengths and access points to neighborhoods and other areas of interest.

**Goal 2: Enhance program offerings and opportunities within the community.**

**Objective 1** - Conduct feasibility study on Parks and Recreation Department conducting youth athletic programs.

**Objective 2** - Continue collaboration with outside organizations/providers to develop additional health and wellness programs.

**Objective 3** - Provide summer camp opportunities for youth.

**Objective 4** - Evaluate and implement additional educational and leisure service programs.

**Objective 5** - Update program inventory offered from outside organizations to evaluate and recognize deficiencies for available program opportunities.

**Objective 6** - Add additional programming staff to enhance program offerings within the community and to work with outside organizations.

**Goal 3: Enhance programs, special events and facilities that will stimulate the local economy and provide a positive economic impact.**

**Objective 1** - Collaborate with outside facility management groups (Intimidators, School system, Gem Theatre) to offer ticketed events.

**Objective 2** - Investigate feasibility of offering ticketed events at Village Park.

**Objective 3** - Investigate opportunities for usage of area lakes.

**Objective 4** - Implement proposed master plan for development of stadium property.

**Goal 4: Continue to improve communication with the public, alternative service providers and interdepartmentally.**

**Objective 1** - Develop and implement an internal communication policy and standard operating procedures by end of FY15.

**Objective 2** - Enhance marketing brochures for park facilities

**Objective 3** - Develop additional distribution points for marketing materials

**Objective 4** - Host focus group meetings with external service providers to enhance communication

**Goal 5: Enhance departmental workforce through training/educational opportunities.**

**Objective 1** - Increase travel/training budget to provide for additional educational opportunities to enhance our professional workforce.

**Objective 2** - Provide educational materials and opportunities to achieve and maintain professional certifications.

**Objective 3** - All eligible full-time P&R staff will obtain CPRP status, based on NRPA requirements, by the end of 2016.

**Objective 4** - Provide part-time and full-time staff training on departmental operational procedures on an annual and/or as needed basis.

**Objective 5** - Increase part-time budget to cover required training

**Goal 6: Increased utilization of technology to become a more efficient and effective department.**

**Objective 1** - All designated park facilities will have access to the City network (Village Park, Bakers Creek Park, Safrit Park)

**Objective 2** - All computers will have standardized operating systems and software.

**Objective 3** - Upgrade existing reservation software by the end of FY 17.

**Objective 4** - Implement program registration software by the end of FY 17.

**Objective 5** - Implement cemetery database software by the end of FY 16.

**Objective 6** - Utilize existing available technology to enhance park experiences and interaction.

**Objective 7** - Provide adequate training for utilization of software/technology.

**Goal 7: Provide a quality, diversified park and open space system that supports opportunities for active and passive recreation.**

**Objective 1** - Implement recommendations from P&R Master Plan

**Objective 2** - Incorporate unique environments and interesting amenities and facilities into parks to provide a balanced P&R experience and diverse opportunities.

**Objective 3** - Future land acquisitions should allow for development of balanced opportunities.

## ***Moving Forward: Our Strategic Priorities***

### **CONNECT AND PROMOTE OUR GREENWAY SYSTEM WITHIN THE CITY AND NEIGHBORING COMMUNITIES**

Create a trail system throughout the City providing connectivity to neighboring communities that will provide opportunities for recreation as well as alternative modes of transportation.

### **ENHANCE PROGRAM OFFERINGS AND OPPORTUNITIES WITHIN THE COMMUNITY**

Provide quality recreation services at well managed facilities that meet the needs of our patrons and provide excellent customer service.

### **ENHANCE PROGRAMS, SPECIAL EVENTS AND FACILITIES THAT WILL STIMULATE THE LOCAL ECONOMY AND PROVIDE POSITIVE ECONOMIC IMPACT**

Develop opportunities within the community through the parks and recreation department that will offer desired programs and facilities that will create additional revenue opportunities.

### **CONTINUE TO IMPROVE COMMUNICATION WITH THE PUBLIC, ALTERNATIVE SERVICE PROVIDERS AND INTERDEPARTMENTALLY**

Create an environment that produces a high performing, qualified workforce dedicated to delivering excellent customer service and communicating with Kannapolis' citizens and other departments in a clear and timely manner.

### **ENHANCE DEPARTMENTAL WORKFORCE THROUGH TRAINING/EDUCATIONAL OPPORTUNITIES**

Assure that financial resources are in place to provide additional educational opportunities, maintain professional certifications, and to provide staff training to full and part-time employees on departmental operational procedures on a regular basis.

### **INCREASED UTILIZATION OF TECHNOLOGY TO BECOME A MORE EFFICIENT AND EFFECTIVE DEPARTMENT**

Plan for technological growth to insure that adequate financial resources are in place to meet the growing demand for enhanced parks and recreation services.

### **PROVIDE A QUALITY, DIVERSIFIED PARK AND OPEN SPACE SYSTEM THAT SUPPORTS OPPORTUNITIES FOR ACTIVE AND PASSIVE RECREATION**

Provide park and facility planning, acquisition, and development to meet the needs and expectations of Kannapolis residents.

**Strategic priority:**

**CONNECT AND PROMOTE OUR GREENWAY SYSTEM WITHIN THE CITY AND NEIGHBORING COMMUNITIES**

Create a trail system throughout the City providing connectivity to neighboring communities that will provide opportunities for recreation as well as alternative modes of transportation.

**Strategic Objectives:**

- Objective 1*** - Increase public awareness of current opportunities and future development.
- Objective 2*** - Create a link on departmental webpage to access Carolina Thread Trail (CTT) website for regional trail information.
- Objective 3*** - Create connection on Irish Buffalo Creek Greenway to the City of Concord under I-85.
- Objective 4*** - Create connection to the City of Concord and Mecklenburg County greenways on the Rocky River corridor.
- Objective 5*** - Provide trail loops and trail connectors of different lengths and access points to neighborhoods and other areas of interest.

**Strategic Initiative and Timeline:**

Develop informational materials for current and future greenways  
FY 16-17

Develop, market, and promote community outreach and education programs regarding the benefits of parks and trails.  
FY17

Work with Carolina Thread trail staff to jointly promote greenway opportunities in Kannapolis by creating links on each others webpage  
FY16

Finalize design/development agreement with NCDOT and begin construction of Irish Buffalo Creek greenway Phase 1  
FY16/17

Secure remaining property for greenway construction on Rocky River and begin development  
FY16-17

Acquire and preserve channels and floodplain areas as public open space or natural areas that could be developed as future trail corridors.  
FY17/Ongoing

Utilize P&R Master Plan to guide development of local connectors as they become available  
Ongoing

**Strategic priority:**

**ENHANCE PROGRAM OFFERINGS AND OPPORTUNITIES WITHIN THE COMMUNITY**

Provide quality recreation services at well managed facilities that meet the needs of our patrons and provide excellent customer service.

**Strategic Objectives:**

**Goal 2: Enhance program offerings and opportunities within the community.**

**Objective 1** - Conduct feasibility study on Parks and Recreation Department conducting youth athletic programs.

**Objective 2** - Continue collaboration with outside organizations/providers to develop additional health and wellness programs.

**Objective 3** - Provide summer camp opportunities for youth.

**Objective 4** - Evaluate and implement additional educational and leisure service programs.

**Objective 5** - Update program inventory offered from outside organizations to evaluate and recognize deficiencies for available program opportunities.

**Objective 6** - Add additional programming staff to enhance program offerings within the community and to work with outside organizations.

**Strategic Initiative and Timeline:**

Develop and conduct feasibility study on whether Kannapolis P&R should be conducting youth athletic programs.

FY 17

Initiate and document an ongoing research and analysis program (program stats, feedback forms, surveys) to keep in touch with community needs.

FY 17 ongoing

Identify program emphasis for fitness/wellness; define market niche and target populations.

FY17/ongoing

Complete an annual review of programs and services to ensure a diverse range of offerings including program type as well as competitive vs. recreational offerings.

FY 16/ongoing

Create a realistic staffing plan for all new services and facilities as part of the program development process

FY 16/ongoing

Maintain properly trained staff to uphold quality and meet program and service needs

FY 16/ongoing



**Strategic Priority:**

**ENHANCE PROGRAMS, SPECIAL EVENTS AND FACILITIES THAT WILL STIMULATE THE LOCAL ECONOMY AND PROVIDE POSITIVE ECONOMIC IMPACT**

Develop opportunities within the community through the parks and recreation department that will offer desired programs and facilities that will create additional revenue opportunities.

**Strategic Objectives:**

**Objective 1** - Collaborate with outside facility management groups (Intimidators, School system, Gem Theatre) to offer ticketed events.

**Objective 2** - Investigate feasibility of offering ticketed events at Village Park.

**Objective 3** - Investigate opportunities for usage of area lakes.

**Objective 4** - Implement proposed master plan for development of stadium property.

**Strategic Initiative and Timeline:**

Analyze gaps of recreations services within the community  
FY17

Establish fee schedule and general cost recovery goals that will encourage repetitive facility visits/uses; determine appropriateness of current fee policy  
FY16/ongoing

Encourage development of revenue generating facilities to help off-set costs of development and operation  
FY 16/ongoing

Work with Finance and Administration to identify/develop innovative future funding sources for capital projects  
FY16/ongoing

Create a written policy and parameters to better define and make decisions on the department's role for events (lead, provider, facilitator, sponsor, participant or co-sponsor).  
FY17

Create a report of events the department currently produces or supports, identify and classify what strategic role they fill for the department and what role the P&R Department plays (provider, partner, etc.)  
FY 17

Evaluate recommended facilities and prioritize needs to be utilized in development of the Capital Improvement Plan  
FY 16/ongoing

**Strategic Priority:**

**CONTINUE TO IMPROVE COMMUNICATION WITH THE PUBLIC, ALTERNATIVE SERVICE PROVIDERS AND INTERDEPARTMENTALLY**

Create an environment that produces a high performing, qualified workforce dedicated to delivering excellent customer service and communicating with Kannapolis' citizens and other service providers in a clear and timely manner.

**Strategic Objectives:**

**Objective 1** - Develop and implement an internal communication policy and standard operating procedures by end of FY15.

**Objective 2** - Enhance marketing brochures for park facilities

**Objective 3** - Develop additional distribution points for marketing materials

**Objective 4** - Host focus group meetings with external service providers to enhance communication.

**Strategic Initiative and Timeline:**

Create and maintain an updated yearly inventory/database of all collaborative partnerships.  
FY16/ongoing

Create an internal customer feedback/complaint logging system to improve responsiveness and internal communication, and developing public information materials and a departmental report card.  
FY18

Review current customer service results and practices and plan training opportunities for each divisions staff to create high level customer experiences.  
FY17

Actively engage customers, parents, and community groups and incorporate ideas and recommended feedback into programming and services.  
FY 16/ongoing

Develop and continually update Departmental Marketing and Communications Plan to further enhance communications, include more comprehensive external communications.  
FY16/ongoing

Develop print, web and other materials that educate the community about programs and facilities as well as volunteer opportunities within the Parks and Recreation department.  
FY17/ongoing

Develop and implement a volunteer recognition program to honor, thank and encourage volunteers.  
FY17

**Strategic Priority:**

**ENHANCE DEPARTMENTAL WORKFORCE THROUGH TRAINING/EDUCATIONAL OPPORTUNITIES**

Assure that financial resources are in place to provide additional educational opportunities, maintain professional certifications, and to provide staff training to full and part-time employees on departmental operational procedures on a regular basis.

**Strategic Objectives:**

**Objective 1** - Increase travel/training budget to provide for additional educational opportunities to enhance our professional workforce.

**Objective 2** - Provide educational materials and opportunities to achieve and maintain professional certifications.

**Objective 3** - All eligible full-time P&R staff will obtain CPRP status, based on NRPA requirements, by the end of 2016.

**Objective 4** - Provide part-time and full-time staff training on departmental operational procedures on an annual and/or as needed basis.

**Objective 5** - Increase part-time budget to cover required training

**Strategic Initiative and Timeline:**

Ensure adequate funds are budgeted for professional development for each full-time employee.

Ongoing

Create yearly training and professional development plans for each employee as part of the annual budgeting process.

Ongoing

Provide staff opportunities for professional development and networking to identify trends, new opportunities and resources to enhance programs and services.

FY17/ongoing

Evaluate organizational structure and roles and responsibilities of staff due to increased workload and turnover.

FY16

Create and maintain an inventory of staff leadership roles and involvement in professional organizations, non-profit boards, task forces, etc.

FY16

**Strategic Priority:**

**INCREASED UTILIZATION OF TECHNOLOGY TO BECOME A MORE EFFICIENT  
AND EFFECTIVE DEPARTMENT**

Plan for technological growth to insure that adequate financial resources are in place to meet the growing demand for enhanced parks and recreation services.

**Strategic Objectives:**

**Objective 1** - All designated park facilities will have access to the City network (Village Park, Bakers Creek Park, Safrit Park)

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**Objective 6**- Utilize existing available technology to enhance park experiences and interaction.

**Objective 7** - Provide adequate training for utilization of software/technology.

**Strategic Initiative and Timeline:**

Implementation of ActiveNet software system on staff computers handling customers.  
FY16

Implementation of on-line program participant registration software for the P&R Department.  
FY17

Investigate and implement cemetery database program for Kannapolis Cemetery.  
FY17

Increase departmental exposure with mobile apps, utilization of QR codes, twitter and other forms of social media.  
Ongoing

Develop a 3-5 year Capital Improvement Plan for technology upgrades and equipment.  
FY17

Offer annual technology training opportunities to full-time staff to enhance working knowledge of departmental software systems  
FY17

**Strategic Priority:**

**PROVIDE A QUALITY, DIVERSIFIED PARK AND OPEN SPACE SYSTEM THAT SUPPORTS OPPORTUNITIES FOR ACTIVE AND PASSIVE RECREATION**

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**Strategic Objectives:**

***Objective 1*** - Implement recommendations from P&R Master Plan

***Objective 2*** - Incorporate unique environments and interesting amenities and facilities into parks to provide a balanced P&R experience and diverse opportunities.

***Objective 3*** - Future land acquisitions should allow for development of balanced opportunities.

**Strategic Initiative and Timeline:**

Set established times for review of Master Plan and track implementation progress.  
FY16

Continue evaluation of priority plan to enable accurate development of CIP projects and implementation.  
FY16/Ongoing

Seek partnerships and funding from outside organizations to develop additional athletic facilities, environmental education opportunities, and greenway development.  
FY16/Ongoing

Continue to utilize data collection that will assist in determining the need for additional programs and recreational facilities.  
FY17/ongoing

Identify opportunities to enhance outdoor recreation programs that focus on the interpretation and stewardship of parks, trails and natural areas.  
FY17