

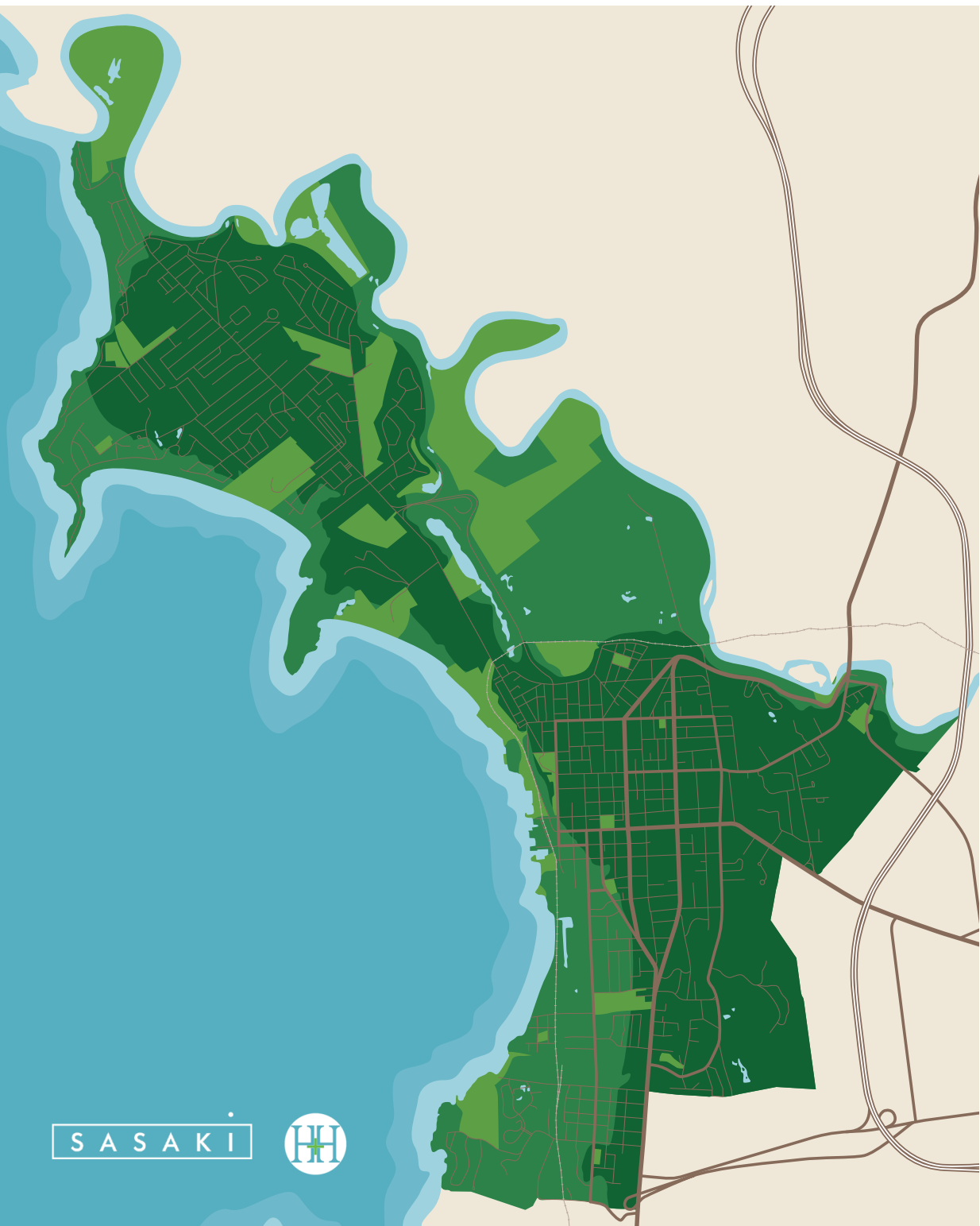
# BURLINGTON PARKS, RECREATION & WATERFRONT MASTER PLAN

SUMMARY  
OCTOBER 2015



BURLINGTON  
**PARKS  
RECREATION  
WATERFRONT**  
VERMONT

S A S A K I



# BPRW 7 SYSTEM THEMES

The BPRW planning process resulted in the development of seven unique system themes that represent key areas of focus - upon which recommendations for the next 10 years are based.

## PEOPLE



## WELLNESS



## CONNECTION



## STEWARDSHIP



## COMMUNITY



## SERVICE



## IMPACT



## GROWING TOGETHER

BPRW aspires to build upon its legacy of providing outstanding recreational opportunities, partnerships, and environmental stewardship for the community. The department is poised to embrace and expand upon its new brand identity, integrating comprehensive and holistic approaches to recreation programming, operations and maintenance, capital planning, and marketing.

This commitment ensures BPRW's continued role in service to the community, further improving our incredible parks system. The BPRW Master Plan system themes and strategic initiatives provide clear direction and focus for the future of our parks that is drawn from community input, identified need, and stewardship of the environment. The result is the renaissance of our parks system, already tangible, teaming with impactful opportunities to benefit Burlington and beyond.

## BPRW MISSION

BPRW strives to connect diverse, dynamic public spaces and programs which grow, inspire and create inclusive social spaces through land, water and people.

## BPRW VALUES

### ACCESSIBILITY

Emphasis on universal design & financial sensitivity in all experiences.

### INTEGRITY

Trust developed in doing our work in the public realm.

### DEPENDABILITY

Service-oriented & responsive customer service.

### HEALTH/WELLNESS

Focus on active, healthy & balanced lifestyles.

### TEAMWORK/PARTNERSHIP

Commitment to collaboration and coordination with our community & colleagues.

### INCLUSIVITY

Fostering cultures of all kinds.

### STEWARDSHIP

Of public service & a sustainable environment.

### QUALITY

In everything we do.

## BPRW GROWTH VISION

Foster a supportive & constructive environment that embraces equity through inclusive decision making and mindful daily actions.

### IMPLEMENTATION GUIDELINES

1. The BPRW values and strategic recommendations become the guidepost for the entire department, intended to guide the department and the community over roughly the next 10 years (2015 to 2024).
2. Include the master plan as part of BPRW Commission member and employee orientation programs.
3. Post the plan's executive summary on the BPRW website and track results on the site.
4. Identify a primary staff person (or team) to be the "champion" of the plan's implementation to ensure success.
5. Identify secondary staff persons to be the "project leader" to manage actions associated with each specific recommendation.
6. Report on the plan's progress regularly.
7. At the end of the year, develop a written review, along with supporting documentation, of progress on the plan.
8. In addition to an annual review, a more comprehensive three year review will occur in FY18, FY21, FY24, etc.
9. Update major stakeholders on the plan's implementation and results on an annual basis.
10. Conduct staff meetings on a regular basis, such as semi-annually to review the plan's progress and results.
11. Complete an annual review of the upcoming year's recommendations to determine if any priorities have changed.
12. Post a chart of each year's recommendations with a check-off column designating completion as part of a visual management program.



# BPRW STRATEGIC INITIATIVES

## BPRW Strategic Initiatives

### Recently Completed & Underway

- ✓ Create a City-wide ten year capital plan.
- ✓ Align dedicated parks capital with City capital priorities.
- ✓ Allocate dollars toward marketing to increase program/park attendance and awareness of BPRW.
- ✓ Replace and redesign website.
- ✓ Develop design standards for park elements including benches, trash receptacles and bike racks.
- ✓ Develop and implement new wayfinding & sign standards.
- ✓ Develop the Parks Foundation of Burlington to augment capital investment within the parks system.
- ✓ Develop park lighting standards.
- ✓ Staff reorganization: evaluate job descriptions, implement evaluations, investigate structures.
- ✓ Improve City-wide work order systems and continue to invest in public request-for-service-systems.
- ✓ Comprehensively assess and amend the City's park lot coverage policy.
- ✓ Create a standard for placement of new bench amenities and eliminate memorial bench policy.
- ✓ Continue to improve technology.
- ✓ Hire an Internal Events Coordinator to support special events.

### Short-Term Recommendations (FY15-FY18)

- Identify areas to better accommodate departmental storage need.
- Develop an annual comprehensive marketing plan.
- Develop a regular review period that includes a cycle of reflection.
- Investigate the feasibility for the Parks Foundation to oversee a scholarship endowment.
- Develop mobile technology capacity through improved software and hardware investment.
- Develop maps to better showcase priority areas.
- Apply for CAPRA accreditation.
- Update the Urban Forestry Master Plan.
- Gain better understanding of stormwater & watershed opportunities through partnerships.
- Increase conservation education opportunities through the introduction/expansion of wayfinding.
- Develop policy on addition or elimination of assets.
- Work with DPW to identify a plan for the long term maintenance of park roadways.
- Identify & maintain an active inventory of open space for potential acquisition.
- Consider ways to increase funding in order to increase the amount of parks capital dollars.
- Implement preventative maintenance standards and programs for parks, beaches, trails, and facilities.
- Conduct a bike parking inventory and develop a strategy to ensure that every park has bike parking.

- Complete a comprehensive program evaluation.
- Increase offerings of special events based on community survey feedback.
- Strengthen programmatic accessibility.
- Facilitate focus groups to better understand recreation needs and how to best service those needs.
- Increase staffing for athletic programs.
- Implement significant recreation recommendations.
- Update the Harbor Management Plan.
- Conduct environmental studies of southern harbor in anticipation of future marina expansion.
- Make Lake Champlain water quality and stewardship a public priority.

### Medium-Term Recommendations (FY19-22)

- Develop marketing and business plans for major facilities.
- Develop a plan for connectivity among facilities and parks.
- Develop a financial pro forma and public process for Memorial Auditorium building alternatives.
- Add BPRW amenity information to the NRPA PRORAGIS database.
- Complete the design and construction of the 8-mile Burlington Bike Path Rehabilitation.
- Consider outdoor winter recreation opportunities.
- Increase trail management and access.
- Evaluate existing dog parks and possibly develop an additional dog park in the southern end of the City.
- Prioritize new assets based on community survey and LOS standards.
- Update Management Plans for Urban Wilds.
- Perform an accessibility inventory of the parks system.
- Increase park maintenance staff.
- Encouraging buffer/natural zones, tying into community desire for more passive recreation areas.
- Develop a list of current assets to re-imagine or remove based on community survey & LOS standards.
- Create a regional recreation roundtable to discuss partnership opportunities.
- Dedicate recreation labor resources to new supporting positions.
- Initiate a community out-of-school resource mapping exercise.
- Improve & increase capacity at revenue and tourism centers.
- Work with CEDO to develop a tourism plan for BPRW services and events.

### Long-Term Recommendations (FY23 & Beyond)

- Add an internal staff position to oversee BPRW's use of technology as well as overseeing data analytics.
- Analysis & redesign of Battery Park to clarify historical significance and improve aesthetics & function.
- Identify more community indoor, multi-use recreation space.
- Evaluate North Beach Campground & Marina for new and innovative uses.