

Fargo Park District Strategic Planning Meeting #2 1.31.24 Handout

Agenda Item #1 - Desired Outcome Statement (Tabletop review and feedback)

A comprehensive strategic planning process provides a strategic direction that outlines the goals and objectives for the growth and development of the Fargo Park District. The strategic plan aims to achieve the following desired outcomes:

- Clearly defined Mission, Vision, Values, and Strategic Priorities that clarify the organizational direction of the Park District.
- Goal setting and prioritization that reflects the needs and aspirations of the community.
- Streamlined decision-making processes that align with the strategic priorities of the Park District, ensuring efficient resource allocation and timely implementation of initiatives.
- A plan that provides for the sustainability and growth of the community, programs, and facilities.
- Enhanced community engagement and satisfaction by engaging with the community and getting their input on the district's plans and initiatives.
- Improved park and facility management to include maintenance plans, capital improvement projects, or partnerships with other organizations.
- A clear plan for culturally inclusive programming that celebrates and promotes the diversity of the community, including the arts and art forms from different cultures, while ensuring equitable access to programs and spaces for all residents.
- Budget planning and resource management that aligns with the strategic focus of the Park District.
- Measurable outcomes and performance evaluation that regularly evaluate performance to ensure the desired impact and outcomes in the programs and services provided by the Park District.

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Desired Outcomes Feedback from Meeting #1

- A clear pathway for the staff and board to measure success. A set of far-reaching goals that use the park assets as the means to reach them.
- A clear, consistent, and transparent process on how direction (policy, project base, etc.) and/or decisions are made in the Park District.
- A plan that reflects the wants & needs of our community. A plan that is sustainable for the next generation both financially and serves our community that also makes Fargo a desirable place to live.
- Accountability. Standards. Annual review. Governance improved. Direction. Focus and direction. Proactive -more/ improved
- Are there things that we are doing that are underused that we can eliminate? What are our assets that can be expanded and grown to benefit the community better.
- Better direction for Fargo Parks as a whole, for the staff and the community.
- Broad support of clearly defined vision, goals, and priorities. Alignment with community vision and goals.
- Clear vision and plan for next 10+ years. Be much more progressive versus reactionary.
- Community engagement and partnerships to help reduce barriers for all to engage with Fargo Parks
- Create a clear plan for equity and access to programs and spaces
- Create a roadmap for understanding the priorities for the park district
- For all to understand the big picture
- Have a clear direction. With communication to staff and citizens.
- How do we connect all cultures and give them access to what the park district has to offer.
- How to strategically engage city and schools to find alignment where appropriate. All are doing strategic planning now so hope there can be some integration
- I am really hoping that you consider the cultural space or center
- Including the Red River as an amenity in park planning.
- Inclusivity-have a community "bill of rights" so more people feel welcomed at our parks.
- Increase collaboration with community events highlighting Fargo as a place people want to live, play, and work.
- Increased attention to arts and culture
- Integrated signage along trail networks

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- More inclusive and welcoming programming and facilities that serve the entire community, especially the historically underserved and underrepresented.
- Programs and amenities should be driven by variables other than revenue
- Provide directions for the Park Board on what their priorities and focus should be moving forward.
- Providing equitable access to Park programs across the geographic area
- Respond to the changing growth patterns. If more infill growth is taking place, parks should also look at infill parks
- Strategic Initiatives that provide a road map for Park District efforts
- "That Fargo Parks has an aspirational BIG vision for the future
 - Planting X Trees by the year 2035
 - Having X Miles of trails that are within Y miles from every resident"
- The Parks as a clear vision for a Social ROI on their impact in the community
- To determine what success looks like for the work we are already doing and agree should continue. I'd be Leary of adding to much to what already looks like a lot of projects the community supports
- To get a plan that anticipates growth of the community and programs, and facilities to match those.
- Understand what the park district does and why they do some things but not others

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Agenda Item #2– Strategic Planning Survey and Focus Group Themes Review

Internal (Staff) Stakeholder Survey Main Themes

| Strengths | Weaknesses/Challenges | Opportunities | Threats |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Staff longevity • Providing excellent opportunities • Employees • Programs and services • Facilities • PTO and flexibility of time off | <ul style="list-style-type: none"> • Communication • Compensation (new people making what existing people are making) • Leadership changes • Lack of decision making • Lack of planning, prioritizing, visioning, and defined processes • Staff shortages • Board priorities, too much involvement in day-to-day processes and personal agendas • Follow-through • Emphasis on new facilities, not existing | <ul style="list-style-type: none"> • Strategic plan, define mission, procedures and standards • Community partnerships and sponsorships that benefit both parties • More community engagement • Salary survey • Opportunities for public assistance • Utilizing outside partnerships • Professional development • Equipment | <ul style="list-style-type: none"> • Board too involved in day-to-day operations and personal agendas • Stability • Funding • Equipment • Public opinion • Workforce shortages and employee turnover • Vandalism • Public opinion |

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External (Community) Stakeholder Survey Main Themes

| Strengths | Weaknesses/Challenges | Should Change |
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| <ul style="list-style-type: none"> • Activities • Beautiful parks • Bike trails • Communication with public regarding activities and projects • Facilities • Flowers, landscaping, and plantings • Golf courses • Growing pickleball community • Green Space • Neighborhood parks • Parks are clean and well-kept. • Pools • Programming • Running, walking and bike trails • Services • Strong tennis program • Well-funded • Youth events and facilities | <ul style="list-style-type: none"> • Adult programming • Bathroom and parking facilities at small parks • Board members with too much self-interest • Customer service at activities • Diversity • Lack of indoor facilities • Lack of lighting • Lack of security – safety in parks, on trails and drug sales • More pickleball courts • Need indoor facilities for tennis and pickleball • North-end being ignored • Not enough dog parks • Plant more trees • Senior activities • Stable leadership • Staff pay • Staffing • Upkeep on facilities • Winter trails/walking path maintenance | <ul style="list-style-type: none"> • Balanced focus on greenspace, arts, culture, activities vs sports • Better nature trails • Board members should pay the same fees • Improving lighting • Indoor courts and facilities • Larger indoor pool • More accessibility for all • More communication with public (this survey is a start) • More free splash parks and pools • More Winter sports – including family skating vs hockey rinks • Personnel to enforce park rules • Reopen River Road in Lindenwood • Should be more like West Fargo Parks Program • Website – updated with current info. |

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| Best Possible Future | Critical Decisions |
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| <ul style="list-style-type: none"> • A District that meets the needs of all in the community. • A District with more activities and services. • Access to parks within walking distances of all neighborhoods • Accessible, affordable, clean facilities • Continue to make upgrades and maintaining beautiful parks • Create safe and engaging nature-focused environments • Indoor activities year-round • Maintained trails during all seasons • More courts, especially in the Winter • Re-invest in existing parks and buildings • Updated park spaces in all areas, not just South Fargo | <ul style="list-style-type: none"> • Adding more parks • Adding more tennis courts • Adding more indoor courts • Adding more pools • Don't forget the Urban Core • Leadership • Accessibility and affordability of programs and facilities • Keep up the maintenance, so park spaces and trails can be utilized year-round • Keeping fees reasonable, so all can afford it • Plant more trees • Park security |

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Community Partnership Focus Group Themes

| Does Well | Can Improve | Opportunities | Important for Long-term Planning |
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| <ul style="list-style-type: none"> Family events Outdoor spaces are well-kept Partnerships Facilities throughout community Youth activities Neighborhood parks | <ul style="list-style-type: none"> Board and Leadership politics and stability Downtown greenspaces and parks Are programs being delivered where they are needed Improve inclusivity: special needs, everyday residents, non-sports people Long-term planning/vision Trail network | <ul style="list-style-type: none"> More tree planting More connected trails Green space design More public engagement Master Planning Planning perennials Moorhead-Fargo connection Winter trails and activities Marketing with drone footage What are other cities doing (Sioux Falls, Winnipeg) | <ul style="list-style-type: none"> Address conflict between leadership and board Commitment to follow plan Communication – internal and external Future planning for facilities Master Planning Track and communicate progress with the community |
| Future Trends | Most Critical Decisions 1 to 2 years | Most Critical Decisions 3 to 5 years | Foundation Support |
| <ul style="list-style-type: none"> Boomers' retiring Change in aquatic trends (splash parks vs pools) Tech planning: geocaching, drones, virtual parks Pickleball expansion Incorporate indigenous population in planning (living on native land) Millennials with kids Private/Public partnerships | <ul style="list-style-type: none"> Aging staff Depot decision Facilities planning Implement Strategic Plan Governance: board, executives, staff working together and communicating Metro Rec Plan | <ul style="list-style-type: none"> Balancing opportunities as the city grows Infill and growth Equity of parks in all directions (north end) Next investment of facilities Stable leadership and governance Succession planning | <ul style="list-style-type: none"> Champion private gifts Legacy projects Capital projects Scholarships Grants Endowments Funding upgrading of existing facilities |

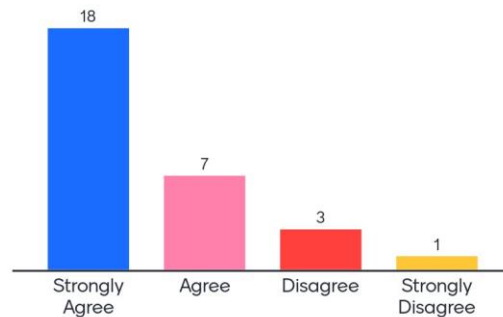
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Agenda Item #3 Mission Statement Review

Meeting #1 feedback:

Mentimeter

Mission, Vision, and Value statements are important and should be fully developed to drive an organization's strategic focus.



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Review of the Current Mission Statements - (Tabletop review and feedback)

Mission Statements focus on today and have essential information about an organization. A good definition for a Mission Statement is a sentence or short paragraph which is written to reflect an organization's core purpose, identity, values and principle organizational aims.

Mission statements do not necessarily have to be a sentence or paragraph. It can also be a concise statement or a few words that effectively communicate the organization's mission.

Mission statements can have three elements: CAUSE, ACTIONS and IMPACT

- OUR CAUSE Who? What? Why?
- OUR ACTIONS What we do
- OUR IMPACT Changes for the better - desired impact on the individual, community, or environment

Current Mission Statement(s)

- #1 The Fargo Park District improves the lifestyle of the community through a comprehensive system of parks and programs.
- #2 We provide year-round, quality parks, facilities, and affordable recreational activities to create a strong, healthy community where all are welcome.

Examples of other communities' Parks and Recreation Mission Statements

- *Bismarck Parks and Recreation District:* Work to make the community a better place to live, learn, work, and play.
- *Williston Parks & Recreation District:* Provide superior parks, facilities, and programs for all to enjoy an active life.
- *West Fargo Park District:* Mission is to provide opportunities for its citizens to enjoy their leisure time in our public programs, facilities, and parks that:
 - Contribute to our citizens' physical, mental, and social development.
 - Contribute to the quality of community life.
 - Meet citizen's needs and interests through quality services at a reasonable price.

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- *Grand Forks Park District*: to provide the best parks, programs, facilities, forestry services, and other services possible to promote a healthy and enjoyable lifestyle for all citizens of Grand Forks.
- *City of Duluth*: The city's mission is to "promote the health and well-being of our community, environment and economy by facilitating recreational opportunities and coordinating the enhancement of our parks, facilities and natural resources now and into the future".
- *Minneapolis Park and Recreation*: The mission is to preserve, protect, maintain, improve, and enhance natural resources, parkland, and recreational opportunities for current and future generations.
- *Bloomington*: To cultivate an enduring and remarkable community where people want to be.

Examples of short and concise mission statements highlighting the importance of creating enjoyable and inclusive recreational experiences, fostering community connections, and keeping parks and facilities for the well-being and enjoyment of residents now and in the future.

- "Creating fun, memorable experiences in our parks."
- "Enhancing quality of life through outdoor recreation."
- "Bringing people together through shared recreational activities."
- "Maintaining parks for community enjoyment and relaxation."
- "Promoting health, happiness, and community connections."
- "Providing accessible, inclusive recreation for all residents."
- "Ensuring parks and recreation for future generations."
- "Promoting wellness through accessible parks and recreation."
- "Enhancing community well-being through vibrant parks."
- "Creating healthy and active lifestyles for all."
- "Connecting people through diverse recreational opportunities."
- "Preserving nature, inspiring community through recreation."
- "Enriching lives through inclusive parks and programs."
- "Building community pride, one park at a time."

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| | |
|---------------------------------------------------------|--|
| <div>OUR CAUSE</div> <div>Who? What? Why?</div> | |
| <div>OUR ACTIONS</div> <div>What we do</div> | |
| <div>OUR IMPACT</div> <div>Changes for the better</div> | |
| <div>MISSION STATEMENT DRAFT</div> | |

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Agenda Item #4– Value Statements

Review of the Current Value Statement - (Tabletop review and feedback)

Core Values/Belief statements are the non-negotiable characteristics which are the core culture of an organization. These characteristics are "what we do around here" and further define our actions and interactions with those we serve as an organization. Ultimately, the organization's core values, or beliefs serve as a guiding force providing a sense of direction for an organization.

Statements should begin with introductions such as: "we always," "we believe," or "we value." You can also use a "kick-off" statement which summarizes your core beliefs followed by a list of words that identify your core values or beliefs.

| Current Values #1 | Current Values #2 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Intentional Leadership: We are relentless about getting great results while helping the people around us reach their full potential.</p> <p>Passion: We are committed to being the best at radically serving our community.</p> <p>Sincerity: We show genuine care and concern for our teammates and the people we serve.</p> <p>Solution Engineers: We don't let barriers stand in our way, we figure out ways to deliver excellence for people of all ages, backgrounds and abilities.</p> | <p>Intentional Leadership - We inspire the people around us to reach their full potential.</p> <p>Collaboration -We partner with stakeholders to provide a variety of parks, facilities, and recreational activities.</p> <p>Service -We are committed to serving the community with passion and sincerity.</p> <p>Stewardship -We work to protect and preserve all of our resources.</p> <p>Inclusion -We strive to make our parks, facilities and recreational activities welcoming to all.</p> <p>Solution Focused -We find ways to solve problems.</p> |

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Examples of other communities' Parks and Recreation Value Statements

- *Dickinson Parks and Rec Values:* Leader, Excellence, Integrity, Service, Unity, Respect, Ethical
- *Bismarck Parks and Rec Values:* Accountability, Collaboration, Community, Diversity
- *Jamestown Parks and Rec:* Community, Excellence, Integrity, Accessible for all, Ongoing improvement, and FUN!
- *Oak Brook Illinois - Core Values:*
 - **Holistic Wellness:** Provide programs, services, and opportunities designed to improve all aspects of the overall wellness of the community.
 - **Environmental Stewardship:** Foster the responsible use and protection of the natural environment through education, conservation, and sustainable practices.
 - **Inclusion:** Promote a sense of belonging and provide access to the best in park and recreational opportunities for all.
 - **Teamwork:** Embrace the individuality and diverse viewpoints of our staff to foster recreational creativity and encourage a collaborative culture.
 - **Community Engagement:** Provide the very best customer experience with every interaction.
 - **Open Communication:** Engage in honest, and respectful communication, to connect and build relationships with our community.

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Words or statements often associated with core value or belief statements:

Our core values drive our actions. We are committed to: (select 3 – 5 words that would identify the core values)

| | | |
|--------------------------|-----------------------|---------------------------|
| Accountability | Fairness | Personal Integrity |
| Caring Environment | Genuine Relationships | Pride |
| Caring Staff | Giving Back | Professional Growth |
| Challenging | Goal Orientated | Professionalism |
| Character | Good to Great | Pursuit of Excellence |
| Citizenship | Growth | Relationships |
| Collaboration | Growth-Oriented | Resilience |
| Commitment to Excellence | High Expectations | Respect |
| Community | Honesty | Responsibility |
| Community Pride | Honor and Integrity | Safe Learning Environment |
| Compassion | Inclusion | Strive for Perfection |
| Connection | Individual Creativity | Striving for Excellence |
| Continuous Improvements | Innovation | Student Growth |
| Curious Learners | Integrity | Student-Centered |
| Customer Service | Kindness | Success |
| Data Driven | Leadership | Support |
| Dedication | Learning for All | Supportive Environment |
| Determination | Life-Long Learning | Transparency |
| Empowerment | Modesty and Humility | Teamwork |
| Engagement | Nurturing Environment | Trustworthiness |
| Excellence | Opportunities | |

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Agenda Item #5 – Vision Statements

Review of the Current Vision Statement - (Tabletop review and feedback)

A vision statement is a public declaration that organizations use to describe their high-level goals for the future. Vision statements articulate the What – Our Purpose, the Why – the Reason; and How we Plan to get there – Our Outcomes.

| Current Vision #1 | Current Vision #2 |
|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <i>The Fargo Park District strives to be a top-performing park district in the United States.</i> | <i>We enrich lives in our community by providing a wide range of parks, facilities, and recreational activities.</i> |

Examples Parks and Recreation Vision Statements

Example 1:

"To be the premier provider of recreational and leisure opportunities, enhancing the quality of life for all residents by offering a wide range of accessible, attractive, and well-maintained parks and facilities."

Example 2:

"To create a vibrant and sustainable park system that inspires active lifestyles, fosters community engagement, and preserves the natural beauty of our region for generations to come."

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Example 3:

"To be recognized as a leader in promoting wellness, environmental stewardship, and cultural enrichment through diverse park experiences that connect people to nature, history, and each other."

Example 4:

"To be the catalyst for enhancing community vitality, promoting health and wellness, and fostering environmental conservation through exceptional parks, trails, and recreational programs."

Example 5:

"To be the leading provider of outdoor recreation and cultural experiences, offering innovative programs and preserving natural resources to ensure a sustainable and thriving community."

Example 6:

"To be a trusted steward of our parks and open spaces, creating opportunities for all residents to enjoy outdoor activities, connect with nature, and build a strong sense of community."

Example 7:

"To be a driving force in promoting healthy and active lifestyles, providing safe and inclusive spaces that nurture personal growth, social connections, and environmental awareness."

Example 8:

"To be a model for sustainable park management, utilizing best practices in conservation, education, and community engagement to inspire environmental stewardship and preserve our natural heritage."

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Using the previous examples a vision statement could be as follows:

"Our vision is to create a vibrant and sustainable park system that inspires active lifestyles, fosters community connections, and celebrates the unique natural and cultural heritage of our region. We strive to provide exceptional parks, trails, and recreational programs that enhance the well-being of our residents and promote a sense of pride and unity within our community."

Create your Vision Statement

| | |
|----------------------------------------------------------------|--|
| OUR CAUSE Our Purpose, the Why | |
| OUR ACTIONS The Reason | |
| OUR IMPACT How we plan to get there – Our Outcome | |
| VISION STATEMENT DRAFT | |