



PARKS & RECREATION
MASTER PLAN

Bloomington Parks & Recreation
Strategic Plan Worksheet



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Community Impacts: Strengthening Health, Connection, and Everyday Quality of Life in Bloomington						
Recommended Actions	Prioritization	Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
1.1 Update payment and registration systems for better user experience.	high	high	Staff Action Team - Software	Short-term (1-2 years)		
1.2 Promote public art in parks by maintaining existing artworks and enhancing interpretation that helps visitors understand their meaning and history.	low	medium	Community Relations/Operations - General	ongoing		
1.3 Complete Bicentennial Bond investment projects for gateway improvements.	medium	high	Operations - General	Short-term (1-2 years)		
1.4 Complete B-Line activation and wayfinding efforts between Switchyard, Hopewell, Convention Center, City Hall, and Trades District.	medium	high	Community Relations/Operations	Mid-term (3-5 years)		
1.5 Update digital communications methods for accessibility, usability, and efficacy.	high	high	Community Relations	Mid-term (3-5 years)		
1.6 Evaluate the role, performance, and design of the printed program guide after implementation of the new digital catalog and website.	medium	medium	Community Relations	Mid-term (3-5 years)		
1.7 Evaluate current health and wellness programming and staffing to determine future service priorities and delivery strategies.	high	low	Recreation	Short-term (1-2 years)		
1.8 Continue Hopewell Commons activation efforts, particularly until development around the park is complete.	high	medium	Recreation	Short-term (1-2 years)		
1.9 Invest in playground improvements through equipment replacement, inclusive design, and safety upgrades that enhance play experiences for children of all abilities.	medium	high	Operations	ongoing		
1.10 Replace Olcott Park playground with an inclusion-focused playground.	medium	high	Operations	Mid-term (3-5 years)		
1.11 Prioritize universal design improvements when investing in facility and park improvements.	medium	high	Operations	ongoing		
1.12 Balance recreation use with natural resource stewardship by managing park properties in ways that protect native plants, wildlife habitat, and ecological health.	high	high	Operations - Natural Resources, Urban Greenspace, and Urban Forestry	ongoing		
1.13 Strengthen public trust by regularly sharing stories that highlight the community impact and value of parks and recreation.	low	low	Community Relations	ongoing		
1.14 Satisfy and maintain annual qualifications for Bird Town, Bee City, and Tree City USA.	medium	low	Operations - Natural Resources, Urban Greenspace, and Urban Forestry	ongoing		
1.15 Complete final phases of bicentennial bond-funded tree plantings.	medium	high	Operations - Urban Forestry	Mid-term (3-5 years)		
1.16 Develop and adopt a City-wide Integrated Pest Management Plan.	low	low	Operations - Urban Greenspace	Mid-term (3-5 years)		
1.17 Complete construction of Powerline Trail to Adams Street.	medium	high	Operations Director	Short-term (1-2 years)		
1.18 Determine a plan for maintaining security in parks after expiration of American Rescue Plan Act (ARPA) funds.	high	high	Parks Director	Short-term (1-2 years)		
1.19 Develop a system-wide evaluation framework to assess community impact and inform service design and delivery decisions.	low	low	Staff Action Team - Evaluations	Short-term (1-2 years)		
1.20 Create or update divisional standard operating procedures to provide continuity across different events, facilities, and communications.	low	low	Recreation and Sports	Short-term (1-2 years)		
1.21 Increase community impact through program offerings that are identified by community needs and data metrics.	medium	medium	Recreation and Sports	ongoing		
1.22 Evaluate and maintain best practice standards through CAPRA accreditation, state and national organization involvement.	medium	high	Accreditation Leads and Park Director	ongoing		
1.23 Strengthen the Farmers' Market through targeted vendor recruitment, enhanced promotion, improvements to the market environment, and expanded opportunities for community gathering.	low	low	Recreation	ongoing		
1.24 Work with Bloomington Transit to identify and improve public transit access to key park locations and programs.	medium	low	Operations Director	Mid-term (3-5 years)		
1.25 Develop inclusion and access tracking that monitors facility and program access improvements, reporting progress biannually through the ADA Transition Plan.	medium	medium	Recreation and Operations	ongoing		
1.26 Develop a State of the Department communications strategy to report on progress, fiscal health, maintenance needs, sustainability indicators, and priorities to build community understanding and support.	medium	medium	Community Relations Manager	Short-term (1-2 years)		

1.27	Partner with Parks Foundation to track and report fee waiver and scholarship awards to better understand distributions and maintain transparency.	low	low	Office Manager	Short-term (1-2 years)		
Invest in What We Have: Caring for Bloomington's Parks, Facilities and Natural Assets							
Recommended Actions		Prioritization	Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
2.1	Coordinate with the Controller's office to incorporate the department's Capital Improvement Plan (CIP), including all assets, into the overall	high	low	Parks Director	ongoing		
2.2	Develop and fund a department-wide vehicle and equipment replacement schedule.	high	high	Operations Coordinator (with all divisions)	Short-term (1-2 years)		
2.3	Finalize a plan for investment or divestment in aging sports facilities (Frank Southern, Mills and Bryan Pools, Winslow Sports Park, Lower Cascades	high	high	Sports Director	Mid-term (3-5 years)		
2.4	Research the viability of converting and repurposing an existing outdoor pool to a spray ground/splashpad or other use.	medium	high	Sports Director	Mid-term (3-5 years)		
2.5	Complete irrigation and cart barn replacement at Cascades Golf Course.	medium	high	Sports Director	Mid-term (3-5 years)		
2.6	Fund investments in solar, LED, and other energy efficiency improvements for parks facilities and equipment through Capital Improvement Plan.	medium	low	Operations	ongoing		
2.7	Identify underutilized park spaces (e.g., Switchyard bocce courts, Upper Cascades Skate Park, Lower Cascades ballfields, Building Trades sport court) and increase community use through targeted programming, partnerships, and facility enhancements.	medium	high	Sports Director	Mid-term (3-5 years)		
2.8	Complete system-wide trail asphalt repairs and improvements based on priority and condition.	high	high	Operations Director	ongoing		
2.9	Activate Switchyard Park's main stage by engaging partners such as Indiana University to create community experiences.	medium	medium	Recreation Director	Mid-term (3-5 years)		
2.10	Create and/or update facility and equipment maintenance checklists and preventive maintenance schedules by division.	medium	low	Division Directors	ongoing		
2.11	Monitor park boundaries and address encroachment issues through documentation, coordination with City departments, and enforcement as necessary.	low	low	Operations Director	ongoing		
2.12	Update Wapehani Mountain Bike Park access and parking to improve safety and increase usage.	medium	high	Operations - Natural Resources	Mid-term (3-5 years)		
2.13	Create and implement site management plans for all properties.	low	medium	Operations - Natural Resources	ongoing		
2.14	Complete downtown planter enhancements, enhancing aesthetic while remaining committed to the use of native plants.	medium	low	Operations - Urban Greenspace	Short-term (1-2 years)		
2.15	Maintain and expand the City's native tree canopy through inventorying, planning priority plantings, and maintaining and preserving existing trees.	high	high	Operations - Urban Forestry	ongoing		
2.16	Maintain and update the department's storm response plan biannually to guide preparation, coordination, damage assessment, and service restoration following severe weather events.	high	low	Operations - Urban Forestry	ongoing		
2.17	Develop and maintain priority-based green infrastructure in coordination with other City departments to improve environmental performance and climate resilience across the City's parks, corridors, and public spaces.	high	high	Operations - Natural Resources, Urban Greenspace, and Urban Forestry	ongoing		
2.18	Conduct utility audits (electricity, water, etc.) for facilities.	medium	medium	Operations	Short-term (1-2 years)		
Financial Sustainability: Aligning Value with LongTerm Fiscal Responsibility							
Recommended Actions		Prioritization	Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
3.1	Identify and document the anticipated tax impacts of SEA1 on the department's operations and maintenance.	high	low	Parks Director	Short-term (1-2 years)		
3.2	Identify and develop new sponsorship and advertising opportunities to increase revenu and update sponsorship and advertising policies to align with opportunities.	medium	low	Community Relations	Short-term (1-2 years)		
3.3	Establish and pursue naming rights opportunities for facilities, shelters, courts, and other department properties.	medium	low	Community Relations	Short-term (1-2 years)		
3.4	Work with the Bloomington Parks Foundation to pursue alternative funding opportunities such as sponsorships and donations.	medium	low	Parks Director	ongoing		
3.5	Retire the Twin Lakes Recreation Center revenue bond.	low	high	Sports Director	Mid-term (3-5 years)		
3.6	Sell 349 S Walnut St building and use proceeds to reinvest in existing	low	low	Parks Director	Short-term (1-2 years)		
3.7	Implement and track cost-recovery category goals and performance as defined in the Community Investment Strategy.	high	medium	All Staff	Short-term (1-2 years)		
3.8	Implement the use of a standardized pricing worksheet template for relevant department services.	high	medium	Recreation and Sports	Short-term (1-2 years)		
3.9	Create a Financial Sustainability Policy to guide departmental fiscal	high	low	Parks Director	Short-term (1-2 years)		
3.10	Create an Acquisition/Development/Divestment Policy that guides how the department will approach acquisition, development, and divestment of park	high	low	Parks Director	Short-term (1-2 years)		

3.11	Create a Capital Investment Policy that includes investment prioritization in existing assets over new build.	high	low	Parks Director	Short-term (1-2 years)		
3.12	Create a Partnership Policy that specifies the approach the department will take in creating, fostering, and managing collaborations.	high	low	Parks Director	Short-term (1-2 years)		
3.13	Review, develop, and maintain strategic partnerships that enhance programs, optimize resource use, and advance the department's mission and community impact.	medium	low	Recreation and Sports	ongoing		
3.14	Develop and implement a long-term urban green waste utilization and management program.	low	medium	Operations - Urban Greenspace Urban Forestry	Mid-term (3-5 years)		
3.15	Coordinate purchasing and procurement practices to maximize the department's buying power and ensure cost-effective acquisition of equipment, supplies, and services.	low	low	Office Manager	ongoing		
3.16	Execute a general obligation bond at or near the statutory limit and establish schedule with Controller for regular and recurring bond investment	high	high	Parks Director	Short-term (1-2 years)		
3.17	Host partner network events to strengthen collaboration, track new partnerships, and stay informed about changes in the Bloomington region's network of community services.	low	low	Recreation and Sports	Mid-term (3-5 years)		
3.18	Update the department's cost of service analysis (annual or bi-annual) to create year-over-year comparisons so the department can begin to benchmark against past fiscal performance.	medium	medium	Parks Director	ongoing		
3.19	Develop service performance metrics (cost per user, cost recovery goals, use rates, deferred maintenance backlog) to guide future budgeting and prioritize investments objectively.	high	medium	General	Short-term (1-2 years)		
A Strong, Connected BPRD Team: Supporting the People Who Deliver Bloomington's Parks and Recreation Services							
Recommended Actions		Prioritization	Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
4.1	Conduct an Employee Net Promoter Survey (ENPS) twice annually to assess and benchmark staff satisfaction levels, needs and interests.	low	low	Parks Director	ongoing		
4.2	Review policies and procedures with staff to clarify expectations, remove outdated requirements, and streamline administrative processes.	medium	medium	Division Directors	Short-term (1-2 years)		
4.3	Develop staff recognition practices that celebrate contributions and promote a culture of appreciation across all employee groups.	high	low	Parks Director	ongoing		
4.4	Highlight staff accomplishments and certifications in all-staff communications and meetings.	medium	low	Division Directors	ongoing		
4.6	Review and update the department's mission statement to reflect current priorities and community needs.	high	low	Parks Director	Short-term (1-2 years)		
4.7	Develop division/area purpose statements that align with the overall mission of the department.	medium	low	Division Directors	Short-term (1-2 years)		
4.8	Develop a professional development menu and training investment plan with dedicated funding for each division and area of specialization.	high	high	All Staff	ongoing		
4.9	Create standardized internship expectations and program standards.	low	low	Recreation Director	Short-term (1-2 years)		
4.10	Create a Staff Morale Action Plan that identifies how to connect staff and resources needed to prioritize employee well-being.	medium	low	Staff Action Team - Staff Morale	ongoing		
4.11	Document and share divisional meeting minutes across the department to improve transparency, accountability, and collaboration.	medium	low	Division Directors	ongoing		

NOTES:

Staff Requirement:

If an action requires staff time over 6 months extending beyond one year that will result in a HIGH Staffing Requirement
If an action requires staff time over weeks and possibly a few months that will result in a MEDIUM Staffing Requirement
If an action requires staff time over days and possibly a few weeks that will result in a LOW Staffing Requirement

Financial Requirement:

If an action requires an investment of over \$25,000 that will result in a HIGH Financial Requirement
If an action requires an investment of over \$5,000 and under \$25,000 that will result in a MEDIUM Financial Requirement
If an action requires an investment of under \$5,000 that will result in a LOW Financial Requirement

Prioritization:

If an action is considered urgent, is a requisite to what is necessary for the organization to thrive and inherent to maximum impact, it will be a HIGH priority

If an action is considered a way to satisfy a service interest or contributes to an operational efficiency, it will be a MEDIUM priority

If an action is considered a desire and satisfies interests to accomplish something new, it will be a LOW priority