



2025-2027 BPRYCS Strategic Plan



"We envision a future where we are an essential department impacting the lives of all Bristol residents by shaping positive public perceptions, fostering cultural unity, creating responsible and healthy citizens, and inspiring advocacy"

Strategic Plan Goals Overview

Overview: The Bristol Parks, Recreation, Youth & Community Services (BPRYCS) envisions a future where we are an *essential department impacting the lives of all Bristol residents by shaping positive public perceptions, fostering cultural unity, creating responsible and healthy citizens, and inspiring advocacy.*

In order to achieve our vision, 4 strategic goals were developed, aligned with the central components of our vision that was adopted by the Board of Park Commissioners as part of our BPRYCS Master Plan in 2020. The goals are paired with objectives and specific activities in order to guide staff in advancing the work needed to achieve the vision.

VISION	GOALS
Shaping positive public perceptions	Advance best practices, resources, training and talent to drive organizational excellence, resulting in safe and attractive facilities, programs and services that build a better Bristol.
Fostering cultural unity	Foster inclusive and welcoming spaces that celebrate the diversity of the community to ensure everyone has equitable access to the benefits of our services.
Creating responsible and healthy citizens	Drive increased and equitable investment in parks as critical community infrastructure resulting in benefits aligned with the 7- dimensions of well-being.
Inspiring advocacy	Educate, develop and engage residents in the community building process to increase impact and capacity for mission delivery.

SHAPING POSITIVE PUBLIC PERCEPTIONS

GOAL 1: Advance best practices, resources, training and talent to drive organizational excellence, resulting in safe and attractive facilities, programs and services that build a better Bristol.

Summary: Positive public perceptions are shaped by highly effective, qualified and dedicated employees that are well trained and committed to leveraging best practices to perform their best which creates enjoyable customer experiences. Attractive, safe and well-maintained spaces also inform perception of the public. National standards for accreditation demonstrate a department's success in meeting best practices and provides recognition that the community is a great place to live.

Objective 1.1. BPRYCS cultivates a **workplace** that is second to none in employee performance and satisfaction for maximum community impact

Activities	Accountability Team
a. Develop and implement an Orientation Program for all new employees customized for each position in the department	Learning & Staff Development
b. Cultivate a Work Force Development Program that creates customized staff trainings, cross training opportunities, a standardized annual training calendar, financial competencies, supervisory/management skill building, professional coaching/mentoring, certifications, and more designed to accommodate each specific employees needs and goals	Learning & Staff Development

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, 70% of BPRYCS employees will report satisfaction in the work placeBy 2027, 80% of divisional Key Performance Indicators (KPI) are being met or exceeded annually	<ul style="list-style-type: none">Annual Employee SurveyDivisional Key Performance Indicators (KPI's)

Objective 1.2. BPRYCS stewards **clean, safe, and attractive** parks, facilities and programs that encourage public visitation and play

Activities	Accountability Team
a. Develop a strategy and action plan that engages the Bristol Police Department to enhance police presence in the parks and increase accountability for rule/ordinance violations	Policy & Strategy
b. Identify strategic locations for enhanced security systems such as improved lighting, safety call buttons in the parks, upgraded and additional security cameras and a modify security guard program.	Operations & Efficiencies
c. Establish a plan for increasing public awareness of littering and invest in necessary infrastructure, signage and materials (i.e., trash cans) to support behavioral changes	Operations & Efficiencies

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, public perception of safety in the parks will increase by 25%By 2027, total visitation to parks, facilities and programs will increase by 20%	<ul style="list-style-type: none">Annual Parks Satisfaction SurveyMyREC participation numbers

Objective 1.3. BPRYCS develops, adopts and implements **best practices** for operational efficiency and financial stewardship in alignment with industry and national standards to ensure organizational excellence

Activities	Accountability Team
a. Develop a Procedures and Practices Manual to better document operational procedures, inventory systems/databases, and facility maintenance checks	Operations & Efficiencies
b. Prioritize policy creation that aligns with the national standards established by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA)	Policy & Strategy

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, BPRYCS will be nationally recognized for its best practices and organizational excellence through the award of CAPRA Accreditation	<ul style="list-style-type: none">Commission for Accreditation of Parks and Recreation Agencies (nationally recognized as baseline for excellence)

FOSTERING CULTURAL UNITY

GOAL 2: Foster inclusive and welcoming spaces that celebrate the diversity of the community to ensure everyone has equitable access to the benefits of our services.

Summary: Aligned with our commitment to ensuring every resident has access to high-quality parks and services; an emphasis on diversity, equity and inclusion fosters inclusive and welcoming environments. This is achieved through investment and improvements to the accessibility of our physical spaces, development of services that are reflective of a diversity of needs and interests, and through creation of strategic approaches that engage, involve, and amplify the voices of underserved residents.

Objective 2.1. BPRYCS programs, services, and staff are diverse and reflective of the Bristol community

Activities	Accountability Team
a. Adopt an equity lens and complete analysis on all department programs and services considering changes that may include payment plans, sliding scales and discounts	Equity & Inclusion
b. Enhance employment recruitment strategies by identifying key venues where diverse people congregate for BPRYCS to table at (i.e., Pride events, Latin Festivals, etc. with bi-lingual materials)	Learning & Staff Development

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, there will be a 20% increase in program participants from low-income census block groupsBy 2027, the race and ethnicity of BPRYCS employees will be reflective of City of Bristol community demographics	<ul style="list-style-type: none">Census block data contrasted with MyREC address dataCity of Bristol demographics comparable to self-reports from Annual Employee Survey

Objective 2.2. BPRYCS creates **opportunities** that are inclusive, accessible and welcoming to all members of the community through strategic investment and decision-making

Activities	Accountability Team
a. Utilize the ADA Transition Plan to operationalize funding requests that support physical accessibility improvements to the parks and facilities	Equity & Inclusion
b. Build upon the inclusion statement by adopting design standards for accessibility/inclusion in future playground and recreational amenity construction	Equity & Inclusion
c. Start building capacity to support long range development of inclusive programs and therapeutic programs designed to support specific special needs residents	Programming & Evaluation

Measures for Success	Baseline Data
<ul style="list-style-type: none"> By 2027, parks and facilities will be 25% more accessible By 2027, BPRYCS will serve 300% more residents who identify as having a special need or disability 	<ul style="list-style-type: none"> ADA Audit MyREC disability/special need disclosure data

Objective 2.3. BPRYCS develops and employs policies, practices, and procedures that **amplify and engage diverse voices** within the community bringing new perspectives to shape service delivery

Activities	Accountability Team
a. Conduct analysis of department boards and commissions that result in the development of strategic board member profiles to determine what types of individuals are needed to help inform elected officials of appointment priorities	Equity & Inclusion
b. Develop specific community engagement processes and methodology for soliciting feedback from diverse voices which may include tabling at specific parks or neighborhoods	Equity & Inclusion

Measures for Success	Baseline Data
<ul style="list-style-type: none"> By 2027, BPRYCS boards and commissions will be 20% more reflective of the community as defined by established board profiles 	<ul style="list-style-type: none"> Commission Demographics and board member profiles

CREATING RESPONSIBLE AND HEALTHY CITIZENS

GOAL 3: Drive increased and equitable investment in parks as critical community infrastructure resulting in benefits aligned with the 7- dimensions of well-being

Summary: Research shows that harmony between the 7-dimensions of well-being is the key to a healthy, more satisfying life. Investment in BPRYCS services that most significantly influence the dimensions of well-being will be prioritized for maximum impact. Healthy citizens need healthy environments to thrive and the sustainability and development of green spaces is key.

Objective 3.1. BPRYCS identifies, implements, and prioritizes **programs and initiatives** that directly result in **increased access** to benefits from the 7-dimensions of well-being

Activities	Accountability Team
a. Produce materials and roll-out for the internal adoption of the 7-dimensions model which considers staff education, common language, definitions, program rubric and policies that imbed the 7-dimensions in our programming processes aligned with a benefits-based programming approach	Programming & Evaluation
b. Create a public facing campaign to tell the story of our impact and raises awareness of the 7-dimensions model and the role BPRYCS plays in influences them. Pursue appropriate technology (such as an app or mapping system) to support customer engagement with the 7-dimensions.	Programming & Evaluation

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, 80% of program participants will report an increase in benefits associated with the 7-dimensions of well-being	<ul style="list-style-type: none">Program participant evaluations (benefits-based programming data)

Objective 3.2. BPRYCS is the leader in projects, educational initiatives and policies that build an **environmentally resilient community** and **empowers** the next generation of park stewards as healthy green space champions

Activities	Accountability Team
a. Develop and implement a Park Stewardship program that engages youth, provides green certification, green internship opportunities, and educational outreach into the summer camps and schools	Programming & Evaluation
b. Establish Natural Resource Management plans for the parks such as forests, tree canopy/equity, invasive species, habitat restoration and maintenance	Operations & Efficiencies
c. Modify existing infrastructure, park vehicles, equipment, and signage needed to support implementation of recycling	Operations & Efficiencies

Measures for Success	Baseline Data
<ul style="list-style-type: none"> By 2027, 100 more Bristol youth will be engaged in “green” programs By 2027, recycling will increase by 50% at all parks 	<ul style="list-style-type: none"> MyREC registration data for “green” programs Covanta/Transfer Station Billing Reports

Objective 3.3. BPRYCS' role as an **essential health provider** that influences community wellness benefits, is **fully realized** and reflected in both investment and resource allocation

Activities	Accountability Team
a. Develop a comprehensive Community Services strategy and campaign to better communicate available services, and the evolving role of community services in the overall city health network	Policy & Strategy
b. Increase staff knowledge so employees can better communicate the wellness benefits associated with department programs and services	Learning & Staff Development

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, the percentage of funds allocated to health-related services aligned to the 7-dimensions of well-being will increase by 25%	<ul style="list-style-type: none">7-dimensions framework aligned with budget allocations

INSPIRING ADVOCACY

GOAL 4: Educate, develop and engage residents in the community building process to increase impact and capacity for mission delivery.

Summary: BPRYCS inspires advocacy through a comprehensive community engagement program that allows residents to have a seat at the table to shape department services. Opportunities for community members to volunteer allows for connection, stewardship and employment pathways. Strong community partnerships subsidize gaps in funding and other resources deficits that create barriers in meeting our mission.

Objective 4.1. BPRYCS **engagement, brand recognition, and communication** efforts result in community members that are engaged, informed and part of the process of shaping their parks, programs and services

Activities	Accountability Team
a. Strategically determine locations of all park and facilities signs, retire old signs and roll out new branded, bi-lingual signs throughout the park system	Operations & Efficiencies
b. Increase promotion of the parks and what's available via a targeted marketing campaign	Programming & Evaluation
c. Improve the website, use of technology and interactive features that further define park amenities	Equity & Inclusion

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, the number of people participating in community engagement processes will increase by 25%	<ul style="list-style-type: none">Community Engagement Data (Survey Response Rates, Park Projects Portal visits, # of emails opened)

Objective 4.2. BPRYCS fosters a deep pool of committed, qualified, and **engaged volunteers** that support department services and creates a leadership pipeline for stewards of the future

Activities	Accountability Team
a. Adopt a comprehensive Volunteer Management Plan that clearly outlines policies and practices for volunteer management such as management oversight, training protocols, volunteer database, volunteer relations and appreciation events.	Learning & Staff Development
b. Establish a volunteer recruitment plan that includes establishing key partnerships with local companies (i.e., ESPN)	Learning & Staff Development

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, volunteerism in BPRYCS programs and events will increase by 50%	<ul style="list-style-type: none">Volunteer Data (# of volunteers, # of volunteer hours)

Objective 4.3. BPRYCS forges **strong community partnerships** that support mission delivery through funding or other resources that help reduce barriers

Activities	Accountability Team
a. Foster the development of a Park Foundation or Friends of BPRYCS non-profit to serve as the philanthropic wing of the department	Policy & Strategy
b. Develop a system and process for cultivating and managing relationships with donors and partners to better organize and avoid relationships being translation over time and during staff transitions. This may include a clear database of who does what for the department, written partnership agreements and identification of potential new partners and sponsors	Policy & Strategy

Measures for Success	Baseline Data
<ul style="list-style-type: none">By 2027, a 501c3 foundation will be formed and an MOU with the city/Board of Park Commissioners will be executed	<ul style="list-style-type: none">Lack of 501c3 foundation supporting BPRYCS