

BPRD 2021-2025 Master Plan Goals and Strategies

Goal #1 - Maintain and Enhance the Assets and Natural Resources of the Department.

- 1.1 Maintain and provide safe parks, trails, and facilities.
- 1.2 Maintain and improve existing equipment and assets.
- 1.3 Expand trail system to improve connectivity with other community assets.
- 1.4 Be responsive to development opportunities that enhance the park system.
- 1.5 Expand sustainability initiatives throughout all programming, maintenance, and development efforts.
- 1.6 Consider park land addition where it aligns with goals and values.
- 1.7 Prioritize sustainability and climate action within parks and facilities.
- 1.8 Address capital improvements where needed.
- 1.9 Develop long term standards to address public health responses across all parks and facilities.

Goal #2 - Reinforce activities and programs to positively impact public health, sustainability, and climate action.

- 2.1 Continue to provide high quality programs, events, and recreational opportunities.
- 2.2 Develop long term standards for virtual programming and engagement.
- 2.3 Integrate standards that address public health guidelines for future BPRD programs and events.
- 2.4 Continue and expand promotion and marketing of activities, facilities, programs, events, and other community relations efforts.

Goal #3 - Prioritize Diversity, Equity, and Inclusion.

- 3.1 Advocate for workforce recommendations in partnership with the City's Human Resources Department that employs equity, inclusion, and diversity best practices.
- 3.2 Support inclusive employee culture initiatives that celebrate the diversity and equity of the BPRD team.
- 3.3 Reflect diversity, equity, and inclusion values in internal and external communications.
- 3.4 Explore new partnerships to facilitate better engagement with underserved populations.
- 3.5 Prioritize program expansion in under-served areas of the community.

Goal #4 - Develop Administrative and Staffing Capacity

- 4.1 Conduct workflow analysis to address changing demands and capacity needs.

4.2 Enhance training and development plan for staff and leadership.
4.3 Reinforce strategic volunteer programs and opportunities.
4.4 Leverage new and existing revenue streams
4.5 Address community satisfaction.

Operations 2021-2025 Strategic Goals									
Area	#	Year	#	Master Goal	Strategic Goal	Owner	Status	Notes	
OPS		2024	1.7		Install 12 Electric Vehicle charging stations for staff vehicles at the Switchyard Maintenance Building by Q3	Tim/Ising	Complete	Currently contracted and in progress.	
OPS		2024	1.7		Install solar panels on the Switchyard Maintenance Building, Cascades Clubhouse by Q3	Tim	Complete	Solar installation began at Cascades in April 2024.	
OPS		2024	1.7		Replace failing HVAC compressor units with climate efficient units at the Switchyard Maintenance Building by Q2	Mark/Don	Complete	Completed April 2024.	
		2024	1.2, 4.5		Complete revitalization of Crestmont Disc Golf Course by Q3	ALL	In Progress	UGS- 400+ volunteer hours on invasive nrgint in Q4 2023; UGS- engaging disc golf community in revitalization efforts;	
OPS		2024	1.2		Repaint Lower Cascades wooden playground by Q3	Mark	Complete	Currently working on easement docs through County.	
OPS		2024	1.3		Complete construction plan for the Power Line corridor trail by Q4	Tim	In Progress	Completed at March Seasonal staff orientation	
OPS		2024	3.2 or 3.3		Create and conduct a training for all Operations staff on accessibility and inclusion at Parks and Recreation in person at the seasonal staff training by Q1	Tim	Complete	- training on universal and accessible design in Parks.	
OPS		2024	1.1		Conduct semi-annual inspections of all 28 playgrounds by Q4.	Phil/Mark	Complete		
OPS		2024	1.2		Replace roof on small shelter @ RCA Park by Q3	Mark	In Progress		
OPS		2024	1.2		Replace 2 drinking fountains at Lower Cascades Sycamore shelter and Jackson Creek Trail with new ADA bottle filler style fountains by Q2.	Don	In Progress		
Urban Forestry		2024	CAP G3-A-3, G3-A-4, G3-B-4		BUDGET GOAL: Complete the third round of Bicentennial Planting by Q4	Haskell	In Progress	ITB in progress, will spill over into 2025	
Urban Forestry		2024	CAP G3-A-3, G3-A-4, G2-A-1		BUDGET GOAL: Complete year two of the 15-year Cullery Year Replacement program by pruning and replanting trees at city-owned Cullery Ponds included in the 2019 inventory by Q4.	Haskell	In Progress	Identifying trees	
Urban Forestry		2024	CAP G2-A-1		BUDGET GOAL: Target the 1000 feet of Clear Creek Trail between That Rd and Victor pike for invasive removal and new tree plantings by Q3.	Haskell	No Longer Applicabl.		
Urban Forestry		2024	CAP G3-B-2		BUDGET GOAL: Create new volunteer opportunities through the creation of a new "Adopt a Tree" program by Q2	Haskell	In Progress	Program is built but was never launched	
Urban Forestry		2024	CAP G3-A-3		BUDGET GOAL: Prune at least 750 street trees by Q4	Haskell	In Progress	one section fully inventoried	
Urban Forestry		2024	1.1, 1.2, 1.5, 4.1		Inventory of Cascades Golf Course trees as part of the Golf course tree Management plan Q1	Haskell	Complete	Assembled working group, working on second meeting, will spill well into 2025.	
Urban Forestry		2024	1.1, 1.5, 1.7, 2.1, 3.4, 3.5, 4.1, 4.3, 4.5		Update Urban Forestry Tree Care Manual by end of Q2	Haskell	Complete	PA with IDNR CLIF office	
Urban Forestry		2024	1.2, 1.5, 2.1, 3.4, 6.5, 4.3		Create at least one new partnership with a target of increasing canopy coverage by Q3	Haskell	Complete	in place within parks.	
Urban Forestry		2024	1.1, 1.5, 1.7, 4.1, 4.5		Enact the City's new Storm Response Plan with various departments by Q1	Haskell	Complete		
Urban Forestry		2024	1.1, 1.2, 1.9, 4.5		Install at least one test site for alternative sidewalk (TerreMark or similar product) by Q4	Haskell	No Longer Applicabl.		
Urban Forestry		2024	1.1, 1.2, 1.9, 4.5		Complete pruning and canopy replanting at 5 playgrounds by Q4	Haskell	In Progress	Pruning is complete, replanting yet to happen.	
Cemeteries		2023	1.2		BG23: Complete contracted repairs on approximately 500 feet of the western perimeter wall (total 1,658 feet) of Rose Hill Cemetery, including stone replacement and touch paint work by Q4.	Barb/Joanna	Complete	Barb drafted 2023 SA. Approved in 11/2022. Budget allowed for 272 feet to be repaired this year.	
Cemeteries		2023	4.4		BG23: Open Scatter Garden at Rose Hill by Q2.	Barb/Joanna/TL	Complete	Monument and fencing installation will occur in Q1 (delivered to Q2). Substrate and finishing details will be completed in Q2. Scatter Garden in use (first castings deposited) on October 4th.	
Cemeteries		2023	1.5		BG23: Plant 100 native trees/shrubs in Rose Hill and White Oak Cemetery by Q4.	Joanna	Complete	100 native trees and shrubs were planted at White Oak Cemetery on 11/19/2023 (Volunteer tree planting event).	
Cemeteries		2023	1.2		BG23: Repair 50 monuments in Rose Hill and white oak Cemetery by Q4	Barb/Joanna	Complete	Barb drafted 2023 SA. Approved in 11/2022; 22 scheduled for completion by Memorial Day. As of 10/19 128 total (with two more workshops coming). Of those, 48 were repaired (100% of Rose Hill and 25% of WAO) (\$6,340 of which was from a HANO grant), and the rest have been repaired by volunteers.	
Cemeteries		2023	1.2		BG23: Rewire electrical system at Rose Hill Maintenance Shop by Q2	Don/Barb	Complete	Green mower changer installed; still some wiring issues in the building to be addressed in 2024.	
Urban Greenspace		2023	1.5		BG23: Assess and design Green Infrastructure erosion control plan at Park Ridge East Park by Q4. (CAP Strategies W4- A& B)	Joanna	Complete	Completed in 2024.	

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Area	Year	#	Master Goal	Strategic Goal	Owner	Status	Notes
Urban Greenspace	2023	1.4		B623: Assume vegetation management responsibilities for the site of the former lake at Miller-Showers Park from C&U and establish a contract for ongoing invasive management of site by Q4.	Tim, Joanna	Complete	Contract with Eco Logic (\$5000) for 2023 invasive mgmt. May PB.
Urban Greenspace	2023	1.7		B623: Divert 100% of eligible green waste (approx. 75 tons/600cu yd) from the waste stream to local composting businesses by Q4. (CAP Strategy WM1- A)	Joanna	Complete	2023 SA with Republic Services for green waste disposal approved in 12/2022.
Urban Greenspace	2023	1.7		B623: Install 5,000 native plants (B-Line Trail, Switchyard Park, Miller-Showers Park) by Q2	Joanna	No Longer Applicable...	Delayed to 2024 due to staffing shortage and limited native plant availability.
Urban Greenspace	2023	1.7		B623: Plant 6,000 bare-root native hardwood saplings (Bryan Park, Ferguson Dog Park, Lower Cascades Park, Highland Village Park, RCA Park, Windsor Sports Complex & Windlow Woods Park) by Q4. (CAP Strategies G1- B, G2- A & B, G3- A, G4- B)	Joanna	No Longer Applicable...	Bareroot plantings will not occur in 2023 in order to "catch up" on maintenance of existing tree plantings.
Urban Greenspace	2023	1.1		B623: Remove 25 acres of invasive woody vegetation (Griffy Lake Nature Preserve, Upper & Lower Cascades Parks, RCA Park, Windlow Sports Complex, Windlow Woods Park), by Q4. (CAP Strategies G2- A & B)	Joanna	Complete	37 acres treated/removed as of 12/4/2023.
Urban Greenspace	2023	1.7		Develop vegetation management plan for Rogers Family Park	Joanna	Complete	To be completed by 1/31/2024.
Urban Greenspace	2023	1.7		Develop vegetation management plan for Southeast Park & Trail	Joanna	Complete	To be completed by 1/31/2024.
Urban Greenspace	2023	1.7		Increase native plant diversity and visual appeal at Miller-Showers Park by implementing Year 5 of the 10 Year Vegetation Management Plan on the entire 2-acre property by Q4. (CAP Strategies G2- A & B)	Joanna	Complete	Contract with Eco Logic (\$8,994.83) for 2023 invasive mgmt. February PB.
Urban Greenspace	2023	1.1		Treat 200 acres of Japanese Stillgrass at Griffy Lake Nature Preserve by Q3. (CAP Strategies G2- A & B)	Joanna	No Longer Applicable...	There are no longer 200 acres of JS to treat at GLNP. Staff management activities are steadily reducing the infestation in many areas. 75 acres treated in 2023.
Urban Greenspace	2023	4.3		Increase community engagement by providing volunteer opportunities for 1,000 community members to build climate resilience by maintaining urban greenspaces: Weed Wrangle Events, Adopt-A- greenspace and more volunteer events by Q4. (CAP Strategies G2- A & B)	Joanna	Complete	Ongoing. As of 5/10 - hosted 521 volunteers at 85 events; 12/04/2023 - hosted 1,439 volunteers at 252 events; 12/31/2023 hosted 269 volunteers - 4200 volunteer hours at 19 properties.
Urban Greenspace	2023	4.3		Add new Reciprocity/Recruitment events for Adopt-A- Greenspace, Adopt-A-Stream and Adopt-A-Trail Programs (needs specificity)	Joanna, Rebecca, Steve, Emily B	Substantially Complete	Still developing. 3 AAG volunteers received the Parks BRAVO Award in 2023.
Urban Greenspace	2023	2.4		Order updated branding/marketing of native plant beds downtown & beyond (update/improve signage or provide new) by Q2. Install by Q4	Tim, Joanna	Incomplete	To be completed in 2025.
Urban Greenspace	2023	1.1		Remove 5 acres of invasive woody vegetation to improve line-of-sight along trails (Jackson Creek Trail) by Q4. Area of focus has changed to Clear Creek Trail.	Joanna	Complete	Clear Creek Trail: 4.2 acres, BRT - 3.8 acres
Natural Resources	2023			B623: Complete stream study to augment the master plan and get streambank stabilization recommendations for Griffy Lake Nature Preserve by Q4.	Steve	Incomplete	
Natural Resources	2023			B623: Install new directional trail signage throughout Griffy Lake Nature Preserve by Q2.	Steve	Complete	Completed early 2024
Natural Resources	2023			B623: Install permanent solar panel at Griffy Boathouse by Q4	Steve	No Longer Applicable...	Professional opinions were sought from solar companies and the installation of a permanent solar panel was not advisable. We continue to investigate.
Natural Resources	2023			B623: Make entrance improvements to Griffy Lake Nature Preserve to improve traffic flow and accessibility by Q4.	Steve	No Longer Applicable...	Budget funds did not allow for this item to be completed by the end of the year. This is being looked at in 2024 with remaining bond funding.
Natural Resources	2023			B623: Remove three dilapidated buildings on East Griffy Reserve property along Lanham Ridge Rd by Q2.	Steve	Complete	The three buildings were removed in summer 2023.
Natural Resources	2023			Complete annual aquatic invasive treatment or survey (as need dictates) in Griffy lake by Q3.	Rebecca	Complete	Aquatic Control hired for two veg surveys and up to 3 acres of treatment. No treatment needed in 2023.
Natural Resources	2023			Complete feasibility study for Wapahani bicycle pump track	Steve	No Longer Applicable...	Item was not completed.
Natural Resources	2023			Complete Griffy Loop Trail Dam Crossing and backcountry improvements and open new south section of loop trail by Q4	Steve	Complete	Complete December 2023.
Natural Resources	2023			Conduct annual prescribed burn (5+ acres) at Griffy Lake Nature Preserve to promote species diversity by Q3	Steve	Complete	Completed two burns - 5-acre burn in march (boathouse) and 9-acre burn in November (north side of dam)

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Area	#	Year	#	Master Goal	Strategic Goal	Owner	Status	Notes	
Natural Resources		2023			Continue deer management at GLNP based on results from data studies by Q4	Steve	Complete	Complete - 26 deer were taken across two weekends in November and December. The deer vegetation monitoring continues into 2024.	
Natural Resources		2023			Make trail improvements to woodland connector between Southeast Park and Southeast Trail	Steve	Complete	This item was partially completed and will be looked at again after Engineering's 2024 Moors Pike path realignment project.	
Natural Resources		2023			Replace existing interpretive signage with updated versions (through NR GF budget) at RCA Park	Rebecca	Complete	This goal was a carryover from 2022. This item was completed.	
OPS		2023	1.1		B623: Complete 8-Line asphalt repairs, crossing resurfacing, and Grimes 8-Line bridge repairs (as indicated in engineering inspection) by Q3.	Tim	Complete	Completed in October 2023 with ARPA funding.	
OPS		2023	1.2		B623: Complete repair and resurfacing of RCA Park entryway and parking lot by Q3.	Tim	Complete	Completed in October 2023 with ARPA funding.	
OPS		2023	1.1		B623: Conduct at least semi-annual inspections of 16 playgrounds.	Mark	Complete	Completed by parks Certified Professional Safety Inspectors.	
OPS		2023			B623: Demolish existing and construct new replacement shelter at Building Trades Park by Q4. // CHANGED to Master Plan	Tim	No Longer Applicabl.	This goal was changed – it was determined that the existing shelter was in good condition before making decisions on shelter relocation. The master plan will be complete in early 2024.	
OPS		2023	1.1, 1.2		B623: Purchase and activate Asset Management Software by Q2.	Tim	Complete	Asset management software was purchased and onramping began in mid 2023 – full implementation by Q1 2024.	
OPS		2023	1.7		B623: Replace \$15,000 of gas powered equipment with battery operated equipment by Q2.	Tim	Complete	\$55,000 of gas hand equipment was replaced through EST and 3 zero-turn mowers were also purchased.	
OPS		2023	1.2		B623: Replace playground & surfacing at Bryan Park 5-12 playground by Q4	Tim	Complete	This project was delayed by necessary legal investigations in to ARPA contracting; it is on track to be completed by Q2 2024.	
OPS		2023	1.2		Complete Phase II of Trail Branding Project	Barb	Complete	Complete early 2024.	
OPS		2023	1.2		Develop FAM Software Training plan for Operations Division staff by Q2	Tim	Complete	Complete. Implementing in early 2024.	
OPS		2023	1.8		Upgrade lighting at the Operations Center upper barn to LED by Q1.	Tim	Substantially Complete	This item was in progress at the end of 2023, but was not completed until Q1 2024.	
OPS		2023	1.2		Replace three (3) shade sail canopies @ Lower Cascades, Ferguson Dog Park and Broadview Park by Q2.	Tim	Substantially Complete	Broadview Shade sail was replaced. Ferguson and Lower Cascades shade sails were able to be cleaned and refurbished.	
OPS		2023	1.2		Refurbish engineered wood fiber surfacing on (4) Playgrounds by Q3 (Highland Village, Lower Cascades, and both Building Trades playgrounds).	Mark	Complete	Completed late 2023.	
OPS		2023	1.1		Contract and conduct bridge inspections on five (5) pedestrian bridges by Q4.	Tim	No Longer Applicabl.	Funding had to be diverted to another project.	
OPS		2023	1.1		Work with Street Dept to repaint at least 2 high priority Trail Crosswalks	Tim	Substantially Complete	Rogers St. Crossing was restriped. Henderson Crossing still needs to be restriped in 2024.	
OPS (all areas)		2023	3.4		Continue CenterStone Partnership to provide work opportunities to diverse range of participants by Q4	Tim, Mark, Joanna, Barb	Complete	Complete.	
OPS (all areas)		2023	1.1		Create structured hands-on equipment training and/or certifications (Chainsaw etc.) for staff	Haskell	Complete	Chainsaw training completed for relevant staff in March	
OPS (all areas)		2023	1.7		Launch Green Mowing program with 2 battery zero-turn mowers and charging stations at Park locations by Q3	Tim, Mark, Joanna	Complete	Purchased and implemented at Rose Hill Cemetery and Bryan Park. A third mower was also purchased for Switchyard Park.	
Urban Forestry		2023	1.1, 1.2, 4.1, 4.5		B623: Conduct City-owned tree inventory work (approximately 6000 trees) of Bloomington, including Tree Risk Assessment (BPRD Master Plan - Strategic Action Item - Goal 1.7) by Q4.	Haskell	Substantially Complete	Work largely completed at the end of 2023, but Dawe Resource Group will finish reinventory in first months of 2024.	
Urban Forestry		2023	1.1, 1.2, 1.5, 1.7, 4.5		B623: Complete year one of 15-year Gallery Pear Replacement program by removing and replacing 50 City-owned Gallery Pears included in the 2019 inventory (BPRD Master Plan - Strategic Action Item - Goal 1.7) by Q4.	Haskell	Complete	81 removed, 48 replaced	
Urban Forestry		2023	1.5, 2.1., 4.2, 4.5		B623: Conduct at least one educational urban forestry event for the public (CAP G3-B-2) by Q2.	Haskell	Complete	Presented at Monroe County Garden Fair, multiple Farmers' Markets, and volunteer tree planting event at RCA Park.	
Urban Forestry		2023	1.5, 1.9, 4.3, 2.1, 4.5, 3.4		B623: Develop an updated recommended tree species list for the City of Bloomington Tree Care Manual, including information to help developers properly match tree species to site conditions (CAP G3-A-2) by Q3.	Haskell	Substantially Complete	Work to update information was completed in 2023. At the end of the year, the graphic design team was finishing the manual for printing and distribution in early 2024.	
Urban Forestry		2023	1.1, 1.2, 1.5, 1.7		Complete Phase II of Bicentennial Tree Plantings by Q4	Haskell	Complete	90 trees planted, contract continues until mid 2024	
Urban Forestry		2023	1.5, 2.1., 4.2, 4.5		Participate or lead between 2 and 4 educational classes via urban forestry's partnerships by Q4	Haskell	Complete	5/4. Pruning workshop with BCO. Climate change impacts on fruit trees BCO, Tree Stewards, "Bio-driver" city" Class. CanopyBloomington Tree Planting and educational workshop.	
Urban Forestry		2023	1.1, 1.2, 1.5, 1.7, 4.5		Green Waste Management plan for Nursery in place by Q3	Haskell	No Longer Applicabl.	On pause until further resources can be directed to this project.	

Operations 2021-2025 Strategic Goals									
Area	#	Year	#	Master Goal	Strategic Goal	Owner	Status	Notes	
Urban Forestry		2022			Budget Goal: Enact Year nine of the Ash tree Emerald Ash Borer protection treatment plan by Q4.	Erin	Complete	Bartlett treated about 60 Ash trees around the city	
Urban Forestry		2022			Budget Goal: Earn Tree City USA status for the 38th year by Q4.	Tim	Complete	Received Tree City USA status.	
Urban Forestry		2022			Budget Goal: Ensure at least 75% of species planted in areas highlighted in the Bloomington Habitat Connectivity Plan are native pollinator-friendly trees by Q4.		Complete		
Urban Forestry		2022			Budget Goal: Reduce accumulated green waste at the Urban Forestry nursery (including green waste from the Street Department and landscaped through rental of tub grinder and chippers) through sale of tub grinder and chips to local tree market and surplus wood greenways by Q3.	Erin	Complete	Wood waste was ground, and excess chips removed	
Urban Forestry		2022			Budget Goal: Remove and replace at least 10 Bradford Pear trees (which includes 100% of inventoried species) along the B-Line Trail with native species by Q3.	Tim	Complete	11 Callery pears trees removed, and 10 of them replaced	
Urban Forestry		2022			Complete Phase I of Bicentennial Tree Plantings (304 sites) by Q3	Erin	Complete	~285 planted, down from the original number due to several conflicts. After care is on going	
Urban Forestry		2022			Create a storm management plan for tree management across city departments by Q3	Erin	Substantially Complete	substantial draft delivered in december.	
Urban Forestry		2022			Create hazard tree management policy/plan for natural areas (non developed park properties) by Q4	Tim	Substantially Complete		
Urban Forestry		2022			Create two new UF specific staff training presentations by Q4		No Longer Applicable	Will not happen in 2022.	
Urban Forestry		2022			Launch Green Jobs work development program by Q2	Tim	Complete	Partnering with CanopyBloomington for youth employment program.	
Urban Forestry		2022			Prioritize hazard reduction rather than full removal of trees when possible to preserve dead tree habitat by Q4 (ongoing)	Tim	Substantially Complete	No metric	
Urban Forestry		2022			Prune 1,000 trees out of 19,000 public trees, including contracted pruning of 25 high-need mature trees by Q3.	Tim	Substantially Complete	Pruned approximately 820 trees	