

# **Section II:**

# **Goals and Objectives**

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### **Introduction**

The resources available to an agency are usually less than the need for services. Therefore, it is important to plan strategically for the use of limited funds. It is here that the agency seeks to realign its activities and redirect its efforts to ensure that they are the best fit for the current and predicted future environment.

*"Strategic planning looks objectively at where the organization is now, at where it has been in the past, at where it is headed in the future, and how it is going to get there. Strategic planning assumes that change is inevitable: change brings with it risk but strategic planning can chart a course so that an organization minimizes risks while maximizing opportunities." John Crompton and Charles Lamb 1986, Marketing Leisure Service.*

The residents of Fort Worth have expressed what they most value about Fort Worth, as well as issues that should be addressed over the next five to ten years. The following Departmental Mission Statement, goals and objectives have been drafted in response to citizen input, the City of Fort Worth's mission and vision statements, and the City's Six Core Values.

### **CITY OF FORT WORTH MISSION STATEMENT**

*Working together to build a strong community.*

### **CITY OF FORT WORTH VISION STATEMENT**

*Fort Worth will be the most livable and best managed city in the country.*

### **CITY OF FORT WORTH SIX CORE VALUES**

*Exceptional Customer Experience*

*Accountability*

*Ethical Behavior*

*Diversity*

*Mutual Respect*

*Continuous Improvement*

### **DEPARTMENTAL MISSION STATEMENT**

*To enrich the lives of our citizens through the stewardship of our resources and the responsive provision of quality recreational opportunities and community service.*

## **DEPARTMENTAL GOALS AND OBJECTIVES**

### **1. Restore and maintain the viability of the park, recreation and open space system by investing and re-investing in existing facilities.**

- a. Utilizing a criteria-based ranking system, establish priorities to replace or renovate existing playgrounds on a 20-year cycle.
- b. Renovate or replace segments of existing trails which have exceeded their useful life or deteriorated beyond repair to protect the safety of users and preserve the investment in these facilities.
- c. Determine the need for first-phase development of reserve parks acquired through the Neighborhood and Community Park Dedication Policy when assessment concludes that existing neighborhood units have reached the threshold of a 50 percent build-out or a population of 2,000 or greater and when funds are appropriated to develop and maintain the improvements.
- d. Strategically reinvest in the current and developing park system, to preserve and protect the existing infrastructure and to effectively plan for and efficiently develop new parks and facilities. In all instances ensure that resources are allocated to adequately maintain and appropriately sustain facilities.

### **2. Provide new parkland and facilities to meet park, recreation and open space needs in developing and re-developing areas of the City.**

- a. Increase neighborhood and community park acreage from 5.9 acres per 1,000 persons to 6.25 acres per 1,000 persons by 2025, concentrating on under-served areas throughout the city.
- b. During 2015, review the effectiveness of and seek amendments to the Neighborhood and Community Park Dedication Policy specifically addressing policies and procedures related to the acquisition, development and management of parkland and community facilities in both developing areas and the central city/urban core to enhance the efficiency and effectiveness of the Policy in the establishment of local-close-to-home parks and facilities.
- c. Conduct an assessment of the current trail system, and identify areas for connectivity and expansion.

### **3. Improve the variety of park, recreation and open space opportunities available to the community.**

- a. Provide new park facilities where service levels fall below standards consistent with

the priorities established in the Park, Recreation and Open Space Master Plan. Focus should occur on priorities established on both a city-wide basis and individual park planning district perspective to ensure that the highest rated facilities and amenities are addressed in a prudent and proactive manner.

- b. Integrate visions from projects outlined in the City's Comprehensive Plan, for example: Lake Worth Vision, Lake Arlington Plan, Urban Villages, Transit Oriented Development, Fort Worth Bike Plan and Trinity River Vision.
- c. Monitor emerging trends in park and recreation facilities development both locally and nationally.

**4. Expand recreational opportunities in the floodplains of the Trinity River and its tributaries.**

- a. Continue cooperative efforts with Streams and Valleys, Inc., the Tarrant Regional Water District, Tarrant County and the North Central Texas Council of Governments, and partner municipalities.
- b. Understand the boundaries of public open space managed by the Tarrant Regional Water District and investigate the opportunities for inclusion in City-wide open space.

**5. Build and enhance community partnerships to deliver quality services and facilities.**

- a. Seek partnerships for cooperative facility use and development with Independent School Districts, other governmental entities and non-profit agencies serving the City of Fort Worth to expand recreational programs and community services opportunities.
- b. Reaffirm existing partnerships for cooperative facility use and development with Independent School Districts, other governmental entities and non-profit agencies serving the City of Fort Worth to expand recreational programs and community services opportunities.

**6. Preserve and enhance the City's natural, historical and cultural developed resources.**

- a. Implement current park master plans that address the preservation and restoration of natural open spaces including the following parks: Northwest Community Park, Fort Worth Nature Center and Refuge, Tandy Hills and Stratford Park Natural Areas, and Overton and Foster Parks.
- b. Implement current park master plans that address the preservation and restoration of historic and cultural landscapes including the following park facilities: Log Cabin Village, Fort Worth Botanic Gardens, Rockwood Golf Course, Heritage Plaza, the Fort Worth Zoo and Lake Worth.