

DICKINSON PARKS & RECREATION

STRATEGIC PLAN

2023 - 2025



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Dickinson Parks and Recreation District (DPRD) Strategic Plan for 2023-2025 provides a framework that guides the District in establishing priorities for the current three-year timeframe. The District works with stakeholders, community partners, and other key individuals to establish the Strategic Plan. The plan was included in the employee committee review process which identified specific priorities and goals that aligned with community needs. The Strategic Plan emphasizes three priorities: (1) The need for being a model organization in training, recruitment, retention, and employee well-being; (2) maintain and develop athletic venues, destination parks, and Patterson Lake in an effort to be a premier tourist destination in western North Dakota; and (3) improve the reach of leisure services to all segments of the community including age, gender, disability, program interest, and income level. Rigorously reviewed on an annual basis by the District's leadership team, the plan remains dynamic, adapting to evolving challenges and opportunities, with a forthcoming update geared towards addressing the landscape of 2026 and beyond.

1 STRATEGIC PRIORITY

Dickinson Parks & Recreation will be a model organization in training, recruitment, retention, and well-being of employees.

A. STRATEGIC GOAL: Improve staff hiring and onboarding processes.

- Establish consistent hiring principles.
- Update job descriptions and job announcements to highlight the benefits of working for DPRD.
- Develop onboarding processes for all positions.

B. STRATEGIC GOAL: Improve Employee Culture and Retention

- Implement monthly team building.
- Review employee full and part-time benefits.
- Evaluate part-time employee pay scale structure.
- Develop full-time employee apparel plan.
- Implement Employee of the Month and Employee of the Year Programs.

C. STRATEGIC GOAL: Promote professional development and training

- Plan for local/regional/national conferences best suited for each employee and position.
- Promote staff involvement with outside agencies and key stakeholders.
- Improve employee evaluations and goal setting.
- Establish and train staff on key customer service principles.

D. STRATEGIC GOAL: Improve DPRD Financial sustainability through tax revenue, user fees, and grants.

- Adjust General & Capital Betterment Fund Mill Levy as needed to maintain the current level of service.
- Consistently apply for available grants and develop the Dickinson Parks & Recreation Foundation.
- Review user fees annually.



2 STRATEGIC PRIORITY

Dickinson Parks & Recreation will maintain and develop athletic venues, destination parks, and Patterson Lake in an effort to be a premier tourist destination in western North Dakota.

A. STRATEGIC GOAL: Develop district master plan.

- Develop a 5-year Capital Improvement Plan.
- Develop and update all district standard operating procedures.
- Conduct a community needs assessment with additional focus group sessions.

B. STRATEGIC GOAL: Develop destination parks, facilities, and district identity.

- Rebrand Dickinson Parks & Recreation and promote Gold Medal status.
- Identify destination parks and facilities to prioritize future funding.
- Invest in existing parks and facilities as opposed to developing new parks and facilities.
- Develop an adopt-a-park program.
- Designate specific undeveloped parks for tree planting program.

C. STRATEGIC GOAL: Improve trail connectivity.

- Have a representative on the Dickinson City Trails Committee.
- Identify key gaps in trail connectivity.

3 STRATEGIC PRIORITY

Dickinson Parks & Recreation will improve the reach of leisure services to all segments of our community including age, gender, disability, program interest, and income level.

A. STRATEGIC GOAL: Increase special group programming (i.e., teen, senior, inclusive, adaptive)

- Work with City to create a safe space for teens.
- Offer programs for families, seniors, and adaptive population.
- Develop programming that encourages use of Patterson Lake.

B. STRATEGIC GOAL: Partner with public, private, and non-profit entities to improve community wellness.

- Create partnerships with community organizations such as: CHI St. Alexius Medical Center, Sanford Health, Southwestern District Health Unit, SW Art & Science Center Committee, Dickinson Library, Dickinson Youth Commission, Badlands Human Service Center, Regional After School Program, Best Friends Mentoring Program, ABLE, Inc., Community Action Partnership, Dickinson Convention & Visitors Bureau, City of Dickinson, Stark County, Dickinson Area Chamber of Commerce, etc.
- Offer regular community wellness classes and host AA/NA/EDA, AARP, etc.
- Promote community user groups as partners with DPRD.
- Compile list of community resources and contact information.

C. STRATEGIC GOAL: Increase fitness classes and fitness events offered by the WRCC.

- Provide no less than 35 fitness classes per month.
- Provide at least 6 fitness related events during the year.
- Develop a customer loyalty program.

D. STRATEGIC GOAL: Create and promote multi-use facilities as opposed to developing new facilities.

- Line tennis courts for pickleball.
- Adjust 2 North Complex fields for baseball/softball play.

