

CHAPTER EIGHT – IMPLEMENTATION PLAN

8.1 DISTRICTWIDE

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW1	Most programs are classified as “MPT direct” delivery despite generally large similar provider market.	Program Matrix, Similar Provider Analysis, Interviews	During the business plan and budget process each biennium, assess if direct-provision of program is the best delivery method; ensure programs cost-recover according to policy.	ALL with Guidance from Governance	✓	✓	✓
DW2	Frequent misalignment between pricing classification and reported cost recovery levels.	Program Matrix, Interviews, Consultant Observation	a) Host an annual staff workshop on cost recovery policy and application.	ALL with Guidance from Governance	✓	✓	✓
			b) Develop a consistent process of evaluating program performance using program matrix data to ensure pricing and cost recovery are aligned with policy and performance standards.	ALL with Guidance from Governance	✓	✓	✓



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW3	Not enough regular and consistent collaboration between departments related to program development, best practices, and alignment of services.	Staff Workshop	a) Review, and build off the Environmental Education, Outdoor Education and Eco-Tourism Program Plan/team model for each of the three mission led areas. Host, at a minimum, an annual summit. Involve staff who have capital, operational, and administrative interests.	Designated Mission-Led Program Committee Chairs	✓		
			b) Continue the use of the Program Matrix templates for consistency. Have program/facility teams continue to update the matrices each year and discuss opportunities for consistency.	Governance and Direction Dept. (Data Analytics)	✓		

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW4	High number of people with need for community events, with a relatively high proportion of unmet need.	Statistically Valid Survey, Focus Groups, Interviews, Web Survey, Staff Meetings, Public Forums	a) Establish an event plan, for each planning area, that reflects the unique demographics and interests of each planning area. Use events as a delivery method to resolve unmet need and fill interest/service gaps when appropriate. Work with cultural community partners, business districts and others to improve and market events that are signature for the agency and/or each planning area.	Marketing & Business Development Officer	✓		
			b) Determine the best method for agency wide collaboration and management related to events.	All program and facility supervisors	✓		
			c) Assess if any signature events can/should be at a higher price point than 'free community'. Engage with City and other partners for Tourism focused events.	Marketing & Business Development Officer	✓		

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW5	Need for more equity in distribution of social gathering spaces (e.g., picnic areas and shelters, and publically accessible open space).	Statistically-valid Survey, Program Matrix, Focus Groups, Interviews, Public Forums	a) Review perception of social equity and perceived and real issues of service during the Strategic Master Plan update; focus on social equity as a core issue in the plan. This aligns with NRPA's tenets and supports District values.	Planning	✓		
			b) Review LOS for all passive use park amenities by planning area compared to community interest survey; identify gaps and highlight and advance improvements in the CIP.	Planning / GIS Supervisor	✓	✓	✓



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW6	Need for enhanced and consistent participation tracking across all programs.	Program Matrix, Consultant Observation	a) Invest in IT tools and a performance management system that assigns proper participation tracking methods to various delivery methods (attendance, camps, etc.) for accuracy and consistency; augment and advance Districtwide Performance Mgt. program.	Chief Strategy Officer / Data Analytics / IT Manager	✓	✓	✓
			b) Work with Community Centers/Recreation Management to develop a consistent membership tracking model for center participations as Perfect Mind is instituted. Considerations should be made to track card scans, rental attendance, and class participation that lead to a comprehensive annual attendance at all centers.	Community Center Managers / Data Analytics / Rec Bus & Perf Manager	✓		



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW7	Lack of adherence to minimum participation threshold.	Program Matrix	a) Establish a regular reporting and data review cycle that will trigger if min participation thresholds have been overridden; build in data analysis and assessment periods so declining trends are quickly identified. Reports such as “Red, Yellow, Green Report” should be improved and implemented.	Program Managers w/ guidance from Governance	✓	✓	✓
			b) Ensure performance review is a critical part of business plan renewal and program validation before ‘rolling’ forward into any new budget development process. Review program performance as part of the staff evaluation process.	Program Managers w/ guidance from Governance	✓	✓	✓
DW8	Unleveraged demand for volunteerism opportunities, especially in NE and especially for 50+ age segment system-wide.	Statistically-valid Survey	Invest in resources for a consolidated volunteer engagement campaign (i.e., VolunTiers); with a special emphasis on at least one contact for volunteerism in each planning area who can work with the community locally and lead at least one major district-wide initiative.	HR		✓	

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW9	Need for enhanced productivity goals for facilities and buildings.	Focus Groups, Interviews	Develop a capacity profile for each community center, identifying any unused space and means for increasing productivity and maximizing use of space all hours/all weeks of the year. Include this profile and strategies in each center Business Plan. Strategies should be founded in market research and community need data.	Community Center Managers	✓		
DW10	NW planning area too large and diverse to be adequately understood and served as one area.	Planning Area Map, Staff Interviews	a) Assess impacts and recommend whether Central and New Tacoma should become a planning area separate from North & West during the Strategic Master Plan update.	Planning	✓		
			b) Assess how MPT planning areas align/could align better with other City planning area designations. Share data with the City of Tacoma to support sub-area planning efforts.	Planning	✓		

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW11	Expectations on Metro Parks may exceed our charter and/or resources.	Interviews	a) Advance collaborative agreements with Tacoma Schools, City of Tacoma and TPCHD to define shared responsibilities and roles in meeting community needs; align strategic vision and communicate shared goals.	Governance / Planning	✓		
			b) Develop a listing of funding source guidelines and what they support, using that information to inform how we define key goals, objectives and strategies during the Strategic Master Plan update (i.e., water access).	Governmental Relations Mgr / Resource Development / Planning	✓		



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW12	MPT's role as a regional provider versus a local provider is not always clear.	Staff	a) Continue to strengthen MPT's enterprises and regional park system, seeking self-sustaining tourism resources while protecting tax-supported local services that meet needs; assess organizational structure / approaches that differentiate the two different business models during the Strategic Master Plan update.	Planning / Governance	✓		
			b) Increase the District's engagement in the development of a regional trail network. As applicable, provide leadership, capital, planning, outreach and engagement to partner agencies to achieve this goal.	Governance / Planning	✓	✓	



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW13	MPT's classification system (neighborhood, community park, urban park), trail system and LOS may not align with public interest.	Scientific Survey - (i.e., restrooms, high event interest)	a) Review and reset park LOS during the Strategic Master Plan update (scheduled 2017 for adoption by 3/1/18); Coordinate MPT and COT planning area designations and LOS.	Planning	✓		
			b) Engage in regional trails system planning and development activities to meet high interest in regional connectivity and soft/hard surface trails.	Planning / Parks Director	✓	✓	✓
DW14	Evaluate and improve scientific data collection tools/use of data in order to consistently inform strategic planning decisions.	Staff	a) Use the slated 2017 Use & Satisfaction / Scientific Survey opportunity to build off the baseline already established in 2013, 2015 while closing needed information gaps; maintain commitment to a scientific survey each biennium.	Planning	✓		
			b) Coordinate planning areas and LOS standards to facilitate information sharing and joint planning with the City of Tacoma and/or other jurisdictions.	Planning	✓		

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW15	There is a lack of cultural demographic information tracking.	Interviews, Consultant Observation	Advance the District-wide loyalty system, attached to Perfect Mind, so a resident profile can be established that includes ethnicity, income, etc. and this information can be accessed when viewing registered participations and spending behavior.	CSO / IT Plan / Data Analytics Administrator		✓	
DW16	There is a need for local-based programming when facility access may be a barrier to community residents.	Statistically-valid Survey, Consultant Observation	Increase access to programs that only occur in one planning area by offering extension or outreach programming in the other planning areas.	Program Managers w/ guidance from Governance	✓	✓	✓
DW17	Align mission-led areas to correspond to community need and interest.	Statistically-valid Survey, Consultant Observation, Staff	Rename mission led area, "Culture & Heritage" to "Arts & Heritage".	Governance / Planning	✓		

8.2 ACTIVE LIVING & COMMUNITY WELLNESS

8.2.1 AQUATICS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ1	Swim lesson participation has declined since FY12 for: Center at Norpoint, Foss High School, Mt. Tahoma High School, and Stewart Heights Park Pool.	Program Matrix	a) Create a campaign to market swimming as a sport and as a safety element to re-engage the community in aquatics as a life skill/youth development experience. Focus on peak usage times for families.	Aquatics	✓		
			b) Stabilize the use of facilities within the school district – educate the School District on impacts of inconsistency / quality issues.	Governance / Recreation Director	✓		
			c) Work with Center staff to manage membership trends to see if there is an effect on swim lessons; market lessons more to non-members at Norpoint.	Aquatics Sr. Coordinator / Community Center Manager	✓		

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ2	The unmet need for swimming lessons is moderately high, especially for youth in the SW planning area.	Statistically-valid Survey	a) Be a referral agency as well, redirecting people to pools that may meet needs; while assessing own capacity to economically provide maximum programming. Outline strategies in the Aquatics Business Plan.	Aquatics Sr. Coordinator	✓		
			b) Add a Saturday program and/or Sunday PM slot at Mt. Tahoma HS include: swim lessons, lap swim and water aerobics. Work with school on appropriate water temperature for recreational programming.	Aquatics Sr. Coordinator / Governance		✓	
AQ3	Open swim participation levels remain high for SE and NW planning areas but are not offered in SW region where MPT provides services at school pools.	Program Matrix	a) Include a SW engagement strategy in the aquatics business plan.	Aquatics Sr. Coordinator		✓	
			b) Create targeted outreach strategies to reach users in the SW, looking at ways for those residents to specifically benefit from the districtwide sport/safety campaign.	Aquatics Sr. Coordinator		✓	

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ4	Lap swim participation trend numbers are positive but they are only offered in the NE and SE regions where MPT operates its own pools.	Program Matrix	a) This is based on facilities and limited access to Mount Tahoma school. Explore options for SW residents to use partner (LA Fitness, Lakewood YMCA) or do a special promotional campaign to engage them in the closest pool to them. Include a SW Strategy section in Aquatics business plan.	Aquatics Sr. Coordinator	✓		
			b) Start tracking actual lap swim participants at all locations to make business determinations.	Aquatics Sr. Coordinator	✓		
AQ5	Indoor pool need is high, and the SE and SW regions have especially high unmet needs.	Statistically-valid Survey	a) Eastside Pool is to be replaced and rebuilt within the Eastside Community Center	Planning / Aquatics Sr. Coordinator		✓	
			b) Reach out to LA Fitness/Lakewood Y to offer programs at their facility located @ Hosmer ST (near Bass Pro Shops); develop a feasibility plan to meet these needs within the Business Plan	Aquatics Sr. Coordinator		✓	



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ6	There is a disproportionately unmet need for outdoor play swimming pools in the NE.	Statistically-valid Survey	Review Level of Service for Pools and/or Spray-grounds in the NE during the Master Plan update process.	Planning	✓		
AQ7	YMCA may be an underutilized partner for aquatic spaces.	Focus Groups, Similar Provider Analysis, Interviews	Include strategies in the Aquatics Business Plan to address gaps through partnership whenever possible. Reach out to the YMCA and offer a discounted rate to their overflow program participants. Reach out to LA Fitness to offer programs at their facility located on Pearl & 6 th and on Hosmer ST (near Bass Pro Shops)	Aquatics Sr. Coordinator	✓		

8.2.2 COMMUNITY & SOCIAL WELLNESS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
CSW1	High proportion of unmet need and requests for additional youth enrichment opportunities, especially in the NE.	Focus Groups, Interviews, Statistically-valid Survey	a) Seek to brand a strong youth program at Norpoint/Meeker; do assessment work to identify the audiences, what is desired in terms of enrichment to meet the need.	Youth Services Manager	✓		
			b) Do more in-depth work in NE Tacoma to understand what events/enrichment activities youth would specifically benefit from.	Norpoint Center Supervisor / Youth Services Manager		✓	
CSW2	Titlow Park summer Day Camp has increased participation each year since FY12; need for more summer camps.	Focus Groups, Statistically-valid Survey, Program Matrix	a) Review operational model for Titlow during Business Plan process; seek to maximize capacity. Explore more specialty camps, extended care options and teen leadership for 15+.	Youth Services Manager	✓		
			b) Recommend and develop other camp locations (STAR, Wapato) to meet demand; work with users to define expansion location(s) and program when at capacity in current locations.	Youth Services Manager		✓	

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
CSW3	Generally high proportion of unmet need for youth after school or other drop in programs.	Statistically-valid Survey	Brand a collaborative approach to youth at the SERA campus, as a hub of youth activities. Utilize a youth council to define programs and engage peers. Look at programming to meet need for social dance, art, cooking; also passive drop in or hang out space.	Youth Services / STAR Supervisor	✓		
CSW4	High unmet need exists for adult group trips/social clubs, particularly in the NE.	Statistically-valid Survey, Program Matrix	Develop a stronger FAB program at Norpoint with an awareness campaign/focus group to define program level of service; expand SAIL, senior drop in dance and social clubs.	FAB Sr. Coordinator / Norpoint Supervisor	✓		
CSW5	Need for a community center (with indoor fitness), especially in SE or east side in general.	Statistically-valid Survey, Focus Groups, Interviews	Advance Eastside Community Center, #Imagine Eastside; continue promotion and engagement with the community to move into new center upon completion (i.e., Winners Gym, Portland Ave)	Portland Ave Supervisor / Recreation Director	✓	✓	



CSW6	There is a generally high unmet need for cooking classes, especially for adults in SE, and for youth in both SE and SW.	Statistically-valid Survey, Program Matrix	a) Update Norpoint's kitchen to be a teaching kitchen that can accommodate classes.	Norpoint Supervisor / Metro Arts Planning/Parks		✓	
			b) Explore partner spaces for cooking experiences in the SE and SW (churches, restaurants, etc.).	Metro Arts	✓		
CSW7	Portland Avenue Community Center should have more senior programming.	Public Forums	a) Develop a strong FAB program at Portland Avenue with awareness/focus group to define program level of service (fitness, health, social clubs, mobile Library or book club).	FAB Sr. Coordinator / Portland Ave Sup	✓	✓	
			b) Actively participate in the Eastside Collective Impact Partnership.	Portland Ave Sup	✓		
CSW8	MPT should be partnering with similar providers (e.g., Health Department) to address community need(s).	Focus Groups, Interviews	a) Create an inventory of community wellness partner initiatives and resources available and recommend MPT involvement/alignment.	Governance / Recreation Director	✓		



			b) Assign agency leadership to work specifically with the City of Tacoma and TPCHD on collaborative approaches to common health issues (host City enviro-programs at centers, offer space to host these initiatives).	Governance / Recreation Director	✓	✓	
CSW9	High proportion of unmet need for pet classes/experiences, especially in the NE.	Statistically-valid Survey	Develop an event plan of one experience per quarter in NE and work with the community/use data to define events. Start with a pet event (dog agility, pooch run, community dog festival, Humane Society collaborative).	Norpoint Center Sup	✓		
CSW10	High proportion of unmet need for programs for people with disabilities, especially in the NE; however, high importance in the SW and SE.	Statistically-valid Survey, Focus Groups	a) Assign staff to explore the facility & community needs in NE more in-depth; looking at interest, transportation, amenities. Engage adaptive rec if interests align more closely with adaptive programming.	Spec Rec Sr. Coordinator		✓	

			<p>b) Use Norpoint as a pick up site for Spec Rec trips and advertise services more aggressively in NE. Train staff at Norpoint to work effectively with this customer base; evaluate transportation options that work best for this population.</p>	<p>Spec Rec Sr. Coordinator / Norpoint Center Supervisor</p>	<p>✓</p>		
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8.2.3 FITNESS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT1	Overall, fitness programs are among the most needed, but there is a relatively high proportion of unmet need, especially for adults in the SW.	Statistically-valid Survey	a) Increase marketing in the SW and look for nature-based or dance-focused opportunities that will engage the markets who expressed those interests. Look at non-traditional seasonal outdoor fitness options.	STAR Facility Supervisor	✓		
			b) Reassess campus mentality in regards to fitness at STAR. (We cannot consistently host new classes at BGC or Gray because they get cancelled and result in overall frustration for staff and customers); need to identify and advance fitness programs that meet unique needs of residents in the SW in spaces that we can better control quality and access; expand to outdoor and park locations or adjust internal usage patterns within STAR for core programs.	STAR Comm Ctr Supervisor / Recreation Director	✓		



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT2	Fitness programming is not equitably distributed throughout the district; SE and NW are underserved.	Statistically-valid Survey, Program Matrix, Maps, Web Survey	a) Explore non-facility based fitness opportunities and evaluate why people in NW feel the area is underserved when the area has the largest number of similar providers.	Fitness Sr. Coordinator	✓		
			b) Complete the Eastside Community Center and market services to Southeast to be served with the new ImagineEastside. Expand park-based fitness in Swan Creek/Wapato/etc. and Portland Avenue in the meantime.	Recreation Center Manager / Portland Avenue Supervisor / Fitness Coordinator	✓	✓	
			c) Separate downtown and New Tacoma area from NW Quadrant and create new quadrant. Better assess services and manage to varying demographics of both areas.	Planning / Master Plan Process	✓		

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT3	NW and SE regions have the highest need for an indoor fitness/exercise center (SE has a current facility, with a new facility being designed).	Statistically-valid Survey	a) Perform a feasibility study, including similar providers for NW quadrant, to assess actual need.	Planning / Master Plan Process	✓		
			b) ImagineEastside will address needs of the SE.	Planning / Master Plan Process	✓		
FT4	Yoga is an upward trending program and programming in NW may not be keeping up.	Dems and Trends, Program Matrix, Statistically-Valid Survey, Web Survey	Fitness Business Plan should include further study of yoga programs/studios and fees throughout the district; yoga providers are actually dominated in the NW. Potentially expand yoga at Jefferson yoga; research other potential MPT locations such as outdoor yoga/Yoga in Point Defiance, TNC and Wright Park.	Fitness Coordinator	✓		
FT5	There is a lack of fitness programming in the SE planning area; however, runs are well represented.	Program Matrix	ImagineEastside will address. Review program mix and assess needs again after facility is in place.	Planning / Portland Avenue Supervisor / Fitness Coordinator			✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT6	The NE has the highest need for organized runs.	Statistically-valid Survey, Program Matrix	a) Market existing runs in the NE area. Many runs are located in the waterfront and downtown area making the location easily accessible from NE.	Fitness Coord. / Norpoint Center Supervisor	✓		
			b) Work with the community on an action plan for quarterly events in the NE, which may include an additional run in the NE beyond the Turkey Trot. Look for non-traditional run experiences that may meet another unmet need.	Fitness Coord. / Norpoint Center Supervisor	✓		
FT7	High proportion of unmet need for health/wellness information and personal training, especially in SW.	Statistically-valid Survey	Review/update marketing plan and fitness campaign for STAR, which extends beyond the facility to include dance, outdoor adventure and other health/fitness/wellness interests that were indicated as being unmet in the survey; work with the community to tailor an approach that will meet their needs.	STAR Center Supervisor / Fitness Coordinator		✓	
FT8	High proportion of unmet need for gyms/indoor sports courts, especially in SW.	Statistically-valid Survey	a) Improve the Interlocal Agreement between MPT and Tacoma Public Schools for more consistent gym access.	Governance / Recreation Director	✓		



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			b) Advance the SERA master plan to include additional indoor multi-sport facilities and/or pursue partnership or purchase of other like facilities to meet indoor sport court needs. Seek to create a premier indoor league and tournament facility for year round use.	Planning / Recreation Director		✓	

8.2.4 SPORTS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP1	Increasing need to balance traditional sport service provision with national trends of non-traditional sports (e.g., Pickleball, lacrosse, rugby, etc.); engage adults with specialized sport interests.	Dems and Trends, Program Matrix, Statistically-Valid Survey, Web Survey, Focus Groups, Interviews, Public Forums	a) Test non-traditional sports in the local market, by seeking out clubs and groups with interest and brainstorming potential partnership and launch opportunities. Specifically test lacrosse and see if rugby expansion from Portland Avenue is needed.	Sports Sr. Coordinator		✓	
			b) Work with summer camp providers to promote and pilot alternative sport camps that may be of interest to local youth.	Sports Sr. Coordinator	✓		
			c) Work with the community to craft the 'model' outdoor sport court and how it can be designed/relined for pickle ball and other emerging sports.	Comm/Neigh Parks Manager / Sports Sr. Coordinator		✓	
			d) Host sport round-tables at People's Norpoint, STAR, Portland Ave and talk about how fitness and sports could integrate and extend out of the centers more.	Sports Sr. Coordinator / Comm Center Manager		✓	



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP2	Although a reported lower priority, there is relatively high proportion of unmet need for non-traditional team sports for both youth and adults in NE.	Statistically-Valid Survey	a) Host sports round-table at Norpoint, gathering all community sport programs (youth and adult), showing all the NE facilities available and talking about desired uses (Browns Point, NE Tacoma, Curly Slide, Meeker). Identify Sports POC for NE at Norpoint.	Sports Sr. Coordinator / Neigh & Comm Parks Manager / Norpoint Center Supervisor		✓	
			b) Work with TPS and sport providers to discuss facility improvements and league administration to move on community interests.	Sports Sr. Coordinator / Neigh & Comm Parks Manager / Norpoint Center Supervisor		✓	
SP3	Youth Basketball at Norpoint is trending downwards, but Youth Basketball camps are doing well.	Program Matrix	c) Review basketball trends and interests in detail in the Youth Sports Business Plan, evaluate demographics, competition and quality issues.	Sports Sr. Coordinator / Norpoint Center Supervisor	✓		



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP4	Sports/lessons camps are reported as a high importance/high need program throughout the District; specifically, there is relatively high proportion of unmet need for sport lessons/camps programs in the SW.	Statistically-Valid Survey	a) Activate the multi-use sports field at SERA; survey users and seek to expand camp and lesson use that meets local community need. Identify a Sports POC for SW at STAR.	Sports Sr. Coordinator	✓		
			b) Assess other sport needs for SERA campus and recommend improvements to the sports elements within the full complex to meet local and regional needs.	Sports Sr. Coordinator		✓	

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP5	No adaptive sport recreation programs are offered in the NE and SE; SE has the highest 50+ age segment “importance” rating for programs for people with disabilities.	Dems and Trends; Program Matrix, Statistically-Valid Survey	a) Adaptive should work with center staff to develop jointly provided/promoted sports experiences out of Portland Avenue for SE and Norpoint for NE.	FAB Sr. Coordinator / Adaptive Coordinator / Center Supervisors	✓		
			b) Update Specialized Recreation Business Plan; segment out specialized recreation community/needs by planning area and evaluating if services can be more localized to sites addressing unique transportation and facility needs for this population	Spec Rec Sr. Coordinator		✓	
SP6	While limited in comparison to other facilities, the highest proportion of unmet need for skateboarding facilities is in SW.	Dems and Trends, Statistically-Valid Survey, Web Survey, Focus Groups, Public Forums	a) Advance the SERA master plan to include skateboarding, outdoor adventure elements.	Planning		✓	✓
			b) Establish LOS for skate parks/skateboarding facilities in the Strategic Master Plan	Planning		✓	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP7	Although a lower community priority and while limited in comparison to other programs, there is relatively high proportion of unmet need for youth skateboarding lessons.	Statistically-Valid Survey	Advance work with Alchemy to develop the Skateboard Facility and program at Stewart Heights; look at covered space, lesson area, etc. that can make this a major hub for the skateboard community.	Neigh & Comm Parks Mgr / Sr. Sports Coordinator	✓	✓	
SP8	Relatively high proportion of unmet need for golf courses in SW; however, the highest need and importance is in the NE.	Statistically-Valid Survey	a) Create a local neighbor promotion for Meadow Park; focused on the markets that expressed need in the SW.	Golf Course Manager	✓		
			b) Perform an assessment of users and utilize Advisory Committee to refine market niche and priority elements to retain and grow usage.	Golf Course Manager	✓		

8.3 CULTURE & HERITAGE

8.3.1 ARTS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ART1	Relatively high proportion of unmet need for “Fine arts, performing arts, or music instruction” despite number of similar providers.	Statistically-Valid Survey; Similar Provider Analysis	Perform additional survey work to discover what type of “fine art, performing arts, or music instruction” is desired; the array of arts offerings listed is very broad.	Metro Arts Manager	✓	✓	
ART2	The 50+ population has a high need for fine arts, performing arts, and/or music instruction except for the SE planning area.	Statistically-Valid Survey, Program Matrix	Further investigation through business planning with regard to discovering what types of art are needed. More investigation needed as to type of arts programming in the NW, NE and SW quadrants.	Metro Arts - Staff	✓	✓	
ART3	Relatively high proportion of unmet need for “Dance classes and drop in dance socials,” especially for both adults and youth in SW.	Statistically-Valid Survey	a) STAR Center (SW) has the highest number of drop in social dance class options in the MPT inventory. Look into what youth social dance class options people may want. Marketing needs to be a priority for the rest of the community with regard to current adult class options.	Metro Arts- Staff working alongside Marketing	✓		



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			b) Evaluate expansion of school-based afterschool programming/promotion of these activities in the SW.	Metro Arts- Staff working alongside Marketing	✓		
ART4	Despite need stated above (ART3); current programming is trending downwards in many areas except for (NE 3-4 Beg. Ballet and SE Ballet).	Statistically-Valid Survey, Program Matrix	Investigate cross marketing with Data Analytics, possibility of other time offerings, types of classes and beef up marketing in general of all classes.	Metro Arts- Staff	✓	✓	
ART5	NW has the highest importance and need for fine arts, performing arts, or music instruction programs; there are also the most identified similar providers in this	Statistically-Valid Survey, Similar Provider Analysis	a) There are similar service providers in the NW that do offer some of these classes; however, most of the providers are within the downtown corridor. Consider creation of different planning areas.	Governance / Planning	✓	✓	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
	area (19).		b) The NW quadrant is diverse with its socio-economics between the neighborhoods, as well as comprising a relatively large geographical area. Data suggests desire to have programming in close proximity to living; explore possibility of offering in areas located further away from the downtown corridor such as People’s Center, Grant Elementary & SAMI/Pt. Defiance for both visual arts and music. Additionally, explore which type of fine art will be the best provided.	Metro Arts Manager	✓	✓	✓
ART6	Balance need for arts classes (dance, performance, etc.) with an appropriate pricing structure.	Statistically-Valid Survey, Focus Groups, Interview, Similar Provider Analysis	Through the business planning process, evaluate pricing, format, and hours which may impact access. Do this to explore each planning area’s desired art program mix.	Metro Arts Manager	✓		

8.3.2 PARK HERITAGE & LIVING HISTORY

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
PH1	Almost all Metro Parks' Park Heritage & Living History programming takes place in NW planning area due to focus on facility-based experiences. Also, almost all similar providers exist in this area.	Program Matrix, Maps	a) Integrate heritage components into other program offerings (i.e., Heritage garden/heirloom seed presentations at community gardens.).	Fort Nisqually Site Manager	✓		
			b) Additional staff working with Culture and Heritage could deliver programming – walk, talks, etc. on park heritage throughout the community.	Historic and Cultural Resource Manager	✓		
			c) Continue to expand and promote alternative sources of park heritage programs such as interpretive signage and on-line access to historical information.	Historic and Cultural Resource Manager	✓		
			d) Research expansion of in-school outreach programs	Fort Nisqually Site Manager	✓		
			e) Through partnerships and employee outreach, MPT can help support organizations working to provide heritage programming in SW and SE area.	Fort Nisqually Site Manager and Historic and Cultural Resource Manager; Marketing should be involved as a District initiative.	✓	✓	

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
PH2	While limited in comparison to other programs, a moderately high proportion of the population has an unmet need for “Historic re-enactment activities.”	Statistically-Valid Survey	a) Learn what re-enactment interests exist in the community; support nearby venues that offer historical reenactments such as Historic Fort Steilacoom near the SW quadrant.	Fort Nisqually Site Manager Chief Marketing & Business Officer	✓		
			b) Better marketing and promotion of Fort Nisqually events for those with historic interests	Fort Nisqually Site Manager / Historic and Cultural Resource Manager Chief Marketing & Business Officer	✓		
PH3	NE has highest unmet need and importance for historic re-enactment events for both youth and adults; however, SE and SW (especially for older adults) rank these programs as more important.	Statistically-Valid Survey, Web Survey, Focus Groups	a) Additional heritage outreach staff	Fort Nisqually Site Manager / Historic and Cultural Resource Manager	✓		
			b) Support partnership with the Points Northeast Historical Society to augment their existing programming.	Fort Nisqually Site Manager / Historic and Cultural Resource Manager	✓		

8.3.3 PUBLIC ASSEMBLY

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
PA1	Leveraging the popularity of special events with the planning area demographics (i.e., cultural celebrations, etc.); use events to meet specific planning area interests.	Staff Meetings, Public Forums	Investigate the opportunity to work with cultural groups housed within each quadrant to host cultural celebrations; create a stronger link with business districts to diversify the types of programming offered at events.	Community Centers Manager/ Centers Supervisors Marketing & Business Development Officer	✓	✓	✓
PA2	High need for picnic areas and shelters in the SE and SW planning areas.	Statistically-Valid Survey	a) Potential marketing issue, or issues with reservation policies and/or inability to reserve facilities.	Rentals & Permits	✓		



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			b) Consult master plans and see if additional shelters are planned within SE, SW planning areas; consult with CIP in regard to building more shelters; pull up documents that outlined where shelters were slated to be built and see if that aligns and how it overlays with findings from MLCP survey data.	Rentals & Permits	✓		
PA3	Respond to the increasing need and interest to use park spaces for social clubs and trip departure locations.	Program Matrix, Scientific Survey	Build community social club programming in to the facility productivity model for each site as warranted based on interest.	Community Center Manager / Community Center Supervisors	✓		

8.4 NATURE & ENVIRONMENT

8.4.1 ENVIRONMENTAL EDUCATION

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE1	Relatively high proportion of unmet need for “Science/environmental education programs” for youth in NE.	Statistically-valid Survey	a) Hold family hikes and nature-based environmental education in NE parks	ZEED	✓	✓	✓
			b) Construct the wetlands & boardwalk projects at the Norpoint Community Center, as identified in its master plan.	Planning		✓	
			c) Anticipate opportunities for programming when improvements to the Center at Norpoint Wetlands comes on-line	ZEED			✓
			d) Explore programming at Alderwood Park in conjunction with the adjacent library and neighboring churches	ZEED / Parks	✓	✓	✓
			e) Anticipate opportunities for programming when the Foss Waterway access site becomes available at the head of the Thea Foss. Assess both boating as well as marine education	ZEED		✓	✓



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE2	SW planning area has the highest need for “Green Living” educational programs and there is currently no environmental education programs offered in the planning area.	Statistically-valid Survey, Program Matrix	Advertise and hold sustainability workshops such as composting, beekeeping, and green energy in SW. Partner with others (WSU Extension, Pierce Conservation District, TPC Health Dept. Natural Yard Care, COT) in delivering these programs.	Governance / Parks / ZEED	✓	✓	✓
EE3	NE planning area has a high need for “Green Living” educational programs for 50+ population but there is currently no environmental education programs offered in the planning area.	Statistically-valid Survey, Program Matrix	Advertise and hold sustainability workshops such as composting, beekeeping, and green energy in NE. Identify and work through partners as identified above.	Governance / Parks / ZEED	✓	✓	✓



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE4	Science/environmental education programs show high need among youth.	Statistically-valid Survey, Public Forums, Focus Groups, Interviews	a) Add programming for youth at the Tacoma Nature Center (mini-camps throughout year, after school or Saturday science clubs). Consider making the above need a priority for fund development	ZEED	✓	✓	✓
			b) Advance a “Nature in Your Neighborhood” program where naturalists bring nature based programs to local parks	ZEED/Parks	✓	✓	✓
			c) Monitor advances in the Zoo’s Empathy project as it is introduced to Tacoma Schools.	ZEED	✓	✓	✓
			d) Capitalize on the programming opportunities that exist with the SAMI Partnership, particularly when the Environmental Learning Center opens at the Zoo in 2018	ZEED / Parks		✓	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE5	Lack of “extension” or “outreach” programs that bring nature, environment, wildlife, and arts programs to areas that do not have readily available program access.	Statistically-valid Survey, Web Survey, Focus Groups, Interviews, Program Matrix	a) As part of social equity and marketing, include an outreach section to each Regional Attraction/Enterprise Business Plan that identifies strategies to make their program accessible to local residents who indicate barriers to on-site participation. Include budgetary requests for outreach each biennium.	ZEED / Parks	✓	✓	✓
			b) Look at collaboration between ZEED and other programs (youth services, specialized rec) and see if outreach programming can be provided through other District sponsored mechanisms.	ZEED / Parks	✓	✓	✓
			c) Advance opportunities in the “Wild City Wild Shores” program proposal.	ZEED / Parks	✓	✓	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			d) Expand marketing opportunities, such as Tacoma Free Days & Pierce County Free Day to areas/residents reporting access issues.	ZEED	✓	✓	✓
EE6	Citizen science programs have no program participation data.	Program Matrix	a) Establish wildlife survey protocols for consistent counting of species (similar to Audubon Christmas bird count).	ZEED	✓	✓	✓
			b) Retrieve program participation data through the Zoo and Nature Center	ZEED	✓	✓	✓



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE7	Most desired program delivery methods (hands-on learning experience, guided tour with interpretation, program in which you make something to take home) are the most staff intensive.	Statistically-valid Survey, Web Survey, Interviews	Increase special events around holidays throughout Metro Parks where participants can use a passport to visit different MPT locations – participants can get stamps by doing activities at each location that match desired program delivery methods.	ZEED / Parks / REC	✓	✓	✓
EE8	Only one identified environmental education program in SE planning area (family nature walks; has positive participation trend).	Program Matrix	Add naturalist led programs to SE parks. (EE programming in the SE area is a relatively recent phenomenon. Consider allowing more time to see how this program area gains traction, particularly as open space areas become more accessible and welcoming.)	ZEED/Parks	✓	✓	✓

8.4.2 NATURE & WILDLIFE

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
NW1	All nature & wildlife programming occurs only at Northwest Trek, PDZA, or the Nature Center. Managing program access across planning areas is important, particularly because there are virtually no similar providers.	Statistically-valid Survey, Dems and Trends, Web Survey, Program Matrix, Similar Provider Analysis, Focus Groups, Interviews	a) Have education coordinators from Parks, Recreation, Trek, TNC, and PDZA form an education committee to better coordinate service delivery.	ZEED / Parks / REC	✓	✓	✓
			b) Capitalize on programming opportunities that exist when the new Pacific Rim Aquarium opens in 2018	ZEED		✓	✓
NW2	Natural areas and wildlife habitats are high needs for all planning areas with the SW being the highest.	Statistically-valid Survey	a) Acquire, or partner with other agencies that own undeveloped land to create more parks for wildlife habitat in SW.	Planning	✓		
			b) Consider increasing investment in Wapato Hills Park and SERA to compensate for the deficiency outlined above.	Planning / Parks		✓	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
NW3	All Nature & Wildlife programming carries a pricing classification of “Highly Individual” (except PDZA programs, which are “Community /Individual”).	Program Matrix	Change cost recovery expectation for the Nature Center.	Governance / ZEED	✓	✓	✓
NW4	Programming expectations in this area are increasing for the District, especially in the areas of: natural resource interpretation; horticulture; Green Living; natural area stewardship; and volunteer management.	Scientific Survey, Program Matrix, Observation	a) Align the Tacoma Nature Center with the Natural Resources Division to acquire a synergy of similar skills. The purpose of this unit would be to consolidate natural resource management, stewardship and education into one function within the Parks Department.	Governance / ZEED / Parks	✓		
			b) Seek use of outdoor classrooms to meet program needs.	Governance / ZEED / Parks	✓		

8.4.3 OUTDOOR RECREATION & ECOTOURISM

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ORE1	Relatively high unmet need for water-based activities, especially for adults in NE and SW for both youth and adults.	Statistically-valid Survey, Focus Groups	Offer kayaking trips leaving From Brown’s Point. Provide transportation from STAR Center to a paddle location for SW.	ZEED	✓	✓	✓
ORE2	Relatively high unmet need for outdoor adventure trips and classes, especially for adults in NE, and for youth in both NE and SW; however, SE and NW both rank outdoor adventure trips and classes highly.	Statistically-valid Survey, Focus Groups	a) Expand family and youth trips including transportation from Center at Norpoint and STAR Center.	ZEED / REC	✓	✓	✓
			b) Create clubs for youth in those quadrants; build off of youth leadership model to engage youth to lead ecological projects.	ZEED / REC	✓	✓	✓
ORE3	Relatively high unmet need for natural lake swimming areas, especially in NE and SW; however, NW and SE rank natural lake	Statistically-valid Survey	a) Continue to implement the water quality projects identified in the Wapato Lake Management Plan to maintain clean, safe and touchable water at Wapato Lake	Parks	✓	✓	✓



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
	swimming areas as more important.		b) Offer human powered boat/watercraft rentals at Wapato Lake.	REC		✓	✓
ORE4	Moderately high unmet/partially met need for both hard and soft surface trails.	Statistically-valid Survey, Focus Groups, Public Forums	a) Advocate for a regional funding source that addresses this shortfall in all of Pierce County, including incorporated areas.	Governance	✓	✓	✓
			b) Work with the City of Tacoma, Tacoma School District and other such agencies to implement trail connections throughout the city.	Governance	✓	✓	✓
ORE5	The only NE outdoor recreation programming is in the format of a day camp.	Program Matrix	a) Test the possibility of running a kayaking program at Brown's Point.	ZEED, REC	✓	✓	✓
			b) Expand offerings at Norpoint (i.e., kayak classes, rock wall, etc.) and also incorporate an outdoor climb or different indoor gym climb class.	ZEED, REC	✓	✓	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ORE6	The Tacoma Nature Center is the only location that offers a family-oriented outdoor recreation program (family campouts).	Program Matrix	Explore expansion of family campouts to Swan Creek, Northwest Trek and other potential sites where it is safe and logistically practical to do so.	ZEED	✓	✓	✓
ORE7	Relatively high unmet need for fishing piers and facilities, especially in NE and SW.	Statistically-valid Survey, Dems and Trends	a) Better market the Dash Point fishing pier in the NE.	REC / Parks	✓	✓	✓
			b) The SW planning area is landlocked of fishable water. Work with the community on destination experiences that meet their interests.	REC / Parks	✓	✓	✓
ORE8	Relatively high unmet need for zip lines and challenge courses in SE and SW.	Statistically-valid Survey	Continue to evaluate the addition of such amenities in these quadrants-particularly at the SERA Campus and Wapato Hills.	Parks / Planning		✓	
ORE9	Need for balancing the inequity of outdoor adventure programming throughout the division (i.e., SE, SW, and NE)	Statistically-valid Survey, Dems and Trends, Public Forums, Focus Groups, Interviews, Program Matrix	Offer more drop off and pick up sites at multiple community centers for snow and kayak programs (i.e., leave from STAR Center for a family snowshoe trip instead of TNC).	ZEED	✓	✓	✓



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ORE10	Relatively high unmet need for community gardens in NE.	Statistically-valid Survey	Work with partners at the Pierce Conservation District to identify community garden locations and constituents.	Parks	✓	✓	