3.1 THE THREE PILLARS OF SUSTAINABILITY

The following section introduces the Three Pillars of Sustainability and the associated strategic goals for this Strategic Master Plan given all the technical research conducted throughout the planning process. A full listing of the action plan (complete with tactics and associated performance measures) can be found in Chapter 6.

3.1.1 PEOPLE: THE SOCIAL PILLAR OF SUSTAINABILITY

VISION

“Metro Parks Tacoma will inspire our community and achieve equity in our parks, programs, service delivery, decision-making, and community engagement.”

ACTION STRATEGIES AND ASSOCIATED TACTICS

P1. Ensure MPT’s workforce reflects the community it serves.
   a. Mandate that every employee receives cultural competency & equity training as part of their annual development program.
   b. Leverage all available tools and techniques to improve ethnic and gender diversity at MPT.

P2. Identify and eliminate barriers that perpetuate racial, economic and gender inequality and provide opportunity and advancement for all District residents.
   a. Adopt a 10-minute walk level of service standard for MPT.
   b. Develop a MPT Equity Action Plan that outlines specific actions and efforts. These efforts shall focus both internally as an organization, and externally in terms of how MPT serves the community.
   c. Use the Park and Facilities Level of Service Plan (2018) to identify District areas with the greatest “unmet need” for facilities and park amenities.
   d. As part of the Park and Facilities Level of Service Plan (2018), investigate the boundaries of MPT’s current planning quadrants to better align with neighborhood demographics.
e. As part of the Parks and Facilities Level of Service Plan (2018), investigate the need to nurture/develop partnerships with groups to provide cultural services and/or a community center in each planning area throughout the District.

f. Assist with interjurisdictional efforts to identify and pursue public investment strategies with partner agencies to identify parcels of land that have potential to fill service gap areas.

**P3. Continue to offer comprehensive programs and facilities in a data-driven, equitable and needs-based manner to Tacoma’s citizens in all three adopted MPT Mission Led Areas. In accomplishing this work, priority shall be given to underserved populations, with a focus on children.**

   a. Implement actions identified in the 2016 update to the MPT Mission Led Comprehensive Program Plan (MLCPP).

   b. Leverage the MPT investment in its GIS expertise to develop the 2018 MPT Parks and Facilities Level of Service Plan (LOS), which will analyze MPT’s physical asset distribution throughout the District. Ensure that this plan also includes a six-year prioritized action plan to inform MPT and partner agency CIPs, budgets, and work plans.

   c. Coordinate with the Tacoma Public School District (TPS) and align approach and outcomes in regard to the Whole Child Initiative and other strategic planning efforts as they relate to social and emotional learning for children.

   d. Revise the MPT Strategic Planning Framework to create a MPT Comprehensive Master Plan that combines this master plan, MLCPP, LOS, and their associated action plans into one document.

   e. Regularly consult the Statewide Comprehensive Outdoor Recreation Plan (SCORP) and related web-based tools to assess changing local and statewide needs and trends, shifting demographics and opportunities to pursue innovative projects with regional appeal.

**P4. Expand MPT’s presence in our community to address physical, cognitive, and behavioral health needs and priorities; reduce health disparities and improve the Tacoma community’s health.**

   a. In order to enable MPT to participate in improving public health, develop and implement programs and services with partners that are consistent with the Pierce County Community Health Improvement Plan and the Regional Health Improvement Plan (RHIP).

   b. Incorporate “Health in All Policies” approaches to address social determinants of health, the key drivers of health outcomes and inequities. Ensure decision makers are informed about the health, equity and sustainability consequences of various policy options.

   c. Pursue advocacy opportunities for parks and recreation with the Pierce County Accountable Communities of Health, Optum Pierce Behavioral Health Organization and others to improve health outcomes, increase resiliency and provide greater social connections for improved wellness and happiness.

**P5. Assume a key leadership role in the City of Tacoma’s multi-modal transportation efforts to provide city-wide connections in order to increase access to MPT parks and facilities.**

   a. Adopt and move toward the Tacoma Mobility Plan goal of, “Promote healthy lifestyles by offering improved opportunities for active living for people of all abilities through the development of robust pedestrian, bicycle, and transit networks, including bikeways, sidewalks, and linear parks.”

   b. Merge MPT programming and capital development efforts with regard to “safe routes to parks” with the City of Tacoma & Tacoma School District’s Safe Routes to Schools Program.
P6. **Continue to ensure favorable public perception of MPT’s brand, business practices, processes, and policies.**
   a. Create a brand campaign that reinforces the MPT brand. Outputs of this effort could include “Community Impact Reports” that include the new Districtwide Performance Measures identified in this plan.
   b. All adopted Districtwide Performance Measures must be consistently tracked and measured in order to determine trends, trajectories and program effectiveness.
   c. Organize and align all patron and user-intercept surveys in order to synchronize collection methodologies and centralize data availability.
   d. Enhance audience appreciation (brand, paradigm) of applied animal welfare and conservation activities of all District zoological and sustainability management operations.

P7. **Continue to invest in technology in the ever-changing digital connectivity space as a baseline effort to improve customer service.**
   a. Strategically install IT infrastructure to both improve park/facility experiences (e.g., wireless services, charging stations etc.) and allow MPT to measure usage of park/facility amenities.
   b. Upgrade the external website and focus on the advancement of appropriate mobile technologies for both staff and customers.
   c. Partner with NRPA to launch the Park Path mobile application.
   d. Work internally and externally to build a database warehouse at MPT that has capacity to interface with an MPT Customer Loyalty Program that serves the entire District.
3.1.2 CONSERVATION: THE ENVIRONMENTAL PILLAR OF SUSTAINABILITY

VISION

“Metro Parks Tacoma will advance sustainability, livability, and overall community resiliency by building a community for both current and future needs.”

ACTION STRATEGIES

C1. MPT will become a recognized regional leader in sustainable practices including green infrastructure improvements, conservation, environmental education, and biodiversity.

a. Continue to advance MPT’s “urban canopy” goal for the District while articulating and communicating the financial and environmental impact that healthy and accessible urban greenspaces have on the Tacoma community. Increase collaboration with City of Tacoma (COT) and other partners to enhance urban canopy throughout Tacoma.

b. Continue to advance the restoration of MPT-owned and managed natural areas. Improve public access to all natural areas where feasible; seek to enhance both efficiency of governance and public access to natural areas through new partnerships for management and maintenance of public lands.

c. Partner with the City’s Environmental Services Department and the Tacoma Public Utilities to identify opportunities for biosolid, wastewater and alternative energy programs.

d. Identify and allocate the appropriate labor resources to own, manage, track and communicate all goals and objectives identified in the MPT Environmental Sustainability Plan.

e. Continue to expand conservation focused programming and operational practices throughout all MPT operations and partner organizations where appropriate, such as TPS.

f. Re-frame and enhance the approach to storytelling by expanding the MPT narrative to reach behind the scenes and highlight the ‘why’ behind our conservation actions to further connect, inspire, and ultimately facilitate action in our community.

g. Develop and implement a comprehensive Conservation Engagement Plan to better connect the community with animals through relevant, memorable and innovative experiences, inspire the community to love, celebrate and interact with nature and take action to sustain wild animals and wild places.

h. Increase membership with regional/national organizations that support sustainability (e.g., USGBC).

i. Evaluate/select appropriate park land/facility sustainability standards to use as benchmarks (e.g., sustainable sites/Salmon Safe, etc.).

C2. Build urban resilience. Increase the capacity of individuals, communities, institutions, businesses, and systems within Tacoma to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

a. Implement, where feasible, recommendations from the City of Tacoma Climate Change Resiliency Study (5/16), including recommendations regarding the built environment, natural systems, and social systems.

b. Develop and implement park, trail and facility master plans that address community resiliency goals and priorities; support and integrate the City’s Master Mobility Plan into MPT capital and program planning.
3.1.3 FINANCIAL: THE ECONOMIC PILLAR OF SUSTAINABILITY

VISION

“Metro Parks Tacoma will prioritize fiscal responsibility and business development in an effort to prepare the agency for the future Tacoma.”

ACTION STRATEGIES

F1. Prioritize maximizing organizational efficiency by eliminating waste, duplication, and redundancy.
   a. Using the LEAN management framework, engage in a broad effort to conduct business process mapping for all administrative functions within the District.
   b. Maintain CAPRA accreditation for the District.
   c. Investigate District-wide realignment of staff in the areas of information technology, marketing and other focus areas to reduce redundancy, leverage employee skill sets and increase overall efficiency.
   d. Explore opportunities to share subject matter experts (SMEs) between MPT departments and with partner organizations and vice-versa, including embedding staff with one another’s agency on a short-term or long-term basis.

F2. Enhance existing revenue streams wherever possible and add new revenue whenever feasible.
   a. Create (symbiotic) partnership policies for public/public, public/non-profit, and public/private partnerships that include (at a minimum): terms, expectations, partnership equity, measurable outcomes, and accountability procedures.
   b. Pursue opportunities to better align all of MPT’s supporting foundations (among other entities) and cultivate increased philanthropic support by continuing to target specific projects and opportunities for fundraising campaigns.
   c. Identify key relationships and work closer with physical and behavioral health organizations, including Pierce County Accountable Communities of Health (ACH) and Optum-Pierce Behavioral Health Organization (BHO) to identify funding opportunities.
   d. Pursue alternative revenue streams such as a Food & Beverage Tax or a Park Facility Impact Fee. Enhance/leverage use of existing funding sources such as New Market Tax Credits and Community Development Block Grants.

F3. Prioritize and efficiently execute critical internal system upgrades/additions to MPT’s technology environment.
   a. Point-of sale, facility booking, and program registration.
   b. Asset management and life cycle management.
   c. Content management and business process workflow.

F4. Ensure CIP processes are holistic and align with City, School District, and other partner agency philosophies.
   a. The CIP should be an aligned effort (where applicable) with the City of Tacoma and Tacoma School District.
   b. The CIP implications from other planning documents (e.g., MLCPP) should be contained in one place.
F5. **Strengthen the quality of existing parks and facilities while preparing for the future park and recreation system.**

a. Adopt park classifications, definitions, and criteria (along with effective design principles/standards) to communicate how the existing and future system will be managed. Additionally, consider adding a “school park” classification.

b. Strengthen the quality, responsiveness, and accessibility of recreation programs through outreach that increases language access, registers more people from low-income neighborhoods, and increases inclusive and adaptive programming.