



ROOTED IN BURLESON

PARKS, RECREATION AND OPEN SPACE MASTER PLAN

CITY COUNCIL

OCTOBER 6, 2025

STAFF CONTACT: **Jen Basham, CPRE**

Content

Acknowledgements

Introduction

Divisions

Mission, Vision, Values

Community Impact

What we heard

Current Inventory

Goals

Strategic Framework

Implementation

Appendices



ACKNOWLEDGEMENTS

The City of Burleson extends its sincere gratitude to the many individuals, organizations, and community members who contributed their time, insight, and passion to the development of the 2025 Parks, Recreation, Trails, and Open Space Master Plan.

We thank the Burleson City Council, Parks Board, and City leadership for their vision, guidance, and commitment to enhancing the quality of life for all residents. Your leadership ensured that this plan reflects both the community’s aspirations and the City’s dedication to excellence.

Special appreciation goes to the stakeholders and partner organizations—including community leaders, youth sports associations, civic groups, businesses, and nonprofit partners—whose perspectives helped shape a plan that is both ambitious and achievable. We are especially grateful to the residents of Burleson who shared their ideas, priorities, and hopes for the future through surveys, public meetings, and stakeholder interviews. Your voices were essential in creating a plan that reflects the heart of our community. Finally, we recognize the dedication of the Parks and Recreation Department staff and the consultant team at Kimley-Horn for their expertise, collaboration, and tireless effort in bringing this plan to life. This plan is truly a product of collective vision, and we look forward to working together to bring it from concept to reality.

The following individuals are recognized for their significant contributions to the preparation of the City of Burleson Parks, Recreation, Trails, and Open Space Master Plan.

PARK AND RECREATION

Jen Basham, Director of Parks and Recreation
Jessica Martinez, Deputy Director of Parks
Allison Smith, Deputy Director of Recreation
James Roberts, Golf General Manager

PARKS BOARD

Shannan Sutter, Place 1
Addison Oscarson, Place 2
Miguel Angel Sanchez, Place 3
Christian Schott, Place 4
Lindsey Cobb, Place 5
Sherry Scott, Place 6
Matthew Quinn, Place 7
Tyler Knox, Place 8
Ashli Logan, Place 9

CITY COUNCIL

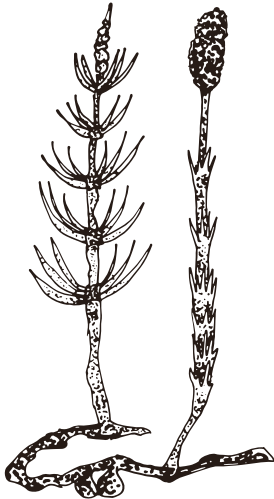
Chris Fletcher, Mayor
Victoria Johnson, Council Place 1
Phil Anderson, Council Place 2
Alexa Boedeker, Council Place 3
Larry Scott, Council Place 4
Dan McClendon, Council Place 5 & Mayor Pro Tem
Adam Russell, Council Place 6

CITY MANAGEMENT

Tommy Ludwig, City Manager
Harlan Jefferson, Deputy City Manager
Eric Oscarson, Deputy City Manager

CONSULTANT TEAM

Kimley-Horn, and Associates, Inc.
Katherine Utecht, PLA, LI
Amanda Hinton
Haley Carruthers, AICP
Adolfo Gonzalez



INTRODUCTION

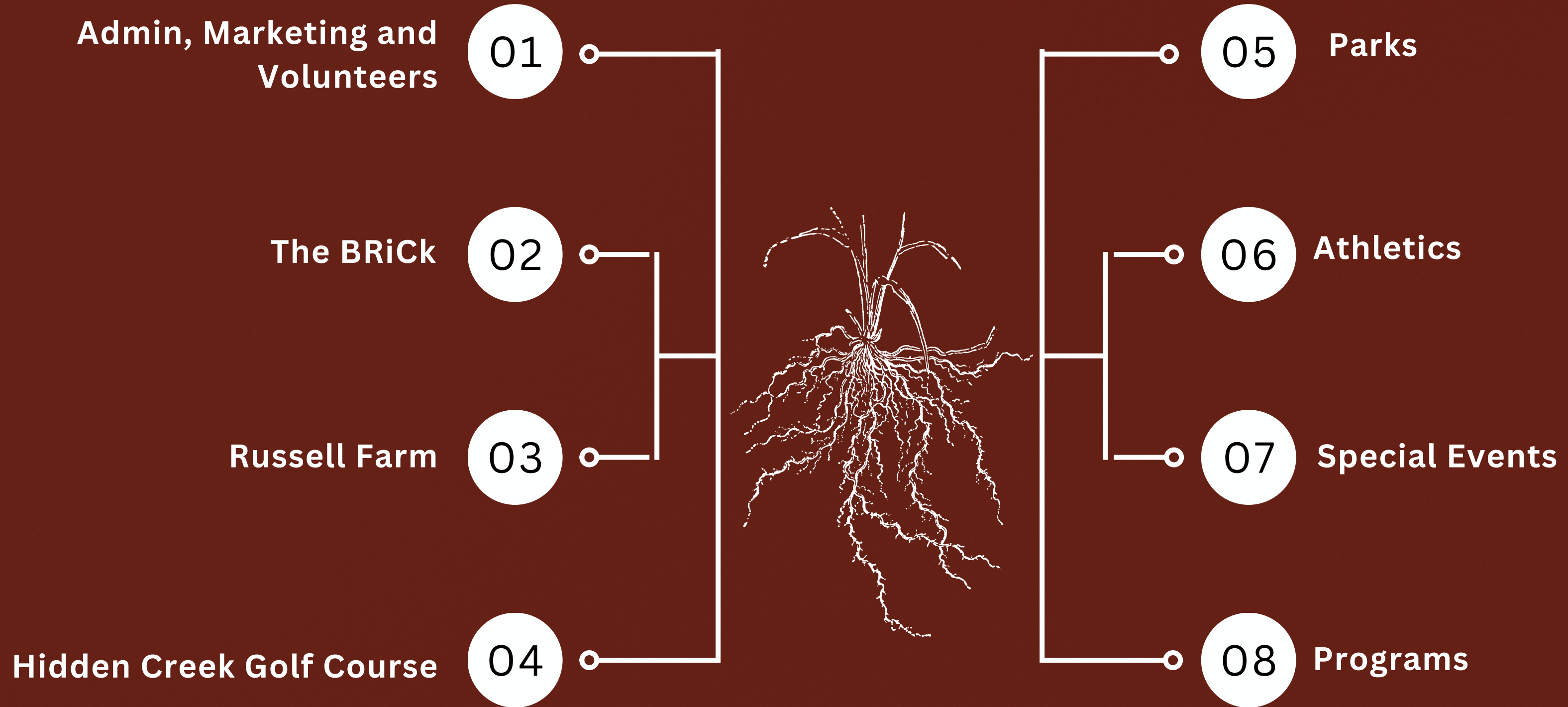
The 2025 Parks, Recreation, Trails, and Open Space Master Plan provides a comprehensive framework for developing, enhancing, and sustaining Burleson's park system over the next decade. Building on significant progress since the 2019 plan, it aligns community priorities, demographic trends, and operational goals to ensure that Burleson's parks, facilities, and programs remain vibrant, inclusive, and accessible for all residents.

The 2019 Master Plan Identified Multiple Priorities. The following have been accomplished since 2019

- Identify and build a dog park –Bark Park
- Work on improving connectivity- Oak Valley South, Scott St Trailhead, MTB Trail Expansion
- Trail expansion and development-Village Creek Trail Design
- Upgrade amenities at Chisenhall Fields-Renovation of 15 fields to artificial turf infields, phase I parking expansion
- Acquire land for the community park-Acquired land and currently wrapping up design for phase I
- Create a Capital Improvement Plan-Completing Year 5
- Continue Renovating Existing Parks-Over 20 completed Renovations



DIVISIONS



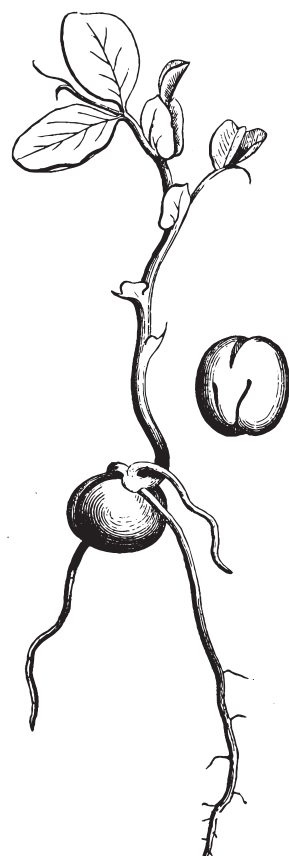
MISSION, VISION VALUES

Mission

The Burleson Parks and Recreation Department serves exceptional experiences to our community through quality public spaces, trails and recreational opportunities.

Vision

To have a meaningful impact in the every day lives through parks and recreation.



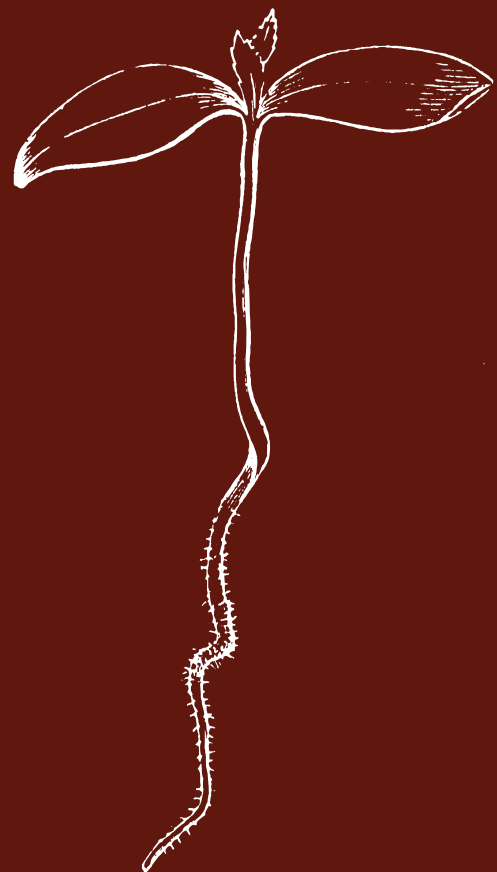
Core values

At the Burleson Parks and Recreation Department, our internal values shape the quality of life in our community. We foster transparency through vulnerability, create inclusive and accessible spaces by being mindful and intentional, and build strong connections through healthy, professional relationships. By holding ourselves accountable, staying passionate and energized, and leading with care and empathy, we earn trust, uphold high standards, and ensure every voice is heard—creating parks, programs, and experiences that connect, inspire, and enrich Burleson.

INPUT	OUTPUT
Vulnerability	Transparency
Mindful and Intentional	Inclusive and Accessible
Healthy, Professional Relationships	Building Connections
Accountable	Trustworthy
Passionate and Energized	High Quality Standards
Caring and Empathetic	Hearing the Voices of Our Community

INVESTMENT INTO OUR COMMUNITY

Over \$30,000,000 in completed projects



- Bailey Lake Parking Lot Expansion and Lake Dredging
- Bartlett Soccer Complex Field Regrading
- BRiCk Remodel
- Burleson Bark Park
- Burleson Memorial Cemetery Expansion
- Burleson Splash Pad
- Cedar Ridge Playground
- Centennial Playground and Landscape Improvements
- Chisenhall Sports Complex Turf Infields and Parking Lot Expansion
- Cindy Park Playground
- Clark Park Playground and Parking Lot
- Claudia's Playground
- Elk Ridge Playground
- FS16 Memorial Garden
- MTB Trail Signage-
- Oak Valley North Playground, Parking Lot Expansion and Restroom Addition
- Oak Valley South Trail Extension
- Oak Valley South Scott St Trailhead
- Prairie Timbers Pavilion, Playground and Drainage Improvements
- Park Annex
- Veteran's Memorial Turf Conversion
- Warren Park Playground and Court Renovation
- Wakefield Park Playground
- Meadowcrest Park Playground and Pickleball Courts
- Willow Creek Park Low Water Crossing
- Hidden Creek Golf Course Bunkers
- Hidden Creek Golf Course Clubhouse Renovation
- Hidden Creek Golf Course Range Improvements
- Hidden Creek Golf Course Cart Replacements
- Green Ribbon Phase I
- Park Monument and Rule Signs
- Shannon Creek Nature Preserve Design
- Community Park Land Acquisition and Phase I Design

*this list does not include all supplemental projects completed over the past 5 years

INVESTMENT INTO OUR COMMUNITY

- Relationships built and strengthened
 - Master Naturalists
 - Master Gardeners
 - Tarrant County Master Gardeners
 - Center for ASD
 - BISD Adult Transitions
 - Eagle Scouts
 - Girl Scouts
 - Burleson Heritage Foundation
 - Fort Worth Mountain Bike Association
 - Kids Around the World
 - Keep Burleson Beautiful
 - Burleson Blaze
 - Challenger Sports
 - Chamber of Commerce
 -
- Introduction of No Mow Areas
- Completion of Park Rules Signage
- Update of Park Development Fees
- Record breaking rounds and revenue at Hidden Creek Golf Course
- 100's of new programs offered
- Introduction of more than 20 new events
- Creation of the public art master plan and policy



GRANTS AND AWARDS

From 2022-2025 multiple awards and grants were awarded to the city, along with various initiatives and programs implemented

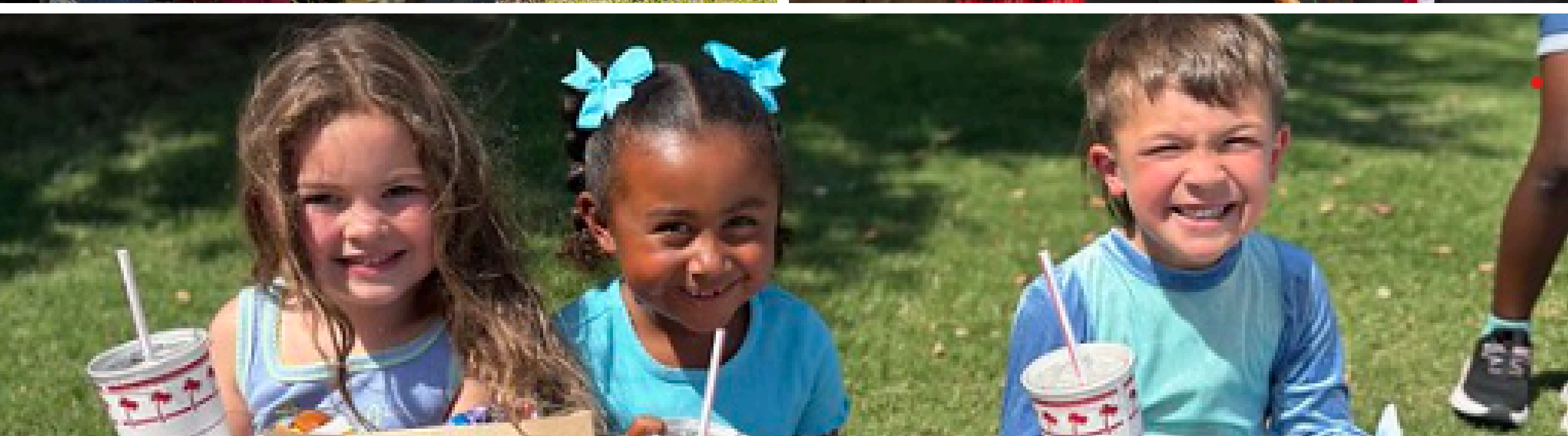
Grants

- 2024 Phase 1 and 2025 Phase 2 Green Ribbon
- Texas A&M Forest Service Urban Forester and Tree Care Grants
- Gametime-Centennial Park

Awards

- 2023 TRAPS North Region – Excellence in Maintain Award
- 2024 and 2025 Southwest Park and Recreation Training Institute Innovation Award
- 2025 DFW Directors Association Environmental Stewardship Award
- Pride in our Parks Campaign
- Trees for Tomorrow Program





WHAT WE HEARD



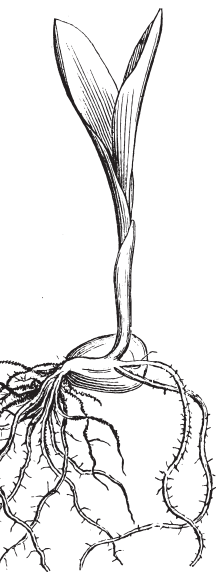
Survey

- >1000 individuals gave feedback on existing conditions and current recreational options, their visions, top priorities, and desires for future park development within the city
- Respondents voted trails, preservation of open space, and maintenance of existing facilities as priority.
- Festivals, events, and family gathering opportunities were higher priority for programming throughout the community.

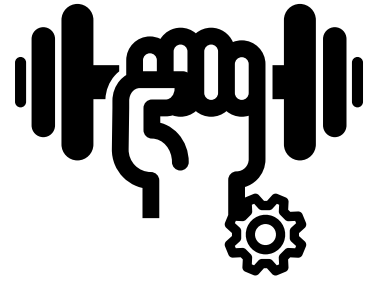


Stakeholder Engagement

- Stakeholder interviews were conducted on December 2nd and 3rd, 2024.
- These stakeholders, representing strong ties to the community, local government, city council, park board representatives, etc. were asked a variety of questions about what a successful master plan looks like and their ideal visions for the city.
- Common topics found through feedback:
 - Ways to improve the parks, trails, recreation, and open spaces throughout the city
 - Inclusivity and diversification of recreational opportunities / Inclusive programming
 - Connecting the city through a more seamless trail system
 - Environmental stewardship and connection to nature
 - Addressing safety concerns – signage, lighting, maintenance
 - Healthy mix of active and passive recreational opportunities
 - Burleson's current assets and successes
 - Increase transparency, engagement, and communication with the community

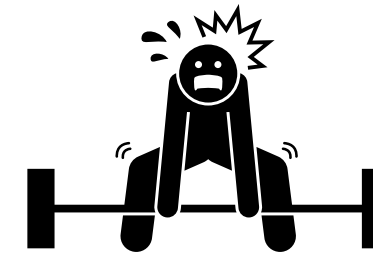


Major Themes and SWOT Analysis



Strengths

- Existing Infrastructure
- Community Involvement
- Positive Reputation
- Diverse Offerings



Weaknesses

- Funding and Grant Limitations
- Maintenance Issues
- Room to improve Access and Connectivity



Opportunities

- Community health initiatives
- Inclusivity initiatives
- Sustainability Projects
- Continued Development of Assets
- Sports Tourism



Threats

- Competing Interests
- Developer land acquisitions
- Growth Reluctance / Community Hesitation

PARKS AND OPEN SPACE

777 Acres

Approximate amount of developed and undeveloped park land

5 Categories

Community, Neighborhood, Mini, Special Use and Undeveloped

Largest Parks

Chisenhall, Bailey Lake, Hidden Creek, Russell Farm, Bartlett



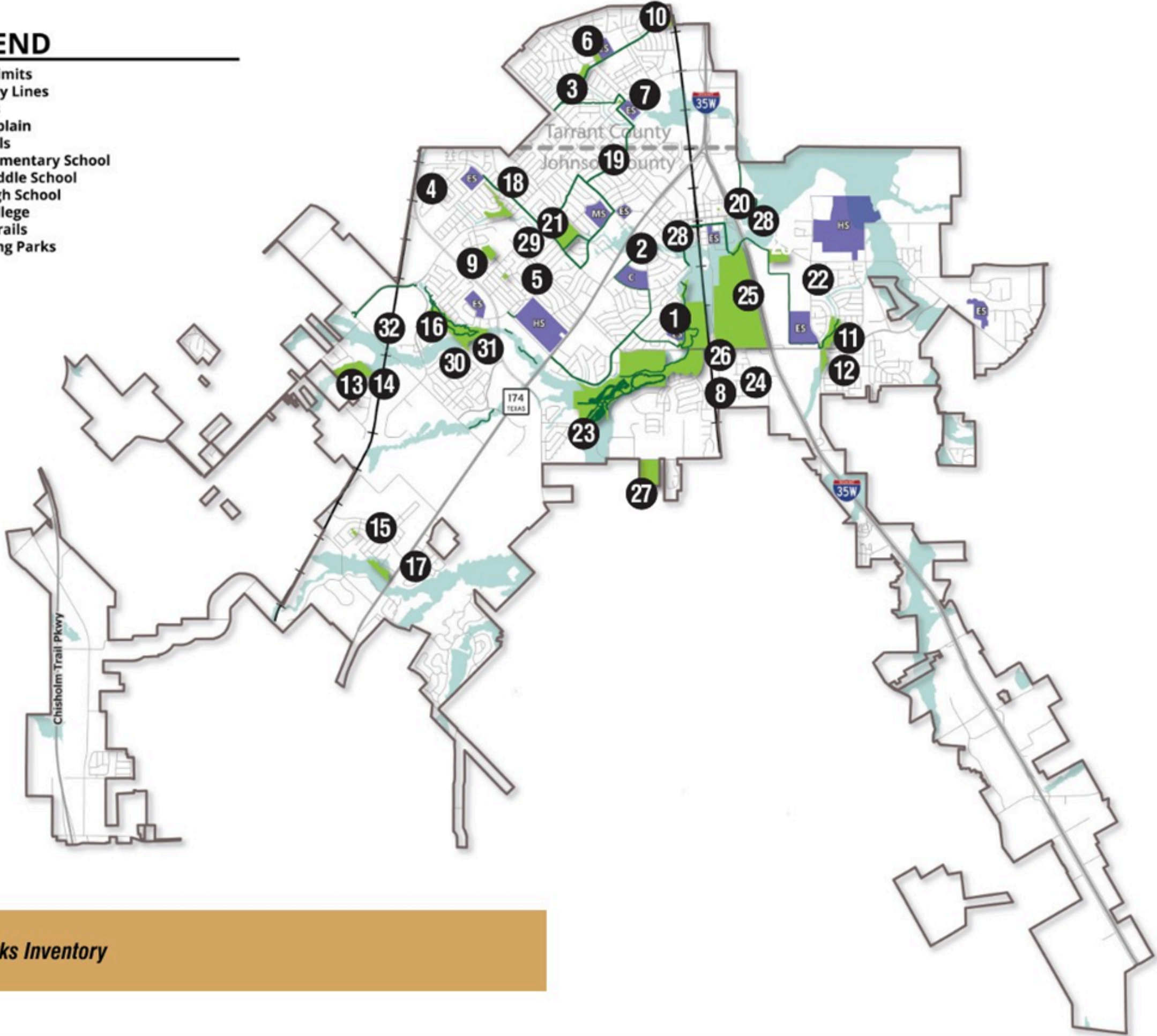
PARKS

Park #	Park Name
1	Bailey Lake Park
2	Warren Park
3	Centennial Park
4	Claudia's Playground
5	Elk Ridge Park
6	Hajek Park
7	Heberle Park
8	Hidden Vistas Park
9	Meadowcrest Park
10	Mistletoe Park
11	Oak Valley Park
12	Oak Valley Park - South
13	Prairie Timber Park
14	Prairie Timber Park - East
15	Robert Joseph Park
16	Wakefield Heights Park
17	Willow Creek Park
18	Cedar Ridge Park
19	Cindy Park
20	Clark Park

Park #	Park Name
21	Bartlett Park and Splash Pad
22	Burleson Bark Park
23	Chisenhall Sports Complex
24	Fire Station 16 Memorial Garden
25	Hidden Creek Golf Course
26	Hidden Creek Sports Complex
27	Russell Farm Art Center
28	Veterans Memorial Plaza
29	Cedar Ridge Park - East
30	Shannon Creek Park
31	Wakefield Heights Park - Open Space
32	Community Park

LEGEND

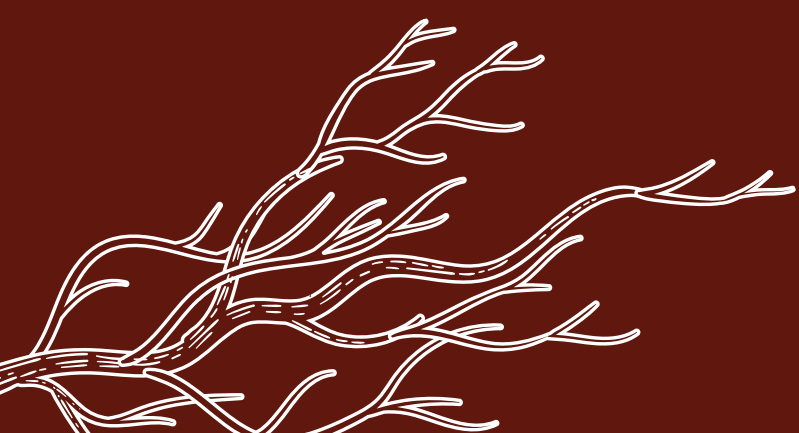
- City Limits
- County Lines
- Roads
- Floodplain
- Schools
 - ES Elementary School
 - MS Middle School
 - HS High School
 - C College
- City Trails
- Existing Parks



SYSTEM AND FACILITY RECOMMENDATIONS

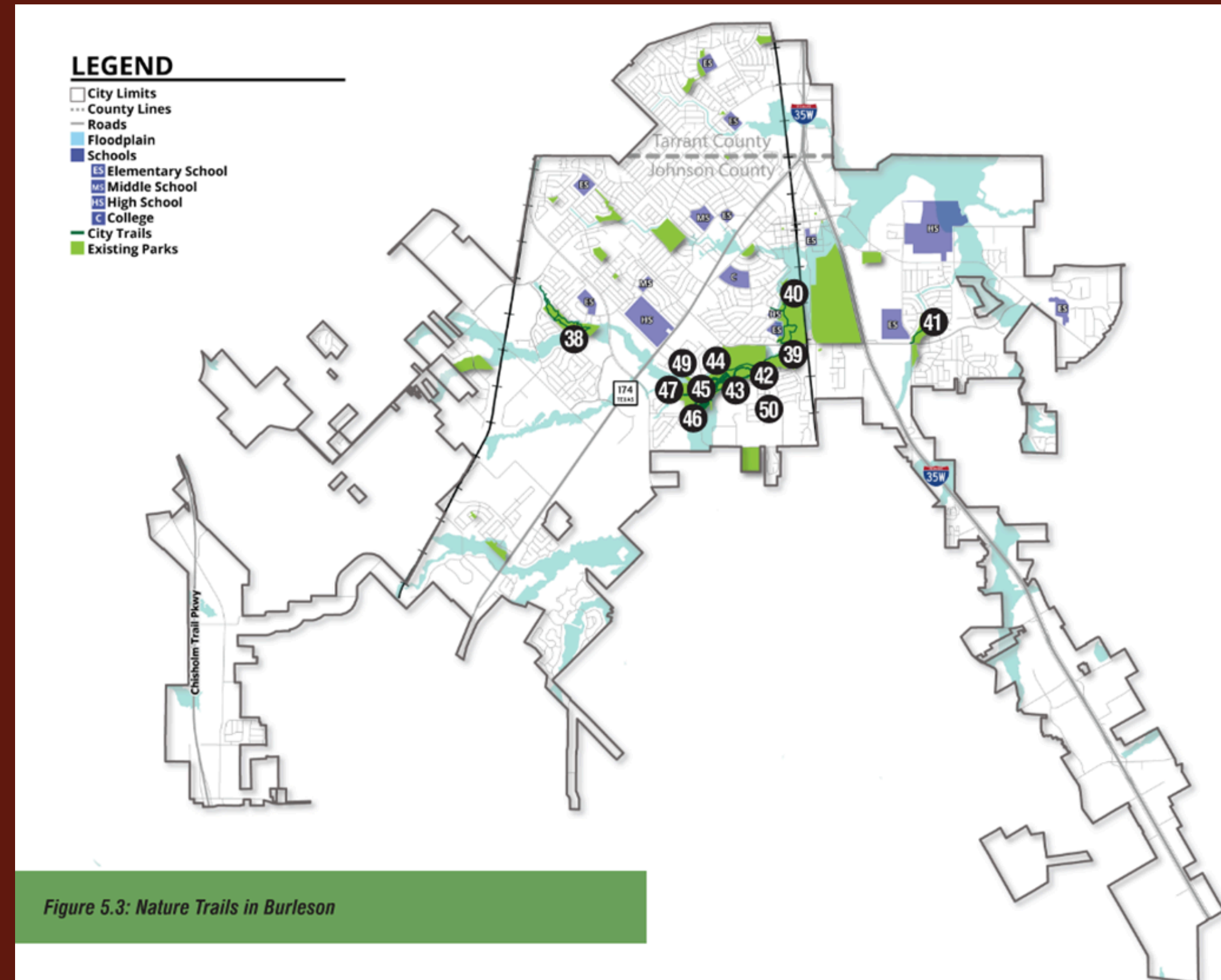
- Burleson has 14.1 acres of parkland per 1,000 residents. Based on the 2023 population and the NRPA standard of 10.2 acres per 1,000 residents, Burleson has 203.7 acreage surplus – Population expected to increase to 125,527 by 2053.
- Burleson’s current level of service (LOS) for trails is 1 trail mile per 1,952 residents. This current metric is below the NRPA national standard, meaning the city would need to further implement 16.6 miles of developed trail to meet the standard.
- Priority to continue increasing parkland and trail connections within the city to reach future LOS projections

Burleson Existing and Future Parkland Level of Service					
Year	Population	Park Acreage	NRPA Standard	Existing LOS	Gap
2025	55,144	777.06	10.2 acres per 1,000 residents	14.1 acres per 1,000 residents	214.6 acre surplus
2053	125,527	777.06	7 acres per 1,000 residents	6.2 acres per 1,000 residents	98.6 acre deficit



TRAILS

- Approximately 36.49 developed trail miles in Burleson.
- 5.14 miles are classified as Shared Use Trails
- 16.56 miles are classified as Side Paths
- 10 miles are classified as Nature Trails.
- The following are common user groups that may utilize Burleson's trail system in varying capacities:
- Walkers
- Joggers/Runners
- Children and Senior Bicyclists
- Basic Bicyclists
- Advances Bicyclists



RECREATION AND PROGRAMMING

Existing Inventory

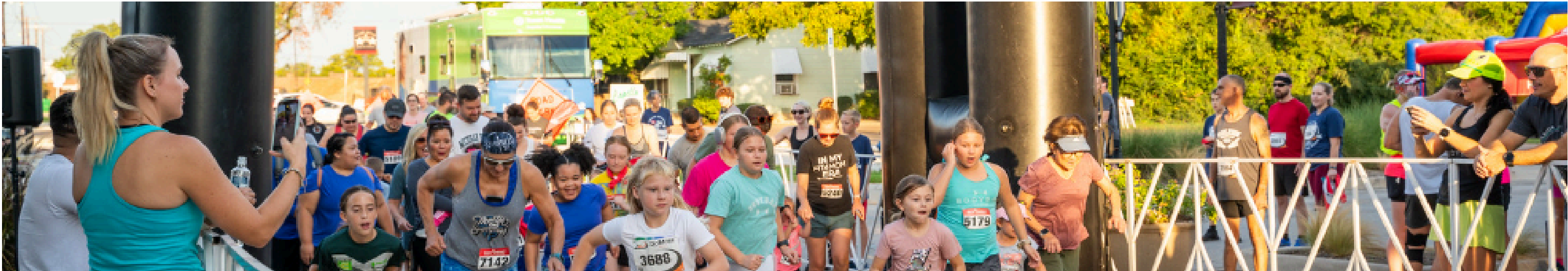
- Community Events
 - Annual events: Range from Dogs and Donuts to our multi-day festival Honey Tour
 - 38
 - Heritage and Cultural celebration events
- Programming and Services
 - Ranging from Summer Camp to Adult Athletics hosting over 101 programs annually
- The BRiCk
 - Approximately 65,000 square feet – Burleson’s only comprehensive indoor facility
 - Offers a range of amenities, programs, outdoor and indoor activities, and multi-generational opportunities
 - Aquatics, Community Programs, Fitness, etc.
- Burleson Senior Center
 - Various indoor recreational amenities: language lessons, exercise programs, games, etc.
- Hidden Creek Golf Course
 - Full-scale, 18-hole course with bar-and-grill, lesson options, and more planned improvements
- Russell Farm Art Center
 - 30-acre Historic Farm and Art Center that hosts programs and events, options to create art, offers classes, etc.



ROOTED IN **BURLESON**



GOALS



-  **ELEVATE PARK QUALITY**
-  **STRENGTHEN CONNECTIVITY AND ENVIRONMENTAL RESILIENCE**
-  **ENHANCE RECREATIONAL FACILITY OPPORTUNITIES**
-  **ENRICH EVENTS AND PROGRAMMING FOR ALL**
-  **ADVANCE HIDDEN CREEK GOLF COURSE AS A PREMIER PUBLIC FACILITY**
-  **ESTABLISH RUSSELL FARM AS A CULTURAL AND ART HUB**

STRATEGIC FRAMEWORK

Goal 1: Elevate Park Quality

- ACTION ITEM 1: Develop parkland in areas currently under served.
- ACTION ITEM 2: Actively plan and coordinate with the County for the acquisition and development of parks and open space in ETJ areas of the City.
- ACTION ITEM 3: Routinely review and update the parkland dedication ordinance to ensure that it reflects the true cost of acquiring and developing parks and ensure maintenance and operations increase with development.
- ACTION ITEM 4: Increase the percentage of residents that are within a 10-minute walk to a park to 75% by 2040.
- ACTION ITEM 5: Conduct specific park master plans for several parks in Burleson.

Goal 2: Strengthen Connectivity and Environmental Resilience

- ACTION ITEM 1: Partner with other departments to implement the improvements throughout the city of Burleson.
- ACTION ITEM 2: Provide multi-use trails and accessibility connections throughout the city and to surrounding cities or trails.
- ACTION ITEM 3: Integrate trailheads, shade, lighting, and water stations.
- ACTION ITEM 4: Promote sustainability and conservation by minimizing concrete trails where possible.
- ACTION ITEM 5: Implement regular environmental monitoring and Maintenance.

Goal 3: Enhance Recreational Facilities Opportunity

- ACTION ITEM 1: Improve and enhance aquatic, indoor recreation amenities, and outdoor recreation amenities.
- ACTION ITEM 2: Evaluate program offerings as demands and trends evolve.
- ACTION ITEM 3: Encourage placemaking in recreation facilities.



STRATEGIC FRAMEWORK

Goal 4: Enrich Events and Programming

- ACTION ITEM 1: Plan out a variety of events throughout the entirety of the year that target a range of audiences and activities.
- ACTION ITEM 2: Identify gaps in programming and establish new programs to target underrepresented groups.

Goal 5: Advance Hidden Creek Golf Course as a premier Public Facility

- ACTION ITEM 1: Enhance current facilities to increase efficiency, use, and appeal.
- ACTION ITEM 2: Integrate more opportunities for play and generating revenue.

Goal 6: Establish Russell Farm Art Center as a Cultural and Art Hub

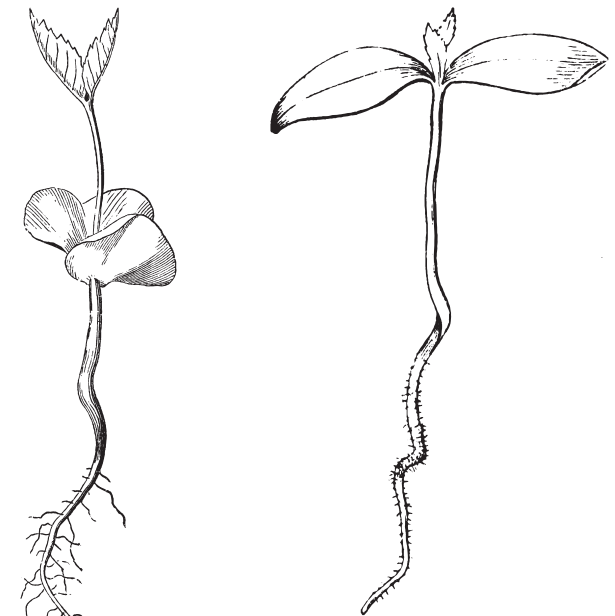
- ACTION ITEM 1: Engage with the broader community to enhance the presence of the farm.
- ACTION ITEM 2: Offer diverse programming and resources.



FINANCIAL AND REVENUE STRATEGIES



- 4B
 - 70% of the department's annual operating budget
- Park Performance Fund (PPF)
 - Propriety funds generated from various community events/ groups
- General Funds Revenue
 - Primary source if funds; come from local taxes
- Grants
 - Departments may receive grants from the government, private foundations or non-profit organizations
- Development Fees
 - Fees charged to residential developers for the dedication and development of parks, last updated 2022, no need to update at this time
- Municipal Bonds
 - City may issue municipal bonds to raise funds for large-scale capital projects
 - Bonds to be repaid overtime through property taxes or other dedicated revenue streams



Staffing

Staffing Area	2025	2035	2045	Net Increase
Admin	7.5	9	10	2.5
BRiCk Admin	7	8	9	2
Aquatics & Rec	126	128	128	2
Park Maintenance	23	27	32	9
Athletics	7	7	7	0
Russell Farm	2.5	4	4	1.5
Hidden Creek Golf Course	30	39	39	9
Programs	5	6	6	1
Special Events	4	5	5	1
Total	212	233	240	28

IMPLEMENTATION

The city can work to implement the 6 goals noted throughout the Master Plan with help from Parks and Recreation, Planning, Development Services and Engineering, Capital Improvements, and other partnerships. Current action items range in estimated cost and may be funded through city bonds, grants, or private funding opportunities



-  **ELEVATE PARK QUALITY**
 - Conduct park specific master plans
 - Incorporate all-inclusive play structures
 - Improve wayfinding signage
 - Implement low-impact design and maintenance strategies
-  **STRENGTHEN CONNECTIVY AND ENVIRONMENTAL RESILIENCE**
 - Green way Expansion for Enhanced Connectivity
 - Creation of Outdoor Learning Spaces
 - Community Gardens for Sustainable Living
 - Ecological restoration Initiatives
-  **ENHANCE RECREATIONAL FACILITY OPPORTUNITIES**
 - Improve and enhance aquatic and indoor recreation amenities
 - Evaluate programs and offerings as demands and trends evolve
 - Encourage placemaking within recreation facilities
-  **ENRICH PROGRAMS AND EVENTS FOR ALL**
 - Plan and implement a variety of events
 - Identify gaps in programming and establish new programs
-  **ADVANCE HIDDEN CREEK GOLF COURSE AS A PREMIER PUBLIC FACILITY**
 - Enhance current facilities to increase efficiency, use and appeal
 - Integrate more opportunities for play and generating revenue
-  **ESTABLISH RUSSELL FARM AS AN ART AND CULTURE HUB**
 - Engage with the broader community to enhance the presence of the farm
 - Offer diverse programming and resources

Appendices

- Park Design Standards

- Capital Program Plan

- Culture Plan

- Capital Improvement Plan



Park Design Standards

This document outlines the design standards for park improvements to ensure consistent quality, functionality, and aesthetic appeal for public spaces. The following guidelines address key amenities to enhance the park experience.

This is a living document maintained by the Parks and Recreation Department and is updated as design best practices and community needs evolve.



Source: City of Burlington

Landscape Improvements

1. Native and Adaptive Plantings

Plant Selection: Prioritize native and drought-resistant species to reduce water consumption and maintenance.

Biodiversity: Design landscapes that support local wildlife and pollinators.

Mulching: Use mulch to retain moisture and suppress weeds.

Monarch Way Station Design

- **Location:** Choose a sunny location with minimal human disturbance, preferably near natural areas like forests, prairies, or meadows.
- **Accessibility:** The way station should be easily accessible for monitoring and maintenance while ensuring that it does not interfere with existing habitats.
- **Size:** At least 100 square feet (10x10 feet) to provide enough resources for monarchs.
- **Plant Selection:** Prioritize native and drought-resistant species to reduce water consumption and maintenance.
 - Milkweed: Essential for monarch reproduction as it is the sole host plant for their larvae. There are various species of milkweed to choose from depending on your region, such as:
 - Common Milkweed (*Asclepias Syriaca*)
 - Swamp Milkweed (*Asclepias incarnata*)
 - Butterfly Weed (*Asclepias tuberosa*)

- Showy Milkweed (*Asclepias speciosa*)
- Nectar Plants: Monarchs also need nectar plants for sustenance during migration. Include native flowering plants that bloom throughout the growing season. Examples include:
 - Coneflower (*Echinacea*)
 - Black-eyed Susan (*Rudbeckia*)
 - Liatris (*Liatris spicata*)
 - Aster (*Symphyotrichum*)
 - Purple Prairie Clover (*Dalea purpurea*)
 - Bee Balm (*Monarda*)
 - *Diversity:* A variety of native flowering plants help attract other pollinators and provides continuous nectar sources.
- **Water Source:** Monarchs need water to drink, so incorporate a shallow dish or birdbath with clean, fresh water. Ensure the water is not too deep to avoid drowning.



Wildflower Meadow

Source: City of Burlington



Purple Prairie Clover, Purple Coneflower, and Yellow Coneflower Pollinator Garden

Source: Wisconsin Public Radio

Burleson Parks and Recreation Capital Project Program Plan

From Concept to Ribbon Cutting

This Capital Project Program Plan outlines the full lifecycle of a parks capital project—from concept and community input to funding, design, construction, and project close-out. This document clarifies internal processes, project timelines, and cross-department coordination needed to implement capital projects effectively. As a living document, this overview is reviewed and updated regularly to align with budget cycles, funding opportunities, and strategic priorities.

Phase 1: Concept Development & Prioritization

Objective: Identify and prioritize potential capital projects based on community needs, master plans, strategic goals, and feasibility.

Key Activities:

- Review adopted master plans (e.g., Open Space Plan, Facility Plans, ADA Transition Plan)
- Host internal brainstorming and alignment meetings
- Conduct gap analysis of facilities and service areas
- Evaluate preliminary cost estimates and constraints
- Identify alignment with grant or external funding opportunities

Public Engagement:

- Online input survey or comment form
- Pop-up outreach at events or community centers
- Stakeholder focus groups (e.g., youth sports, senior programs)

Milestones:

- Project concept developed and documented
- Internal staff vetting completed
- Public feedback synthesized and presented
- Priority list presented to Parks Board and City Council for endorsement

Phase 2: Feasibility and Pre-Design

Objective: Validate the project through site analysis, environmental factors, cost considerations, and stakeholder feedback.

Key Activities:

- Conduct feasibility studies (e.g., geotechnical, environmental, utility)
- Identify land acquisition or easement needs
- Create a high-level project schedule
- Develop a preliminary budget range

Public Engagement:

- Stakeholder meetings to validate need and desired outcomes
- Parks Board presentation and comment
- Online concept boards and comment period

Milestones:

- Feasibility study completed
- Land availability confirmed
- Cost range established
- Project advanced to schematic design phase

Phase 3: Schematic Design & Engagement

Objective: Create conceptual and schematic design alternatives based on community priorities and site constraints.

Key Activities:

- Hire design consultants
- Develop 2–3 conceptual site layouts
- Prepare visuals/renderings for engagement
- Estimate updated budget based on schematic design

Public Engagement:

- Open house or public workshop
- Online comment platform for design input
- Youth/family engagement for play and recreation elements
- Focused accessibility feedback for inclusive features

Milestones:

- Preferred schematic design selected
- Public input documented and responded to
- Schematic budget confirmed and updated
- City Council and Parks Board approval

Culture Plan

Strategic Integration

- *Business Intelligence + Operational Excellence*
- *Data-Driven Decisions:* Use attendance, revenue, and satisfaction data to drive program adjustments, staffing, and facility hours. Train staff in basic data literacy and dashboards.
- *Fiscal Awareness at Every Level:* Build budget literacy into supervisory roles and equip staff with tools to understand cost recovery, ROI, and business planning.
- *Innovation in Programming:* Encourage divisions to think like entrepreneurs—piloting new revenue-generating ideas with room for experimentation and evaluation.

Marketing + Storytelling

- *Unified Department Identity:* Build an intentional brand voice across divisions that celebrates Burleson's community character, diverse offerings, and staff commitment.
- *Empowered Storytellers:* Train staff to be brand ambassadors who tell the story of their work through photos, testimonials, and content for newsletters, social media, and council presentations
- *Marketing Collabs:* Strengthen internal relationships with marketing by creating regular planning cycles between divisions and communications staff to align campaigns, showcase impact, and leverage feedback.

Public Feedback + Community Partnership

- *Community Listening Loop:* Integrate public input into program and facility decisions through regular surveys, town halls, feedback kiosks, and digital suggestion boxes.
- *Transparent Feedback Response:* Create a "You Spoke, We Listened" platform to show the community how their input drives change.
- *Partnership Mindset:* Engage user groups, nonprofits, and community leaders in co-creating programs, events, and maintenance solutions.

Divisional Integration Summary				
Division	Cultural Focus	Growth Opportunity	Accountability Tool	Team Integration
Athletics	Player-first coaching, youth development	Coaching clinics, referee pipeline	League satisfaction scores	Coordinate with Special Events for tournaments
Aquatics	Safety + fun culture	Lifeguard leadership ladder	Certification tracking, in-service performance	Integrated summer programming with BRiCK
The BRiCK	Wellness as service	Frontline to facility manager growth	Membership data + cost recovery	Programs linked with Special Events and Parks
Programs	Meeting the community where they are at	Building relationships with new community partners for new offerings	Program matrix additions and program retention numbers	Programs that reach across and collaborate with all divisions both internal and external
Russell Farm Art Center	Art, History, and Nature	Art facilitator development	Workshop impact tracking	Collaboration with Golf, BRiCK, and Events
Parks	Excellence in maintenance and appearance	Maintenance worker to Crew Leader	Park quality inspections	Joint service projects with all divisions
Golf (Hidden Creek)	Hospitality mindset	Course operations & sales career path	Revenue/round and pace of play	Thematic events with Russell Farm and Events
Special Events	Joy + logistics	Event planner growth track	Attendance and engagement surveys	Partner with every division to activate spaces

FEEDBACK

