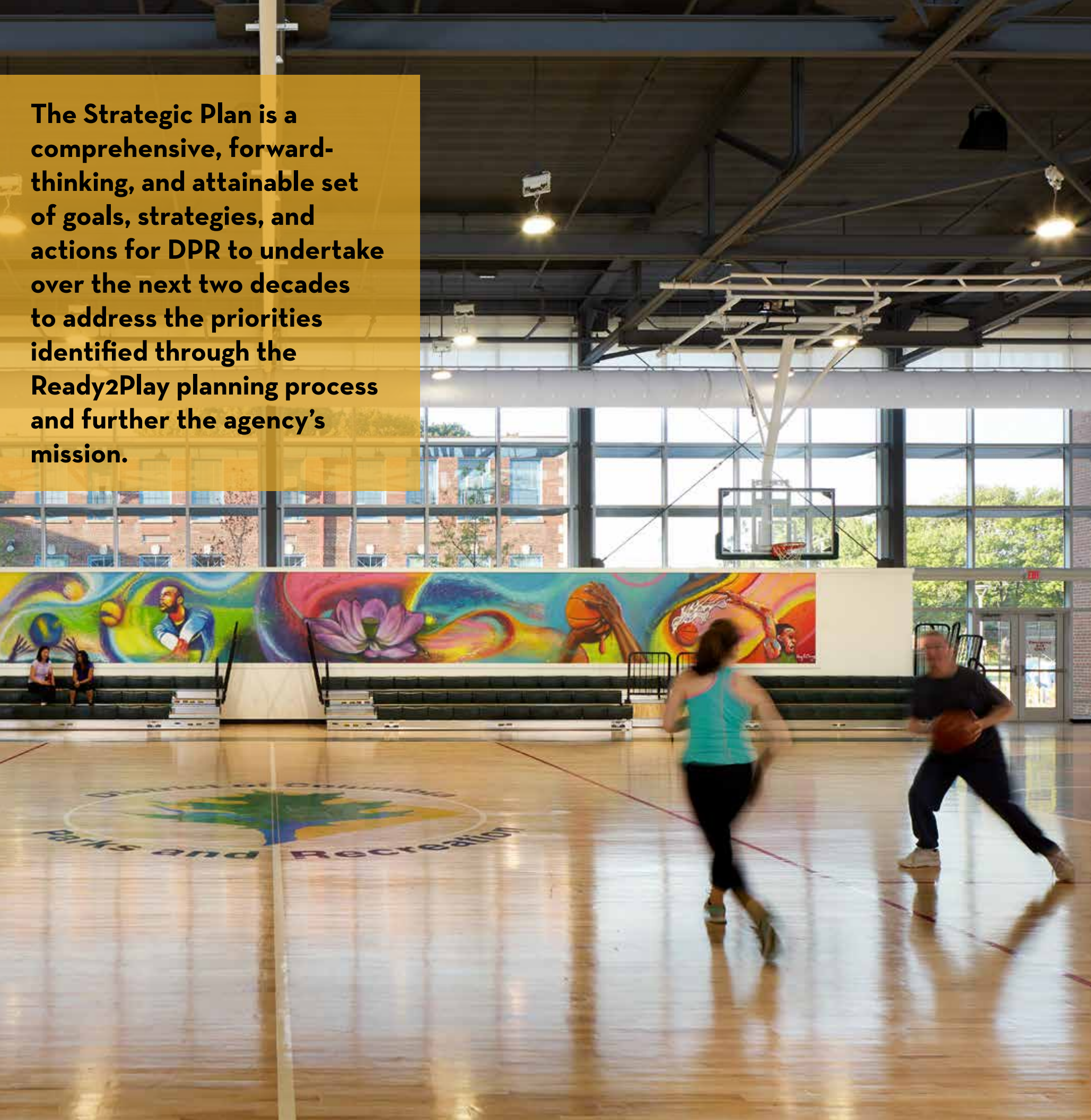


The Strategic Plan is a comprehensive, forward-thinking, and attainable set of goals, strategies, and actions for DPR to undertake over the next two decades to address the priorities identified through the Ready2Play planning process and further the agency's mission.



STRATEGIC PLAN

The Strategic Plan reflects four overarching goals that are organized to address each of DPR's core functions: 1. Planning; 2. Design; 3. Programming; and 4. Operations.

Each of the four goals contains three to four corresponding strategies to guide subsequent actions. In turn, every strategy contains four to five actions for DPR to focus its efforts on. Indicators of progress and corresponding metrics tied to individual actions will be used to track progress on the plan's implementation via a publicly available dashboard.

The four goals are as follows:

Goal 1: A Unified and Equitable Park System

Plan for a cohesive and unified park system that addresses gaps and meets future needs.

Goal 2: Inclusive, Resilient, Sustainable Design

Promote climate-resilient and environmentally sustainable parks and recreational facilities that provide safe, accessible, and inclusive connection to nature and recreational opportunities.

Goal 3: Responsive, Diverse Programming

Increase the capacity, quality, and diversity of programs, events, and services to promote a healthy lifestyle, enhance local economic development, support the arts, and celebrate the cultural diversity and history of the District.

Goal 4: Transparent, Efficient, Engaged Operations

Provide financially sustainable, efficient, and innovative operations and customer care that is transparent and responsive to residents' needs.

The following pages describe each goal, provide context for each strategy, and specify future agency actions.

“Parkland is not a luxury or a nicety, but a necessity—on a par with public libraries, clean drinking water, and quality schools.”⁴²

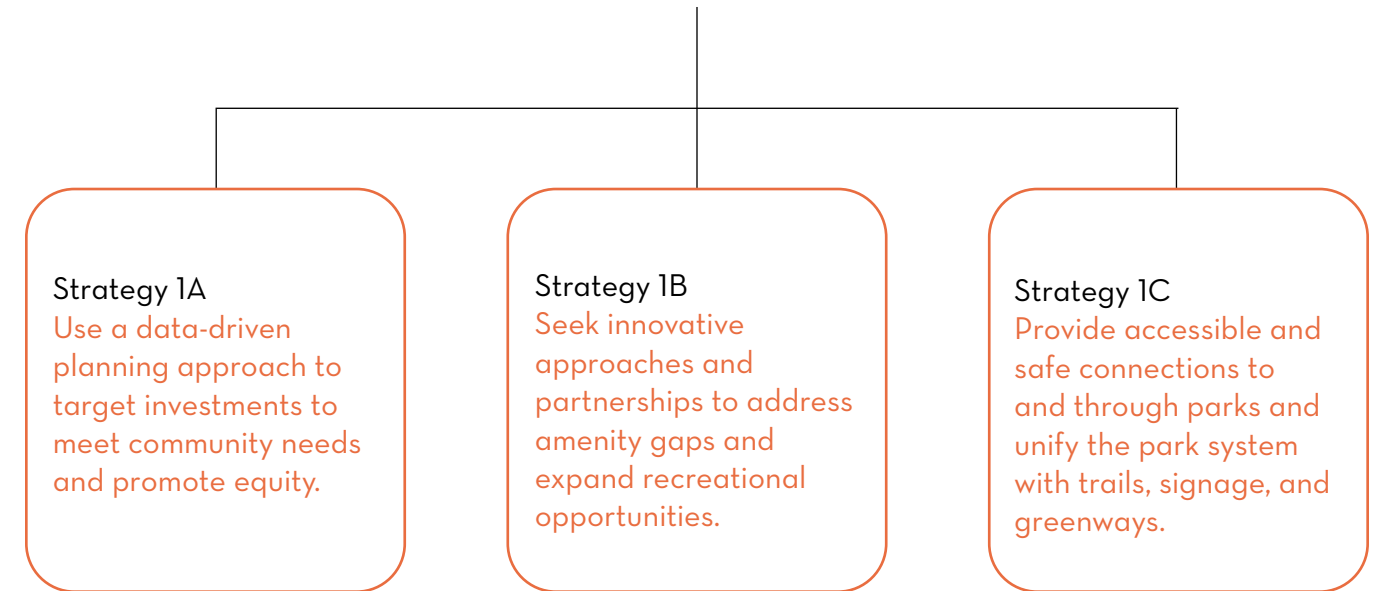
-Bill Lee,
Senior Vice President of Policy, Advocacy, and Government Relations, The Trust for Public Land



GOAL 1:

A Unified and Equitable Park System

Plan for a cohesive and unified park system that addresses gaps and meets future needs.



DPR strives to be the gold standard for parks and recreation agencies by providing every resident access to high-quality parks and recreational facilities in their neighborhoods. DC residents living within walking distance of an outdoor park or recreational facility can go outside to gather with friends safely, connect with nature, and recreate. And while 98 percent of DC residents live within walking distance of a park according to the TPL, inequities remain across DC.⁴³

While residents may live within a 10-minute walk (what is considered walking distance of a park), all routes do not provide the same level of access, due to safety or connectivity issues. Nor do all parks offer the same quality of amenities or types of features desired by a given community. Like many local jurisdictions across the US, DC must balance an ever-increasing list of capital

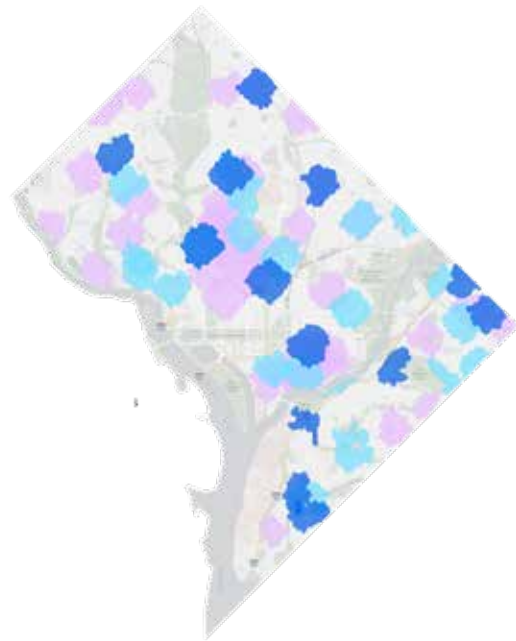
projects to support a growing population and maintain and update existing infrastructure with finite financial resources to meet such demands, while also accounting for changing development patterns and competing interests for scarce land. Given these challenges, DPR must be intentional and strategic in allocating resources effectively to fulfill its responsibilities as an essential provider of parks and recreation.

Goal 1 outlines strategies for harnessing accurate and precise data, exploring innovative partnership models, and improving physical connections. By tracking metrics and identifying creative solutions and efficiencies, DPR can maximize its financial investments while ensuring equitable access to high-quality parks and recreational facilities across the District.

STRATEGY 1A

Use a data-driven planning approach to target investments to meet community needs and promote equity.

AQUATIC FACILITIES WALKSHED



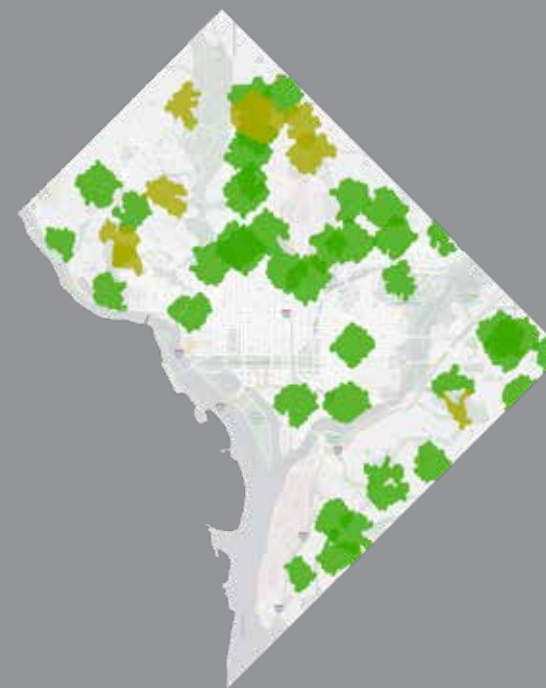
AQUATIC FACILITIES

- DPR Indoor Pool 1-mile Walkshed
- DPR Outdoor Pool 1-mile Walkshed
- DPR Spray Parks half-mile Walkshed

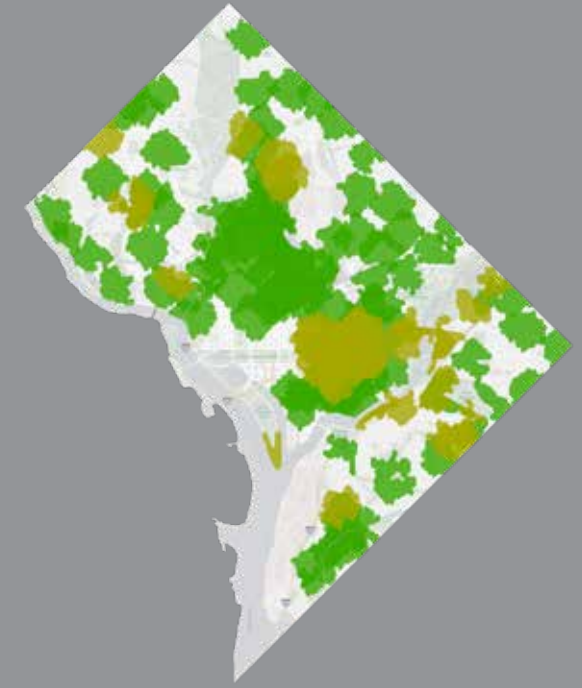
ACTIONS

- 1A.1** Utilize the Equity Framework and tools to inform budget decisions and prioritize investments.
- 1A.2** Report annually on how well we are providing access to all types of recreational amenities and facilities across the city, based on current and projected population.
- 1A.3** Develop amenity-based plans; neighborhood-level plans for parks, open spaces, and recreation; feasibility studies; and park-specific master plans for larger parks.
- 1A.4** Update SCORP and Master Plan every five years to integrate changing recreational trends and updated community engagement findings and report annually on plan implementation.
- 1A.5** Utilize technology and park audits to capture additional usage data, especially of outdoor spaces.

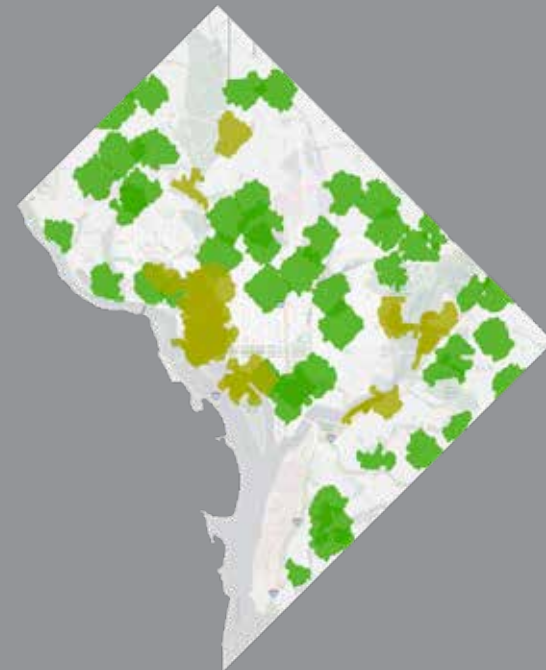
DPR + NPS AMENITIES WALKSHED



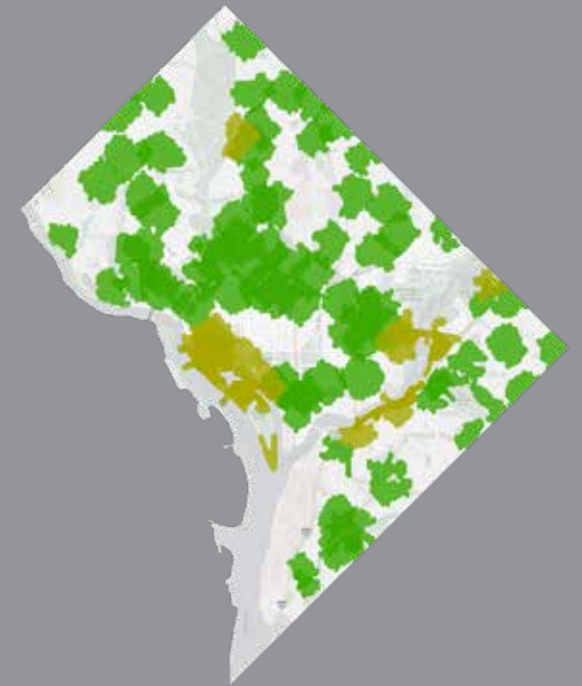
COMMUNITY GARDENS



PLAYGROUNDS



OUTDOOR TENNIS COURTS



RECREATIONAL FIELDS



● DC DPR Amenity half-mile Walkshed

● NPS Amenity half-mile Walkshed

STRATEGY 1B

Seek innovative approaches and partnerships to address amenity gaps and expand recreational opportunities.

INNOVATIVE SOLUTIONS



▲ Franklin Park | DPR

Franklin Park: The park reopened in summer 2021 after a renovation funded by the District of Columbia through the first CMA with NPS. The park will be maintained, operated, and programmed by DPR and the DowntownDC BID.



▲ Swampoodle Park | NoMa Parks Foundation/Sam Kittner

NoMa Parks Foundation: Created in 2012 as a public-private partnership between the District Government, the NoMa BID, private landowners in NoMa, residents, and other stakeholders. The Foundation works to address the absence of publicly owned parks in NoMa by acquiring land and establishing urban parks that are welcoming and sustainable for people to play and connect. Since 2018, the NoMa Parks Foundation has completed the Swampoodle Park, Alethia Tanner Park, and Swampoodle Terrace Park.

ACTIONS

- 1B.1** Pursue new cooperative management agreements (CMA) or transfers of jurisdiction (TOJ) with NPS to expand access to recreational amenities and meet the needs of District residents.
- 1B.2** Seek new opportunities to expand recreational access through co-location and work with schools, DC agencies, and providers of park and recreational facilities to identify priority sites that address existing recreational gaps and resolve concerns/barriers to allow public access to recreational amenities on those grounds.
- 1B.3** Seek additional public recreational benefits through the zoning, development review, and regulatory processes.
- 1B.4** Partner to create innovative temporary or permanent recreational installations and activations in everyday spaces such as the public right of way, commercial corridors, parking spaces, alleys, and vacant lots.
- 1B.5** Pursue acquisition of land for small and neighborhood parks and expand recreation and park-like amenities by exploring lane reductions and pavement removal to activate spaces close to communities lacking access.



STRATEGY 1C

Provide accessible and safe connections to and through parks and unify the park system with trails, signage, and greenways.

SAFE ROUTES TO PARKS



▲ On the Path to Safe Routes to Parks:
This infographic highlights features and steps to creating safe routes to parks | *Safe Routes Partnerships*

“Too often, communities that have experienced historical disinvestment, high levels of traffic incidences, crime and public safety challenges, and high rates of weight-related chronic disease have the least safe access to local public parks. Over the long-term, with increased safety and accessibility, Safe Routes to Parks seeks to increase park usage and improve health for people of all ages, races, abilities, and income levels.”

Source: Safe Routes Partnerships

ACTIONS

- 1C.1** Identify sites to add multi-use trails that connect to the citywide trail system and provide maps and signage to direct park users to nearby trails.
- 1C.2** Develop criteria to assess the quality and safety of multi-modal access to and through DPR sites that prioritizes safe walking and biking routes to parks and recreation centers.
- 1C.3** Work with DDOT to invest in recreational amenities alongside existing and planned trails.
- 1C.4** Enhance public access to waterfront areas while protecting natural habitat.
- 1C.5** Develop and expand nature trails on applicable DPR sites as well as a trail management and maintenance plan.



Oxon Run Park Wayfinding + Signage | DPR ▶

PROGRESS TRACKING

1 GOAL: A Unified and Equitable Park System.

Plan for a cohesive and unified park system that addresses gaps and meets future needs.

INDICATORS (What is DPR measuring?)	METRICS (How will DPR measure it?)
Investment prioritization (Action 1A.1).	<ul style="list-style-type: none"> Updated Capital Budget tracker. Investments in equity & growth zones.
Access to a diverse type of recreational amenities across the city (Action 1A.2).	<ul style="list-style-type: none"> Annual data on access and LOS including number of new capital projects that fill LOS gaps.
Development of amenity-based, small-area, and park-specific master plans (Action 1A.3).	<ul style="list-style-type: none"> Number of new Planning efforts undertaken.
Usage and condition of sites, especially outdoor spaces (Action 1A.5)	<ul style="list-style-type: none"> Number of sensors. Number of park audits.
CMAs/TOJs with NPS to expand the access to recreational amenities (Action 1B.1).	<ul style="list-style-type: none"> Number of new Cooperative Management Agreements, Transfers of Jurisdiction, or agreements with NPS.
Co-location with DC agencies to expend public access to recreational amenities (Action 1B.2).	<ul style="list-style-type: none"> Number of DCPS/DCPCS facilities with public access. Number of co-located sites.
Temporary recreational installations and activations in everyday spaces (Action 1B.4).	<ul style="list-style-type: none"> Number of sites transformed into parks (at least on a temporary basis) with partners.
Acquisition of new parkland especially in communities lacking access. (Action 1B.5).	<ul style="list-style-type: none"> Annual data on acreage of new parkland. Acreage of new parkland in previous access gap.
Expansion of access to multi-use trails from DPR sites (Action 1C.1).	<ul style="list-style-type: none"> New miles of trail. Number of new trail signage installed.
Recreational amenities along trails (Action 1C.3).	<ul style="list-style-type: none"> Number of new recreation amenities along trails.
Expansion of access to nature trails on DPR sites (Action 1C.5).	<ul style="list-style-type: none"> Linear feet of new nature trails.



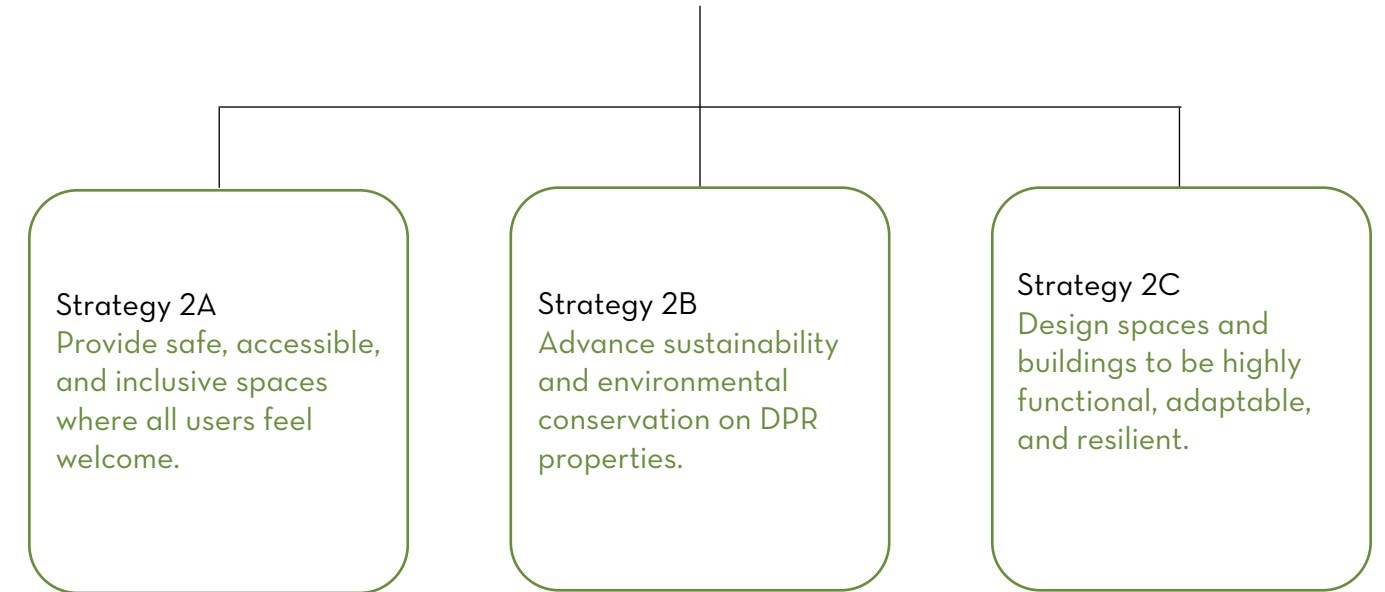
“Sustainability is about balancing the environmental, economic, and social needs of the District of Columbia today as well as the needs of the next generation, and the one after that.”

-Mayor Bowser,
Sustainable DC 2.0

GOAL 2:

Inclusive, Resilient, Sustainable Design

Promote climate-resilient and environmentally sustainable parks and recreational facilities that provide safe, accessible, and inclusive connection to nature and recreational opportunities.



As a proactive steward of more than 850 acres of green space and hundreds of recreational facilities and amenities, DPR must ensure its portfolio meets high design standards as part of DC’s ongoing mission to become the “healthiest, greenest, most livable city for all District residents.”⁴⁴ The first core strategy is to integrate inclusive and universal design. Inclusive design finds ways to make people feel welcome and meet their needs by providing high-quality, responsive amenities and programs, as well as access to parks, nature, and recreation, regardless of race, ethnicity, financial status, abilities, gender, sexual orientation, religion, or age. Universal design involves creating products and spaces to be used by all, regardless of abilities, without requiring adaptive or specialized elements.⁴⁵ Our parks and facilities must unequivocally meet universal use and access standards, as well as current and future demands.

As the **world’s first Leadership in Energy and Environmental Design (LEED) Platinum city**, DC is a recognized leader in sustainability. The Sustainable

DC 2.0 Plan priorities include reducing greenhouse gas emissions, supporting clean energy innovation, focusing on inclusive prosperity, expanding access to nature, facilitating active lifestyles, and reaching carbon neutrality by 2050.⁴⁶ Our intensifying climate demands that physical spaces and structures be designed to respond to an increase in extreme weather events. Parks can play a major role in addressing the climate crisis. If designed with climate considerations such as extreme heat, water quality, and flooding in mind, they can help provide shade, cooling, stormwater management, and water storage without compromising their recreational components. DPR will continue to incorporate sustainable practices, design excellence guidelines, and the use of high-quality materials to develop aesthetically pleasing, functional, durable, and resilient spaces and buildings to support the District’s climate adaptation goals and public health.

STRATEGY 2A

Provide safe, accessible, and inclusive spaces where all users feel welcome.

PRINCIPLES OF UNIVERSAL DESIGN

- 1. Equitable Use:** The design is useful and marketable to people with diverse abilities.
- 2. Flexibility in Use:** The design accommodates a wide range of individual preferences and abilities.
- 3. Simple and Intuitive Use:** Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
- 4. Perceptible Information:** The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- 5. Tolerance for Error:** The design minimizes hazards and the adverse consequences of accidental or unintended actions.
- 6. Low Physical Effort:** The design can be used efficiently and comfortably and with a minimum of fatigue.
- 7. Size and Space for Approach and Use:** Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

Source: The Universal Design for Learning (UDL) Guidelines

ACTIONS

- 2A.1** Develop an Americans with Disabilities Act (ADA) transition plan that prioritizes sites for future ADA compliance work on a five-year cycle to correspond with Master Plan updates.
- 2A.2** Increase inventory of sensory play and adaptive equipment and develop new universally designed amenities and facilities that provide opportunities to offer therapeutic and inclusive recreation across the District.
- 2A.3** Work with community leaders in areas of high crime to determine safe passageways to existing recreational facilities and adopt soft-scale design interventions to help deter crime instead of hard-security infrastructure whenever possible.
- 2A.4** Increase the accessibility and inclusiveness of DPR's restrooms by providing more outdoor-accessible restrooms and integrating additional stand-alone gender-neutral restrooms, showers, and changing facilities.
- 2A.5** Promote "design excellence" by adopting standards and guidelines that address aesthetics, architectural and construction quality, functional use, and building material sustainability and durability to create civic icons that inspire neighborhood-pride and inclusion.



▲ **Joy Evans Therapeutic Recreation Center:** The new 36,000-sq. ft. Joy Evans Therapeutic Recreation Center will serve all age groups and users with a full spectrum of physical and cognitive abilities | DRL Group



▲ **Rosedale Playground:** The District's first fully inclusive playground that gives children of all abilities the opportunity to play and learn together | Landscape Structures

STRATEGY 2B

Advance sustainability and environmental conservation on DPR properties.

SUSTAINABILITY CERTIFICATIONS



Living Building Challenge



Zero Energy



LEED



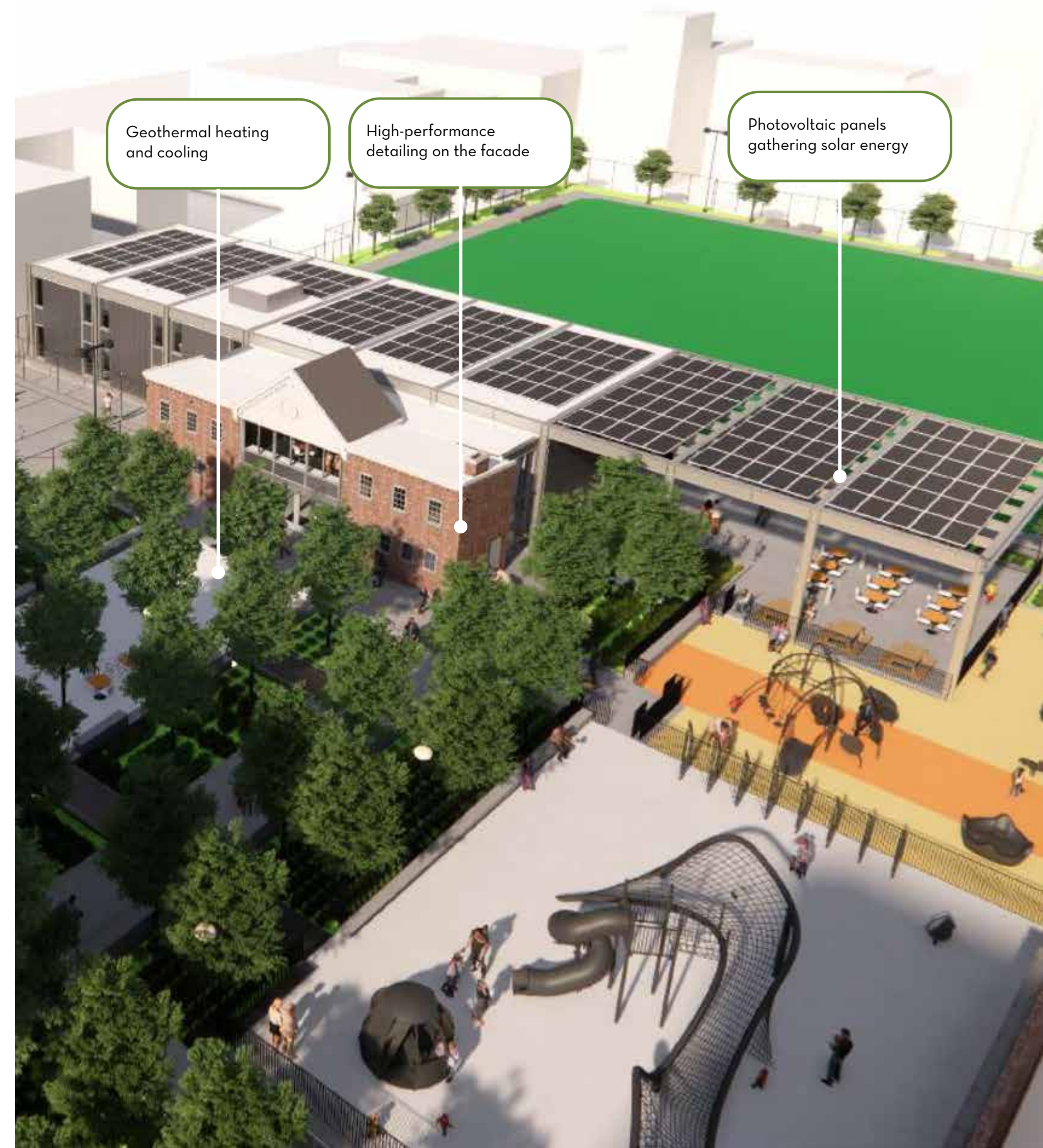
WELL Building Standard



Envision

ACTIONS

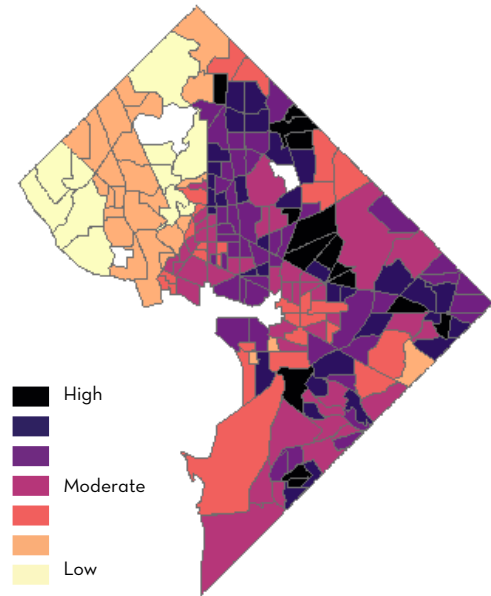
- 2B.1** Lead efforts alongside other relevant government agencies to develop a citywide natural resources management plan that lays out strategies to protect, maintain, and enhance our natural lands.
- 2B.2** Develop mini-gardens initiative to create small pollinator gardens and other landscaping that includes plants native to the region and improves the biodiversity of our small parks.
- 2B.3** Develop standard criteria to guide the design, selection of materials, surface types, planting palettes, etc. of all types of capital improvements that weigh intended use, durability, environmental sustainability, circularity of materials, health impacts, and maintenance costs.
- 2B.4** Incorporate sustainable features (i.e., use of renewable energy sources, low embodied carbon materials, water and energy efficiency, biophilic design, flood and stormwater management, etc.) in the design of all new or renovated parks and recreation centers and increase the number of net-zero or net-positive recreation centers.
- 2B.5** Protect and enhance flexible open space in parks for unstructured outdoor play, picnics, and events.
- 2B.6** Promote operational sustainability by reducing waste generated at DPR sites and events, optimizing recycling and composting opportunities, replacing fossil fuel-run maintenance equipment, using nontoxic cleaning products, and using plant- and animal-friendly lawn treatment products.



STRATEGY 2C

Design spaces and buildings to be highly functional, adaptable, and resilient.

HEAT SENSITIVITY EXPOSURE INDEX



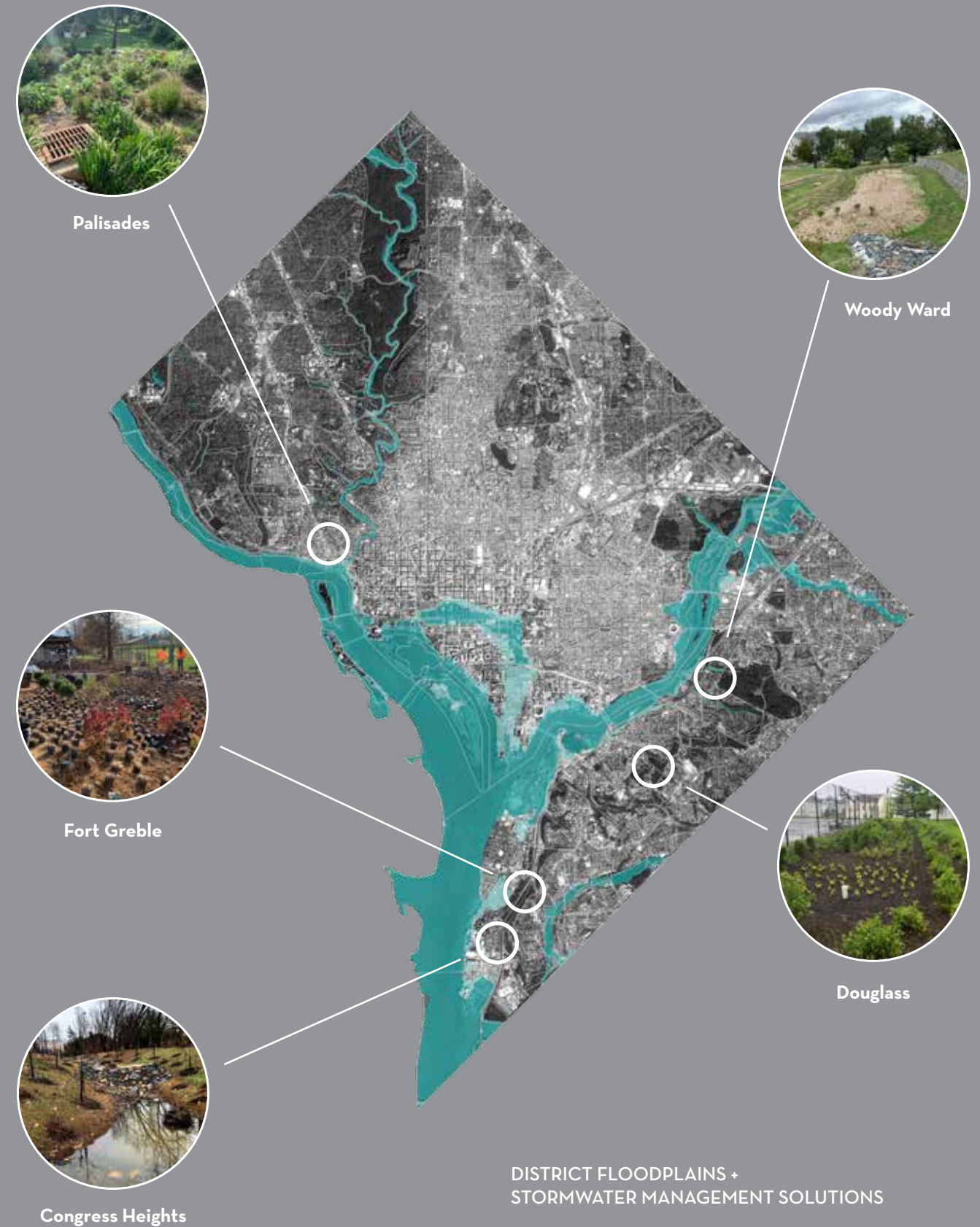
The Heat Sensitivity Exposure Index (HSEI) is a geographic information system (GIS) dataset that combines a Heat Sensitivity Index (HSI) and a Heat Exposure Index (HEI) allowing users to visualize which census tracts in the District of Columbia are most sensitive and/or exposed to extreme heat.

The HSI is made up of variables that influence an individual's ability to adapt to, cope with, or recover from extreme heat and includes six socio-economic and demographic variables and three health variables. The HEI includes ambient air temperature as the heat exposure variable and two physical variables that contribute to heat retention (i.e., impervious surfaces and lack of tree canopy cover).

Source: DC DOEE, 2022

ACTIONS

- 2C.1** Develop and adopt resilience hub standards for the design and retrofit of recreation centers, including resilient and renewable-based backup power to support properly sized heating, ventilation and air conditioning (HVAC), redundant communications, and space for preparing or storing meals and medications.
- 2C.2** Ensure that park spaces provide users with protection from extreme heat by enhancing tree canopy and providing shade structures, water and cooling features, and drinking fountains.
- 2C.3** Integrate floodable infrastructure and amenities into parks and small open spaces, including triangle parks and linear parks along roadways, to better store, manage, and convey floodwater.
- 2C.4** Promote maximum flexibility in design such as mobile furniture, multipurpose rooms, multipurpose amenities in all new recreational facilities and avoid single-use design unless necessary or desired by the community.
- 2C.5** Expand access to fast and reliable public Wi-Fi in recreation centers and parks.
- 2C.6** Maximize the integration of co-beneficial stormwater management best practices on DPR sites, including the reduction of impervious surface cover.



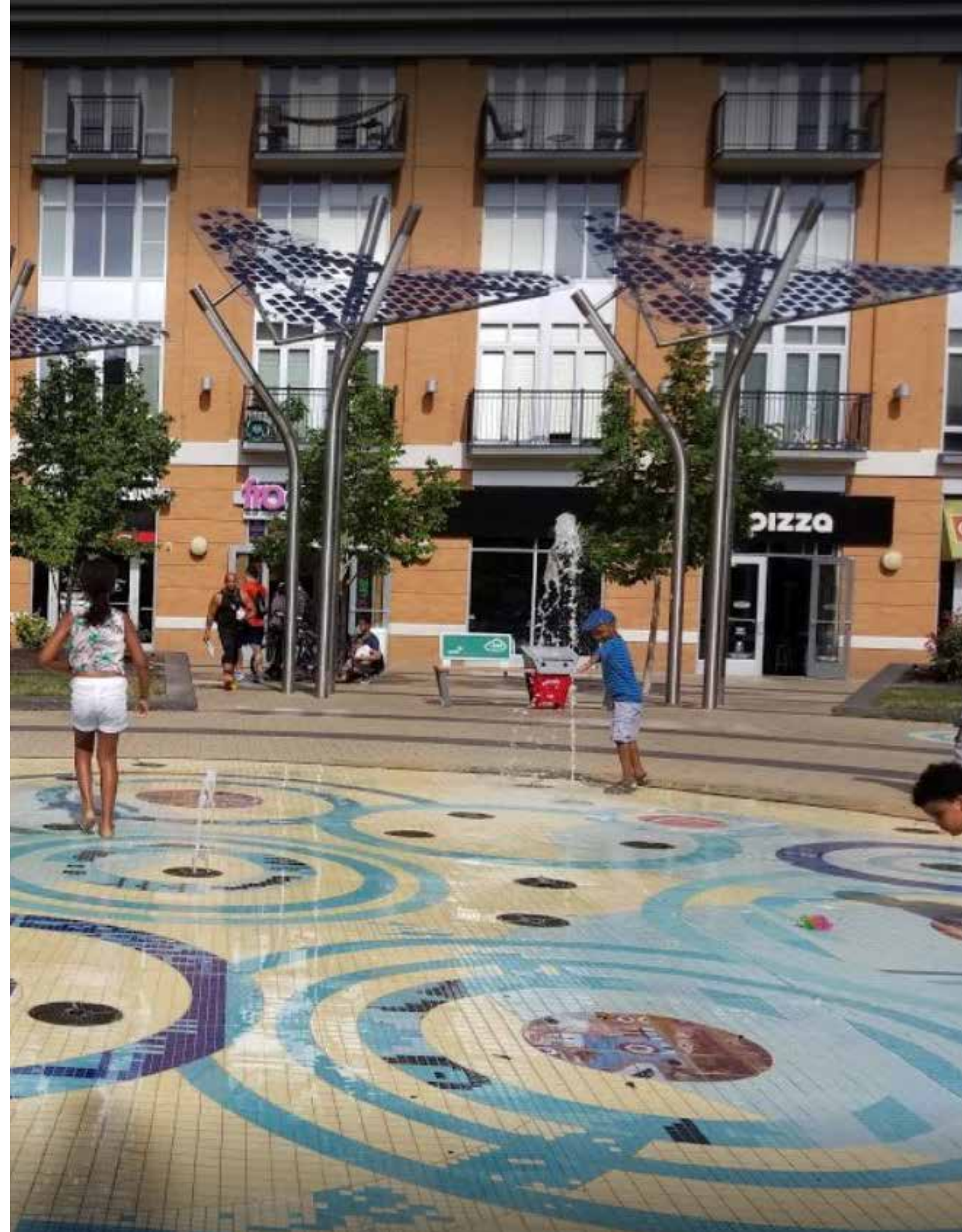
DISTRICT FLOODPLAINS + STORMWATER MANAGEMENT SOLUTIONS

- 100-Year Floodplain
- 500-Year Floodplain

PROGRESS TRACKING

2 GOAL: Inclusive, Resilient, Sustainable Design.
 Promote climate-resilient and environmentally sustainable parks and recreational facilities that provide safe, accessible, and inclusive access to nature and recreational opportunities.

INDICATORS (What DPR is measuring?)	METRICS (How DPR will measure it?)
Expansion of the inventory of sensory play and adaptive equipment and new universally designed amenities (Action 2A.2).	<ul style="list-style-type: none"> • Number of adaptive equipment pieces. • Percent of sites with adaptive equipment. • Number of new sensory play installations. • Number of therapeutic recreation programs offered. • Number of residents served through therapeutic recreation. • Number of sites offering therapeutic recreation programming.
Restrooms and changing facilities accessibility and inclusiveness (Action 2A.4).	<ul style="list-style-type: none"> • Number of exterior access or standalone restrooms. • Number of gender-neutral restrooms.
Pollinator gardens and landscaping that enhances biodiversity (Action 2B.2).	<ul style="list-style-type: none"> • Number of pollinator gardens installed.
Inclusion of sustainable features in parks and recreation centers. Net-zero and net-positive recreation centers (Action 2B.4).	<ul style="list-style-type: none"> • Number of new sites with sustainability features and number of features. • Number of facilities with LEED Gold certification or higher. • Percent of impervious surface cover on DPR lands. • Number of interpretive signs.
Recreation centers adapted to resilience hubs (Action 2C.1).	<ul style="list-style-type: none"> • Number of recreation centers receiving resilience hub adaptations. • Number of buildings specifically incorporating climate change into planned or implemented designs and operations.
Amenities and features to provide protection from extreme heat (Action 2C.2).	<ul style="list-style-type: none"> • Number of new shade structures, misters, and spray pads installed. • Number of new trees in inventory. • Percent of interventions in high heat vulnerable areas.
Integration of floodable infrastructure and amenities into parks and recreation centers to make them resilient (Action 2C.3).	<ul style="list-style-type: none"> • Number of specially designed floodable structures. • Amount of floodwater managed on site.
Expansion of access to fast and reliable Wi-Fi in DPR sites (Action 2C.5).	<ul style="list-style-type: none"> • Number of sites with Wi-Fi (recreation centers and parks).
Integration of co-beneficial stormwater management best practices on DPR sites (Action 2C.6).	<ul style="list-style-type: none"> • Number of SWM BMPS and retention capacity on DPR property. • Overall percentage of impervious surface area on DPR sites.



“Parks are more than infrastructure. They offer access to programs and services, gathering spaces, and job opportunities that are also important for advancing health equity.”⁴⁷

-Alyia Gaskins
Assistant Director of Health Programs,
Lincoln Institute of Land Policy—Center for
Community Investment



GOAL 3: **Responsive, Diverse Programming**

Increase the capacity, quality, and diversity of programs, events, and services to promote a healthy lifestyle, enhance local economic development, support the arts, and celebrate the cultural diversity and history of the District.

Strategy 3A
Maintain excellence and enhance capacity to provide high-demand programming.

Strategy 3C
Promote healthy lifestyles and connection to nature.

Strategy 3E
Promote the arts, culture, and history.

Strategy 3B
Enhance the diversity and responsiveness of programming to address changing trends and meet the needs and desires of program users.

Strategy 3D
Foster entrepreneurship, economic empowerment, education, and career opportunities to support the local economy.

Central to DPR’s impact are the over 400 types of events and programmed activities it offers District residents, ranging from fitness to therapeutic recreation to arts and enrichment. Despite the breadth of options, many Ready2Play survey respondents cited barriers to program participation including programs’ capacity. In addition to ensuring equitable access and availability, DPR must maintain the excellence of core and high-demand programming and enhance capacity to meet current and future needs, especially those programs that respondents indicated interest in expanding, such as aquatic, summer camp, and tennis.

Like many parks and recreation departments nationwide, DPR has experienced heightened demand for a greater number and variety of programs and services stemming from COVID-19. Facility restrictions and closures generated interest in virtual programming and online reservations, accelerating the adoption of new technologies. Programs such as e-Sports and culinary classes, repeatedly seen as recreational trends nationwide in recent years, became even more popular. Meanwhile, the previously trending preference for indoor

recreation reversed, as the use of outdoor amenities was more conducive to social distancing and provided an outlet from so much time in our homes.

The pandemic also exacerbated economic hardships and underscored the importance of food distribution, healthcare services, and career training opportunities. DPR responded through program expansions and innovations including bringing mobile outdoor programming; partnering with healthcare and fitness providers to hold 5K races; organizing pop-up fitness classes; providing virtual wellness programming; distributing produce from DPR’s rooftop gardens; and expanding youth and family initiatives like Feed the Fridge.⁴⁸

Building on the success of DPR’s core programming and the continued pursuit of its improvement, this goal recommends the expansion of high-demand programs and new programming elements that are responsive to residents’ diverse needs and desires, promote healthy lifestyles, support entrepreneurship, and celebrate arts and culture.

STRATEGY 3A

Maintain excellence and enhance capacity to provide high-demand programming.

PROGRAMMING BY THE NUMBERS

Over **66,500** facility reservations

Over **12,000** camp slots

Source: DPR, 2022



▲ **Aquatic Programs** were the most requested among survey respondents | DPR



▲ **Summer Camps** were another popular program choice in the Ready2Play Citywide Survey. Summer camps are one of the programmatic offerings that show increasing demand year after year. During the pandemic, to continue offering the program, DPR launched Camp-At-Home, a free self-guided summer experience to help facilitate play and inquiry at home, designed for residents that did not register for in-person camps. | @DCgrl

ACTIONS

- 3A.1** Increase the number of spots available for camps and explore novel and equitable mechanisms for registration.
- 3A.2** Expand staffing, training, and recruitment to support extended operating and programming hours at high-demand aquatic sites and for high-demand aquatic programs such as learn-to-swim and aquatic fitness classes.
- 3A.3** Study options to extend the season for outdoor pools, including potential adaptation or conversion of select facilities to year-round use, where there is community support.
- 3A.4** Pursue locations—through partnership agreements with other landowners, or by retrofitting existing DPR sites—to provide the amenities and facilities necessary to host major sports competitions.
- 3A.5** Develop a multi-sports indoor complex to provide a year-round training and regional competition facility to enhance athletic and sports programming.



STRATEGY 3B

Enhance the diversity and responsiveness of programming to address changing trends and meet the needs and desires of program users.

PROGRAMMING BY THE NUMBERS

Over **1,300** programs provided annually

Over **1M** recreation visitors in a typical year

193 special events provided, serving over **420,000** residents

+177,000 summer meals, **+87,500** bags of groceries, and **+5,000** Feed the Fridge meals

687 students registered in boost camps across 6 DCPS and DCPCS sites

303 roving leaders activations, **16,306** visits during late-night activations

Source: DPR, 2022



▲ In 2020, Mayor Bowser and DPR partnered with Medium Rare restaurant owner Mark Bucher to launch the **Feed the Fridge Program** at select DPR facilities across the District. Feed the Fridge places refrigerators stocked with free and fresh restaurant provided “grab-n-go” meals across the city to help residents in need | DPR

ACTIONS

- 3B.1** Assess access to all types of programming across the District and integrate new programs that fill gaps while being responsive to the desires of the community.
- 3B.2** Identify new strategic partnerships to expand programmatic offerings that address changing recreational trends.
- 3B.3** Evaluate feasibility to provide access to temporary alternative programming during recreation centers renovations, particularly specialized and high-demand programming.
- 3B.4** Engage every community to ensure that they have the opportunity to shape the programmatic offerings in their local parks and recreation centers.



▲ **#FITDC3:** A series of free, elevated resources such as 5K races and fitness classes intended to improve physical fitness and mental health and to connect residents with wellness opportunities in their local communities. #FITDC Local Legends | DPR

OUTDOOR SWIMMING POOL AQUATICS
 WATER AEROBICS FOR SENIORS YOUTH SPORTS
 ADULT FITNESS CLASSES TENNIS FOR YOUTH GYMNASTICS
 TENNIS FOR ADULTS YOGA LEARN TO SWIM: YOUTH
 SUMMER CAMPS 6-12 LAP LANE SWIMMING TWEEN CAMPS
LEARN TO SWIM: PARENT/CHILD
 AQUA FITNESS ZUMBA **LEARN TO SWIM: CHILDREN**
 URBAN GARDENING CLASSES FOR ADULTS PICKLEBALL **SUMMER CAMPS 3-5**
 OUTDOOR RECREATION PROGRAMS SOCCER FOR YOUTH
 DANCE PROGRAMS FOR YOUTH
LEARN TO SWIM: ADULT SPRING BREAK CAMPS

▲ **What the People Want:** The top 25 most requested parks and recreational programming options throughout the Ready2Play survey.

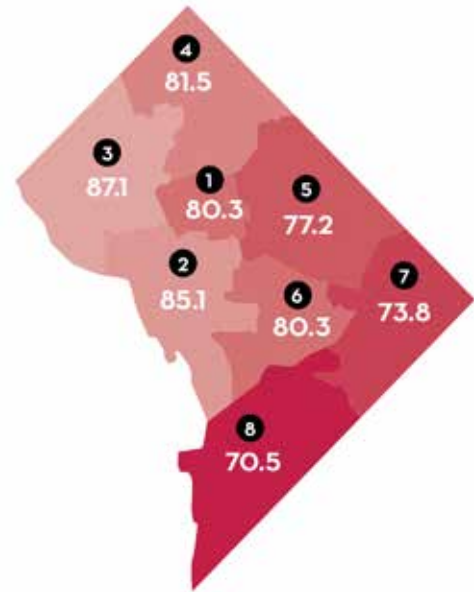
Basketball Ribbon Cutting at Ferebee Hope Recreation Center | DPR ▶



STRATEGY 3C

Promote healthy lifestyles and connection to nature.

DC LIFE EXPECTANCY BY WARD



As shown in this map, wards 7 and 8 have a lower overall life expectancy compared to the rest of the District - almost 17 years less than Ward 3.

Source: DC Health, 2019



▲ In 2021, Mayor Bowser and DOEE launched the **Anacostia Green Boats** on Kingman and Heritage Islands, connecting residents to the Anacostia River and the great outdoors | DPR

ACTIONS

- 3C.1** Expand wellness programs and facilities that help residents adopt healthy habits to improve physical and mental health.
- 3C.2** Target resources for new fitness classes, fitness facilities, and programs to promote the active use of DC's trail system in areas with high health inequities or lack of access to alternate fitness providers.
- 3C.3** Expand nature-based play and outdoor environmental education programming to connect residents to immersive and meaningful experiences with nature.
- 3C.4** Increase the number of urban farms, community gardens, gardening classes, tool shares, fruit trees, and other food-producing landscapes in communities with low food access and in areas that lack access to private yards.
- 3C.5** Expand opportunities and programming of affordable river-based recreation on DC's rivers.



▲ **Edgewood Recreation Center:** Built for education, the Edgewood Community Learning Garden is a place for kids to learn about and grow food through school programs on horticulture | DPR



▲ **Oxon Run Park Forest Bathing:** The largest park in the DPR inventory is utilized for full sensory immersion in the beauty and wonder of nature as part of forest bathing | DPR

STRATEGY 3D

Foster entrepreneurship, economic empowerment, education, and career opportunities to support the local economy.

ACTIONS

- 3D.1** Showcase local small businesses and entrepreneurs at DPR parks, events, recreation centers, and concession stands.
- 3D.2** Develop an incubator kitchen model to foster entrepreneurship and grow the local food economy.
- 3D.3** Upgrade tech lounges to integrate additional tools that promote science, technology, engineering, and mathematics (STEM) education, and fabrication opportunities, and foster peer learning and innovation.
- 3D.4** Provide space to partner agencies and organizations to offer services and skills training that meet the needs of local residents.
- 3D.5** Develop new nature-based and recreational job training opportunities and career pipelines.



▲ **Kenilworth Recreation Center Demonstration Kitchen:** The Garden-to-Table Cooking and Nutrition Series is a recreational culinary program that is offered through the demonstration kitchen at the Kenilworth Recreation Center as part of career development opportunities to support the local economy. **Foodie Fridays**⁴⁹ with Anita Jenkins, CEO of Howard University Hospital | DPR

STRATEGY 3E

Promote the arts, culture, and history.

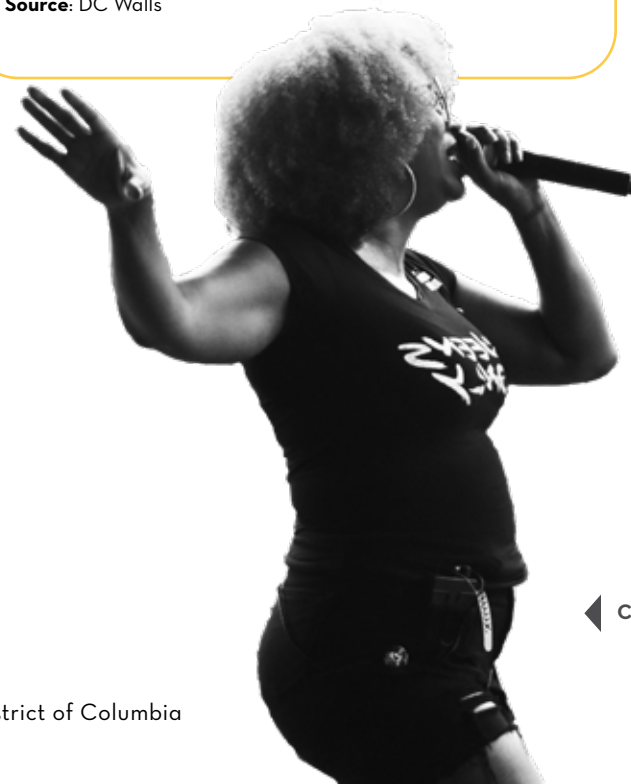
DC WALLS



▲ DC Walls Mural Festival 2021. Artist: Golden Rabbit Silent Monkey. | Jeremy Bailey

DC Walls launched in 2016 and invites artists from across the globe to DC to paint a series of public murals in the NoMa neighborhood. Organized by NoMa BID, residents have the opportunity to witness the artists' process and learn about the murals' meaning through a series of guided tours.

Source: DC Walls



ACTIONS

- 3E.1** Develop a public art strategy to manage the incorporation (commissioning or donation) and location of different expressions of local art and commemorative works in parks and recreation centers.
- 3E.2** Create new spaces that allow for artistic performance and exhibition across the District.
- 3E.3** Promote local arts by sharing information at recreation centers, organizing arts and cultural festivals, hosting markets, and making it easier for artists to perform/promote themselves in DPR spaces.
- 3E.4** Define guidelines for the location and approval of historical signage in parks.
- 3E.5** Develop online tools to highlight the history of DC's public lands, paying particular attention to the story of Indigenous peoples.

◀ Chuck Brown Day 2019 | DPR



▲ Chuck Brown Day 2019 | DPR



PROGRESS TRACKING

3 GOAL: Responsive, diverse programming

Increase the capacity, quality, and diversity of programs, events, and services to promote a healthy lifestyle, enhance local economic development, support the arts, and celebrate the cultural diversity and history of the District.

INDICATORS (What is DPR measuring?)	METRICS (How will DPR measure it?)
Additional summer camps spots and updated registration system / mechanism (Action 3A.1).	<ul style="list-style-type: none"> Number of additional spots available for summer and seasonal camps. Improved registration system/mechanism.
High-demand aquatic sites with extended operating and programming hours (Action 3A.2).	<ul style="list-style-type: none"> Number of aquatic sites with expanded hours. Total number of expanded hours. Number of additional slots available in aquatics programming.
Potential adaptation or conversion of some outdoor pools to year-round use (Action 3A.3).	<ul style="list-style-type: none"> Number of outdoor pools with community support to be adapted or converted to year-round use.
Programming assessment to integrate new options (Action 3B.1).	<ul style="list-style-type: none"> Annual report on programming offerings and enrollment.
New strategic partnerships or staff resources to expand programmatic offerings (Action 3B.2).	<ul style="list-style-type: none"> Number of partnerships or staff resources that expand programmatic offerings.
Community engagement to shape programmatic offerings (Action 3B.4).	<ul style="list-style-type: none"> Number of community meetings held. Number of residents engaged. Annual programmatic survey respondents.
Expansion of wellness programs/facilities (Action 3C.1).	<ul style="list-style-type: none"> Number of nutrition/wellness classes and events.
Expansion of nature-based and environmental education programming (Action 3C.3).	<ul style="list-style-type: none"> Number of nature-based programs provided by DPR and other agencies. Acreage of natural lands. Number of nature-based play areas.
Expansion of urban farms, community gardens, gardening classes, and tool shares (Action 3C.4).	<ul style="list-style-type: none"> Number of new urban farms added. Community garden plots. Number of gardening classes. Number of tool shares. Acreage of other food-producing landscapes.
Expansion of affordable river-based programming and recreation in DC rivers (Action 3C.5).	<ul style="list-style-type: none"> Number of river-based programs and enrollment.
Showcase local small businesses and entrepreneurs at DPR sites (Action 3D.1).	<ul style="list-style-type: none"> Number of partnerships/concessionaire contracts with local vendors.
Development of an incubator kitchen model to foster entrepreneurship and grow the local food economy (Action 3D.2).	<ul style="list-style-type: none"> Number of culinary programs and enrollment. Number of incubator kitchens. Number of community reservations of incubator space.
Integration of technological tools to promote STEM education, fabrication opportunities, and innovation (Action 3D.3).	<ul style="list-style-type: none"> Number of sites offering design programs, tools, and fabrication equipment.
Development of new nature-based and recreational job training (Action 3D.5).	<ul style="list-style-type: none"> Number of trainings held.
Creation of new performance /exhibition spaces (Action 3E.2).	<ul style="list-style-type: none"> Number of new performance/exhibition spaces.
Location of historical signage in parks (Action 3E.4).	<ul style="list-style-type: none"> Number of historical signs on DPR sites.





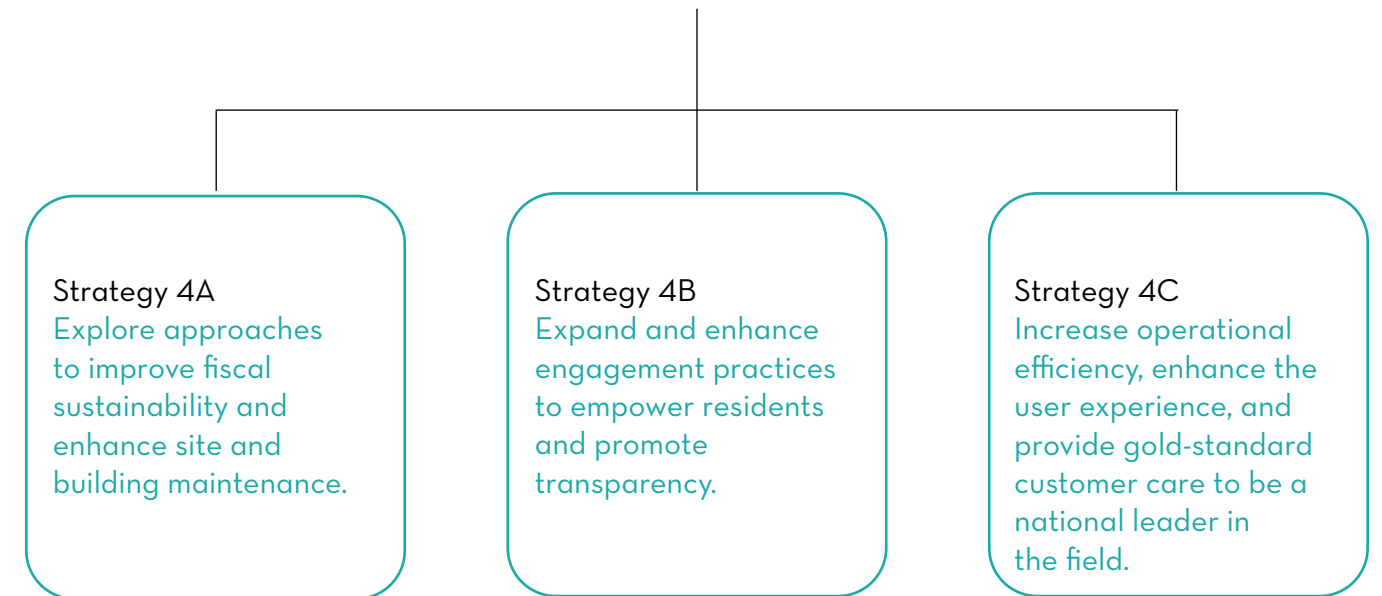
“It would be myopic for political leaders to put an overweighted burden on park and recreation budgets. People across the United States have been swarming to their local parks, trails, and public open spaces to remain physically active, decompress, and reconnect with nature during these challenging times.”

- 2020 Engagement with Parks Report, National Recreation and Park Association

GOAL 4:

Transparent, efficient, engaged operations

Provide financially sustainable, efficient, and innovative operations and customer care that is transparent and responsive to residents’ needs.



The District has once again been ranked #1 in the nation by the TPL’s 2021 ParkScore® Index⁵⁰, reflective of the agency’s vision to be America’s gold standard for parks and recreation agencies. While DPR’s employees work diligently to provide excellent operational and administrative support, the agency is always striving to reevaluate its allocation of staff and financial resources and to improve its external communications and public messaging.

DPR must continually pursue judicious management of capital and operating funds not only to meet immediate agency needs, but also to ensure long-term financial viability. Systematic oversight of facility conditions

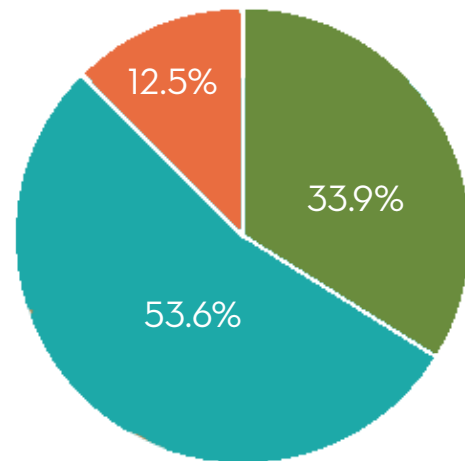
remains especially critical to allocating capital investments efficiently and avoiding the escalating costs of deferred maintenance. DPR is also committed to identifying and implementing new methods and tools to enhance the customer experience, integrating regular community involvement, investing in human capital, and engaging creatively with partners, volunteers, and sponsors to pursue additional revenue sources.

Goal 4 provides the strategic framework to achieve financial sustainability, efficiency and innovation in operations, maintenance enhancement, and best-in-class-level customer service to the community and its partners.

STRATEGY 4A

Explore approaches to improve fiscal sustainability and enhance site and building maintenance.

DPR SHARE OF ANNUAL BUDGET



- DPR Capital
- DPR Operating
- DGS Facilities + Maintenance

*Based on fiscal year (FY)21 budget

ACTIONS

- 4A.1** Seek additional opportunities for revenue generation.
- 4A.2** Partner with other District agencies to leverage multi-disciplinary federal grant funds to improve parks and recreation centers.
- 4A.3** Audit all park sites regularly to ensure that maintenance needs are known and report publicly on the status of maintenance tickets at DPR sites.
- 4A.4** Expand and enhance partnership agreements and DPR's capacity to address day-to-day maintenance concerns.
- 4A.5** Coordinate with DGS to ensure that an updated FCA is completed for each DPR facility every five years.

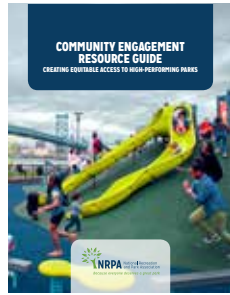


▲ **Deanwood Community Center:** An innovative joint-use facility that features educational, recreational, and athletic programs for all ages.
Deanwood Aquatic Center | Perkins Eastman

STRATEGY 4B

Expand and enhance engagement practices to empower residents and promote transparency.

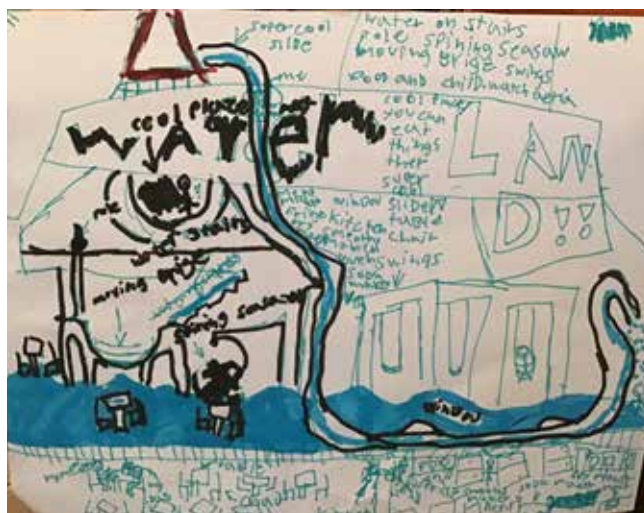
THE NRPA ENGAGEMENT GUIDE



Community Engagement Resource Guide | NRPA

“The National Recreation and Park Association (NRPA) has developed this Community Engagement Resource Guide to provide park and recreation professionals with a roadmap to implement **equitable and inclusive community engagement strategies** around the planning, design, construction, maintenance, and activation of park projects and park plans.”

Source: The National Recreation and Park Association Guide



▲ **Water Land Fun Park:** Submitted by a young DC resident for the Ready2Play engagement activity “Envision your Dream Park” in summer 2020 | Henri Risher

ACTIONS

- 4B.1 Provide resources and technical assistance to underserved groups and areas of the city to help establish “Friends of” groups for local parks and apply for grant opportunities.
- 4B.2 Develop a public-facing process to allocate future LWCF dollars.
- 4B.3 Integrate community engagement earlier in the capital project cycle to better inform scope prior to budget requests and engage communities post-construction to report on investment outcomes.
- 4B.4 Develop targeted approaches to reach new audiences and organize bodies/committees to engage hard-to-reach populations such as youth.
- 4B.5 Organize and promote more open-to-all volunteer opportunities throughout the year such as cleanups or community days.



▲ Ready2Play Pop-up Engagement, Freedom Plaza | DPR



▲ Ready2Play Pop-up Engagement, Rosedale Community Center | DPR



▲ Ready2Play Pop-up Engagement, Kenilworth Recreation Center | DPR



▲ Ready2Play Pop-up Engagement, Chuck Brown Memorial Park | DPR

DPR Engagement: DPR hosted community events across the city to actively engage with residents on Ready2Play, and gave away some Ready2Play swag to residents of all ages.

STRATEGY 4C

Increase operational efficiency, enhance the user experience, and provide gold-standard customer care to be a national leader in the field.

PARKSCORE®



The District received the #1 ParkScore® ranking for 2022 from the TPL for the second year in a row. The analysis is based on five characteristics of an effective park system:

Acreage	55/100
Access	99/100
Investment	100/100
Amenities	84/100
Equity	87/100

Source: The Trust for Public Land

ACTIONS

- 4C.1** Strive to achieve the highest industry standards for parks and recreation agencies (e.g., Commission for Accreditation of Parks and Recreation Agencies (CAPRA) reaccreditation, gold medal parks agency, #1 ParkScore®).
- 4C.2** Improve ease of permitting and program registration to enhance user experience and provide more equitable access.
- 4C.3** Communicate permitting guidance clearly and assess field inventory to ensure that there are sufficient fields in every community that allow time for non-permitted community use.
- 4C.4** Provide ongoing staff training on prescient topics to stay on top of the field of parks and recreation trends.
- 4C.5** Invest in new systems and technological solutions that enhance customer care and operational efficiencies.



PROGRESS TRACKING

4 GOAL: Transparent, efficient, engaged operations
 Provide financially sustainable, efficient, and innovative operations and customer care that is transparent and responsive to residents' needs.

INDICATORS (What DPR is measuring?)	METRICS (How DPR will measure it?)
New opportunities for revenue generation (Action 4A.1).	<ul style="list-style-type: none"> Revenue generated on park sites. Number of concessionaires.
Leverage federal funds to improve parks and recreation centers (Action 4A.2).	<ul style="list-style-type: none"> Number of active federal grants projects.
Audit of maintenance needs and status of maintenance tickets at DPR sites (Action 4A.3).	<ul style="list-style-type: none"> Report of maintenance tickets status and park audits.
Update FCA for each DPR facility every five years (Action 4A.5).	<ul style="list-style-type: none"> Number of new FCAs done annually.
Technical resources and assistance for the creation of "Friends of" groups (Action 4B.1).	<ul style="list-style-type: none"> Trainings held, technical assistance with groups.
Targeted engagement and committees to reach new audiences and hard-to-reach communities (Action 4B.4).	<ul style="list-style-type: none"> Number of youth engaged; number of youth-targeted engagements held.
Promote volunteer opportunities (Action 4B.5).	<ul style="list-style-type: none"> Number of DPR or DPR partner-organized citywide volunteer events.
Achieve the highest industry standards for parks and recreation agencies (Action 4C.1).	<ul style="list-style-type: none"> Number of awards, accreditations, and/or staff with certifications.
Enhance permitting and program registration experience (Action 4C.2).	<ul style="list-style-type: none"> Survey responses.
Communicate permitting guidance to ensure equitable use of fields (Action 4C.3).	<ul style="list-style-type: none"> Number of permits granted annually (permit holder/ward residence; site ward).

