

February 2022

ACTIVATE ATL

2022-2026 Strategic Plan



ATL
PARKS &
REC





ANDRE DICKENS
MAYOR



CITY OF ATLANTA

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Dear Friends,

I am excited to share the City of Atlanta's 2022-2026 Strategic Plan for the Department of Parks and Recreation (DPR).

Persevering through the last years of the pandemic has strengthened the resolve of Atlantans and clearly demonstrated the necessity of our great city's parks, greenspaces, recreation centers and programs. From offering places of respite to opportunities for families to safely gather, from being a stable source for those in need of meals and groceries, to serving as structured learning spaces for our youth, even serving as shelters for our most vulnerable population, the role of our city's parks and recreation system has evolved to meet ever-changing demands.

The road ahead is as exciting as it will be challenging. This strategic plan is an extension of DPR's 10-Year Comprehensive Master Plan: Activate ATL and lays the framework to Investing, Connecting and Growing the City's parks and recreational system. It outlines actions that will need to be taken over the next five years tying back to ambitious and measurable goals, ensuring accountability and progress. Its success will require collaboration and support from staff, elected officials, strategic partners, and supporters.

As the Department of Parks and Recreation begins implementation, I am energized to champion their efforts, helping cement the invaluable role that parks, greenspaces and recreational programs play in our city's infrastructure.

Together, we will continue to Move Atlanta Forward as One City with One Bright Future.

Sincerely,

A handwritten signature in black ink, appearing to read "Andre Dickens". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mayor Andre Dickens





Overview and Acknowledgments

The Department of Parks and Recreation (DPR) is excited to roll out our latest strategic plan concurrently with a new administration led by 61st Atlanta Mayor Andre Dickens.

Mayor Dickens' focus on serving youth and seniors, while addressing complex citywide challenges such as equity, crime, and affordable housing aligns with DPR's strategic objectives to improve the City's parks system. Our Strategic Plan focuses on equitably serving all Atlantans with a diverse and impactful offering of recreational programs and parks, including a high-quality park within a 10-minute walk of every resident.

DPR Strategic Plan Project Team

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Introduction



Implementing Activate ATL

This Strategic Plan for 2022-2026 is the primary tool to guide Department of Parks and Recreation (DPR) staff in the implementation of **Activate ATL: Comprehensive Parks and Recreation Master Plan** (2021).

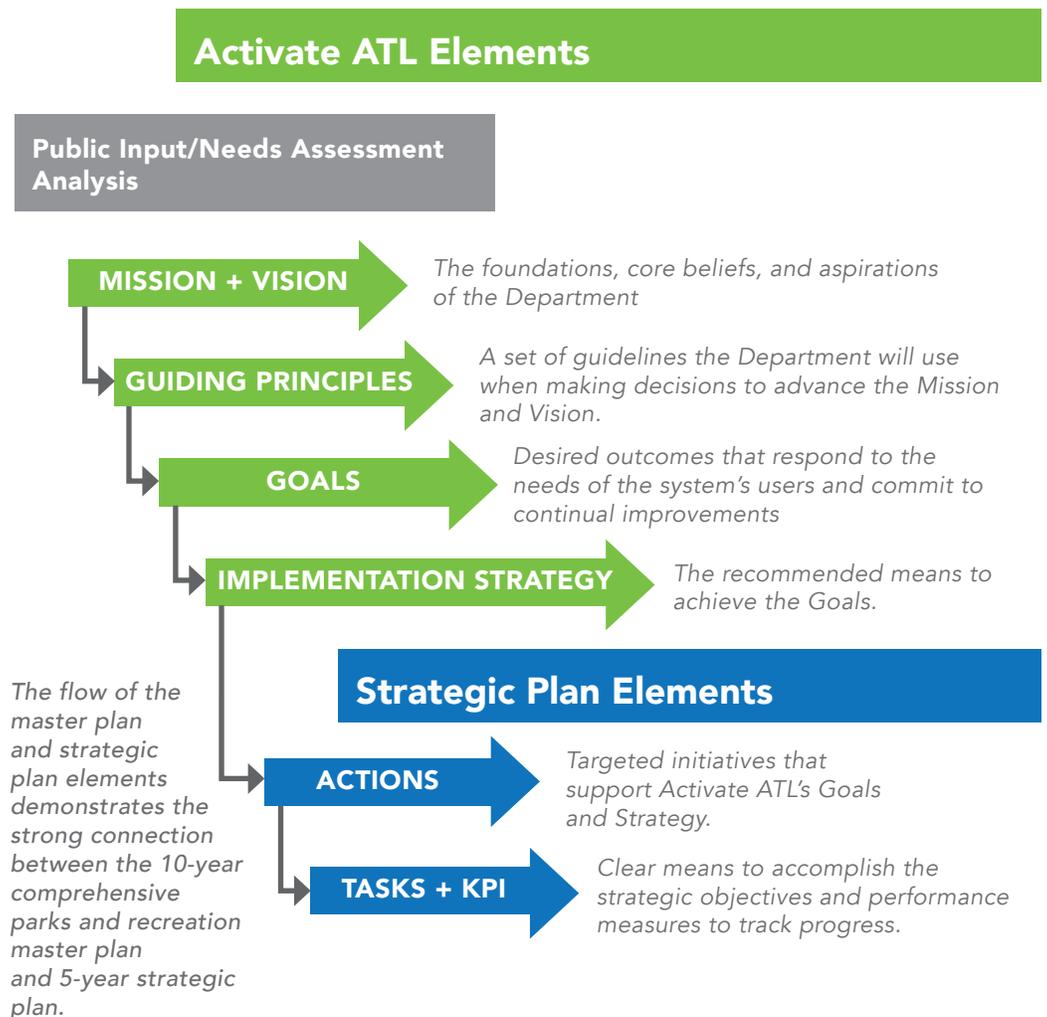
In December 2021, the Department of Parks and Recreation (DPR) released Activate ATL, which provides a 10-year vision for the system. Activate ATL was developed through a multi-year planning process that involved extensive community engagement, analysis, and findings.

This Strategic Plan builds off the recommendations from Activate ATL, while also incorporating carryover elements from DPR's previous Strategic Plan (2017-2021).

Finally, while the Strategic Plan pinpoints the work identified as attainable within the first half of the Activate ATL timeframe, it does not preclude work and/or timing on accomplishing other goals and actions. DPR is committed to meeting any and all goals and actions that will sustain the City of Atlanta as a world class system of parks and recreation.

Guiding Framework / Connecting the Elements

Activate ATL includes 4 related elements: the Mission and Vision, Guiding Principles, Goals, and Implementation Strategy. The Strategic Plan includes Actions, Tasks and KPIs, and Action Steps necessary to implement in order to achieve the master plan goals.





The Activate ATL Mission and Vision:



MISSION

“To provide equitable access to outstanding recreational, natural, and cultural experiences that enhance the happiness, health, and well-being of all Atlantans.”



VISION

“To make recreation and parks the heart and soul of Atlanta through a diverse, yet seamless and interconnected system of parks, recreation, and natural areas.”

Guiding Principles

Nine principles were established to guide the application of Activate ATL:



Provide plentiful and diverse experiences – Provide a plentiful variety of natural, recreational, and cultural experiences that enhance health and enjoyment for everyone.



Ensure equitable and inclusive practices – Ensure that the Atlanta parks and recreation system meets the needs of all individuals, families, and communities regardless of race/ethnicity, creed, age, sex, or national origin.



Cultivate stewardship – Cultivate a new generation of stewards who are devoted to ensuring an extraordinary parks and recreation system for everyone.



Offer safe, equitable, and seamless access and connectivity – Offer safe and equitable access to parks, nature, and recreational experiences with seamless connectivity citywide.



Maximize awareness of the parks and recreation system – Maximize public awareness to boost the use of parks and recreation opportunities through branding, marketing, and public engagement efforts designed to reach all individuals.



Optimize current use of facilities and services – Improve existing parks, recreational facilities, and program offerings to optimize the use and value for all, by continually engaging and thoughtfully responding to the diverse needs of every community.



Foster partnerships – Foster sustainable partnerships to ensure responsiveness to diverse community needs.



Promote health and wellness – Promote health and well-being by designing park and recreation experiences that encourage physical activity, exposure to nature, and positive social interaction.



Monitor, evaluate, and prioritize investments – Monitor and evaluate DPR’s system conditions, offerings, community perceptions, and socioeconomic environments in order to efficiently prioritize investments in park upgrades, recreation programming, and facility improvements.



Activate ATL's Goals



Goal #1:

INVEST

in Atlanta's Parks and Recreation Assets

This goal is focused on strategically investing resources to improve the quality, appearance, and experience provided by the parks and recreation system in all areas throughout the city.



Goal #2:

CONNECT

Atlanta's Parks and Recreation Resources

This goal is focused on connecting residents and guests of the City of Atlanta to the offerings and benefits of the parks and recreation system by facilitating a comprehensive network of parks and programs; eliminating barriers to access; and creating connectivity and greater awareness of what DPR provides in parks and recreation centers throughout the city.



Goal #3:

GROW

the Parks and Recreation System

This goal is focused on increasing publicly accessible parkland to keep pace with the city's rising population and increasing financial resources to maintain, operate, and improve the parks and recreation system in all areas throughout the city.

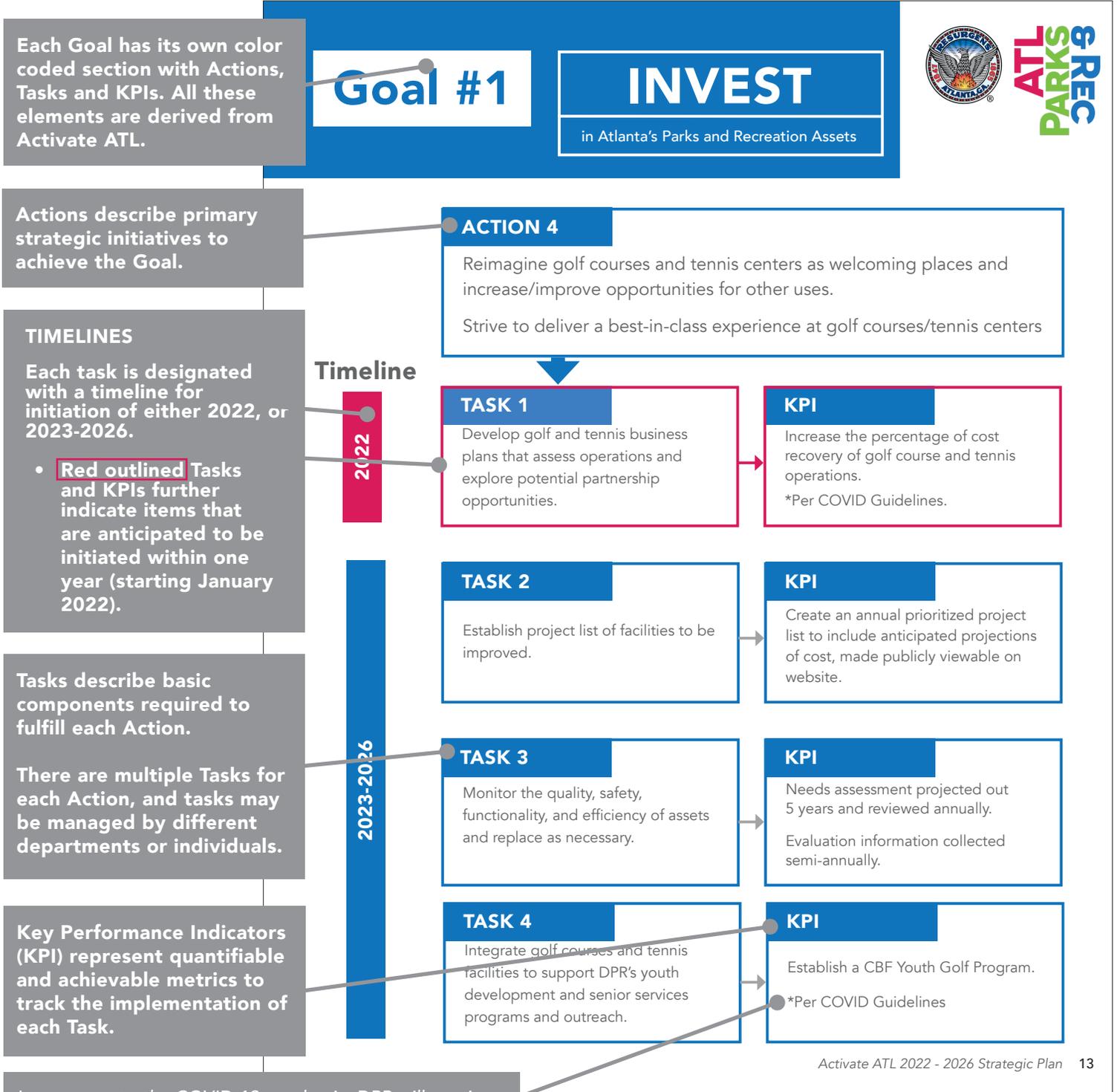


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Strategic Plan



A Guide to Understanding the Strategic Plan



Each Goal has its own color coded section with Actions, Tasks and KPIs. All these elements are derived from Activate ATL.

Actions describe primary strategic initiatives to achieve the Goal.

TIMELINES
Each task is designated with a timeline for initiation of either 2022, or 2023-2026.

- Red outlined Tasks and KPIs further indicate items that are anticipated to be initiated within one year (starting January 2022).

Tasks describe basic components required to fulfill each Action.

There are multiple Tasks for each Action, and tasks may be managed by different departments or individuals.

Key Performance Indicators (KPI) represent quantifiable and achievable metrics to track the implementation of each Task.

In response to the COVID-19 pandemic, DPR will continue to modify all programming, physical workspaces, activities, etc. in accordance with CDC Guidelines.

Goal #1

INVEST

in Atlanta's Parks and Recreation Assets

ACTION 1

Improve the condition of our existing facilities and prioritize locations, based on identified needs.

Timeline

2022

TASK 1

Establish project list of facilities to be improved and develop project priorities and cost estimates.

KPI

Create annual, prioritized project list, publicly viewable on website, with anticipated projections of cost.

TASK 2

Develop community-based, conceptual project plans, based on available capital and operating dollars.

KPI

Create a list of the Top 10 active priorities and number of completed park site improvement plans, to be updated annually.

TASK 3

Complete on-going needs and priorities assessment of facilities and parks to confirm needs and update DPR's strategies.

KPI

Procure Asset Management Software to track and project lifecycle replacement and estimated cost of scheduled replacement within 5 years.
Needs Assessment completed every 5 years.

TASK 4

Implement projects based on phasing developed through prioritization criteria.

KPI

Number of projects completed annually.

2023-2026

Goal #1

INVEST

in Atlanta's Parks and Recreation Assets



ACTION 2

Foster excellence in daily maintenance of parks and recreation facilities through investments in human capital, training, and resources.

Timeline

2022

TASK 1

Recruit and retain qualified people to fill existing vacant positions and ensure existing positions are compensated comparable to other municipal and private agencies.

KPI

Reduce vacancy rates for each division to at or below 10% annually.

TASK 2

Invest in training of existing staff to increase skill sets and capacity for the demands of the parks system.

KPI

Increase actual training hours by 5% annually over 5 years.

TASK 3

Conduct Comprehensive Organizational Assessment - Identify the cost of service to maintain the park system at the current level, including full-time and part-time hours to deliver on the standards; ensure DPR has the needed resources to efficiently perform tasks to standard.

KPI

Increase consistency in performance measures achievement by 2% annually using monthly and annual DPR ATLStats metric data.

Goal #1

INVEST

in Atlanta's Parks and Recreation Assets

ACTION 3

Invest in programming opportunities that include diverse interests such as senior athletics, cooking and gardening classes, teen music programs, art programs, emerging sports, and high priority programs.

Timeline

2022

TASK 1

Increase funding to the core program areas to modernize the guest experience, expand staffing and continue to implement customer feedback methods.

KPI

Increase the perception of "Excellent" rating for activities, classes, and events by 3% annually (from current level of 21%).
Decrease perception of fair by 3% annually (from current level of 15%).

TASK 2

Reimagine recreational programming and delivery methods in development of new activities within each core program area, aligning with community needs.
Develop a recreation program plan in accordance with CAPRA

KPI

Provide support for at least two new programs annually.
Achieve a 50% annual renewal of new programming through a focus on guest experience.

TASK 3

Identify opportunities and capitalize on partnerships and alternative funding to provide services (particularly for seniors and teens), based on new recreation trends.

KPI

Develop new programming with at least 25% in collaboration as part of a partnership agreement.

Goal #1

INVEST

in Atlanta's Parks and Recreation Assets



ACTION 4

Reimagine golf courses and tennis centers as welcoming places and increase/improve opportunities for other uses.

Strive to deliver a best-in-class experience at golf courses/tennis centers

Timeline

2022

TASK 1

Develop golf and tennis business plans that assess operations and explore potential partnership opportunities.

KPI

Increase the percentage of cost recovery of golf course and tennis operations.
*Per COVID Guidelines.

TASK 2

Establish project list of facilities to be improved.

KPI

Create an annual prioritized project list to include anticipated projections of cost, made publicly viewable on website.

TASK 3

Monitor the quality, safety, functionality, and efficiency of assets and replace as necessary.

KPI

Needs assessment projected out 5 years and reviewed annually.
Evaluation information collected semi-annually.

TASK 4

Integrate golf courses and tennis facilities to support DPR's youth development and senior services programs and outreach.

KPI

Establish a CBF Youth Golf Program.
*Per COVID Guidelines

2023-2026

Goal #1

INVEST

in Atlanta's Parks and Recreation Assets

ACTION 5

Invest in employees and partners to develop increased skills and customer service training to promote and encourage a career track based on continuous development, professionalism, equity, diversity, and inclusion.

Timeline

2022

TASK 1

Develop continuing education tracts, encourage certifications, and create pathways for growth and upward mobility for all staff.

KPI

Annually have at least 5 DPR staff become CPRPs and 2 CPREs, or similar certifications as applicable.

TASK 2

Train staff and partners on guest services excellence and diversity, equity, and inclusion efforts to create a welcoming experience for all.

KPI

Facilitate training program annually to include a 75% participation rate of existing employees and 100% participation rate of newly hired employees.

Goal #1

INVEST

in Atlanta's Parks and Recreation Assets



ACTION 6

Invest in safety and security systems at recreation centers and parks through multiple strategies, including reducing crime opportunities through environmental design.

Timeline

2022

TASK 1

Continue implementing already identified security measures.

KPI

Establish project list made publicly viewable on website.

TASK 2

Conduct an initial evaluation of additional security measures.

KPI

Ongoing project list to be updated annually, made publicly viewable on website.

TASK 3

Develop a Parks and Recreation Security Plan.

KPI

Amount of funds needed to maintain assets projected out 5 years and updated annually.

TASK 4

Begin implementation of the Parks and Recreation Security Plan and monitor the quality, safety, functionality, and efficiency of assets and replace as necessary.

Track reported incidents year-over-year to target a reduction of 50% based on APD report data.

Goal #1

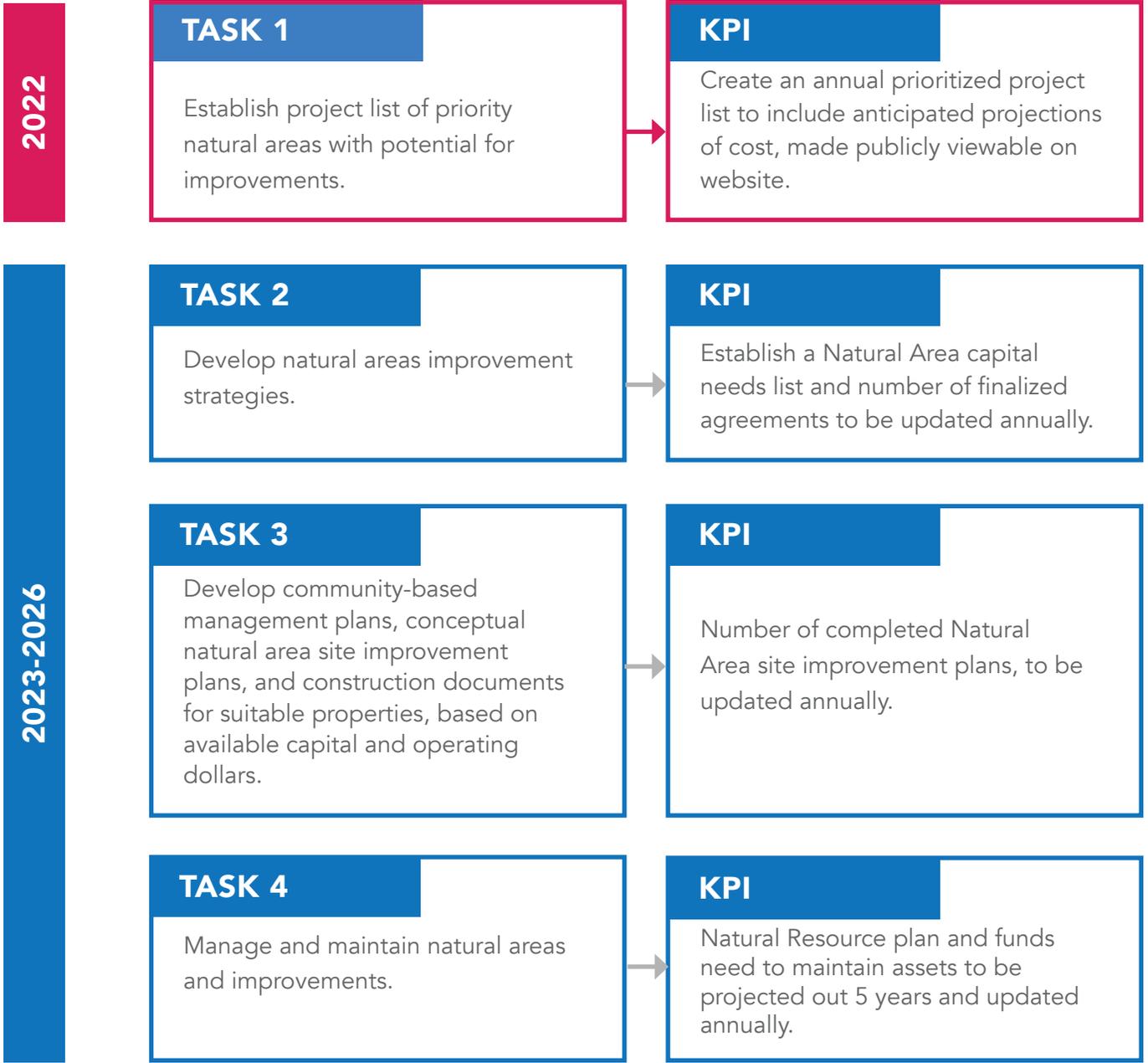
INVEST

in Atlanta's Parks and Recreation Assets

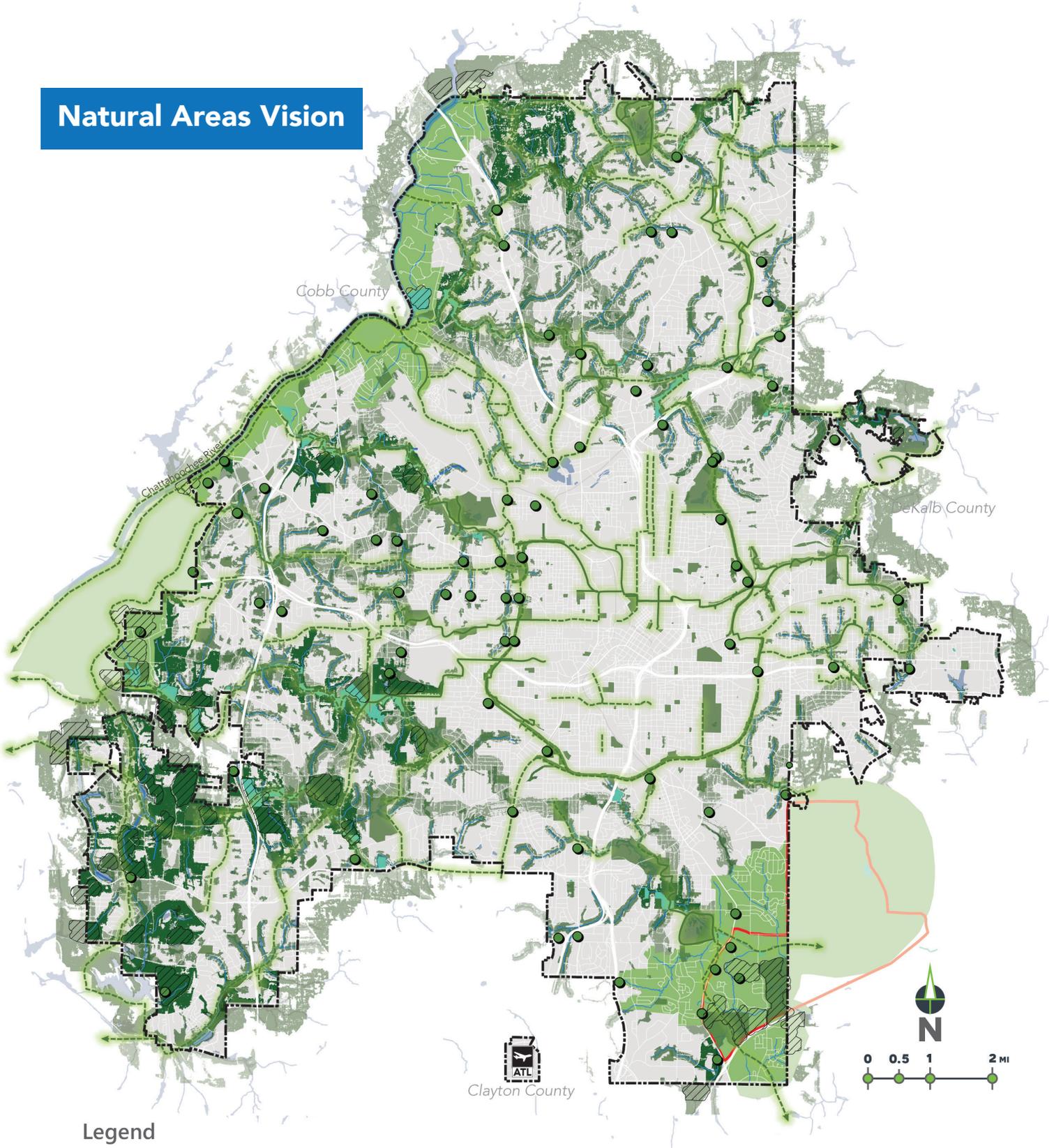
ACTION 7

Invest in natural areas in parks (see *Natural Areas Vision, page 19*) for the dual purpose of preserving and protecting Atlanta's abundant tree canopy and wildlife habitat, while encouraging visitation for human respite and refuge.

Timeline



Natural Areas Vision



Legend

- | | | |
|---------------------------------------|--|--|
| City Limits | Atlanta City Design: Nature | Forest Connectivity Corridors/
Stream Riparian Corridor |
| Local Streets | High Biodiversity Areas
Proposed for Protection | |
| Highways | Proposed Major Park | |
| Existing Parks and
Trail Corridors | TPL South River
Forest Study Area | |
| Existing Trail | Interior Forest Cores | |
| Streams | Proposed Trail | |
| DWM Properties | | |

Goal #2

CONNECT

Atlanta's Parks and Recreation Resources

ACTION 1

Foster a system-wide, sustainable trail network that guides user access to parks and enables connections across the city. Improve connectivity and wayfinding between and within all facilities of the parks and recreation system.

Timeline

2022

TASK 1

Establish project list of amenities to be developed.

KPI

Establish an annual prioritized project list to include anticipated projections of cost, made publicly viewable on website.

TASK 2

Create trail and amenity development strategy with partners.

KPI

Number of finalized agreements and capital list to be updated annually.

TASK 3

Develop community-based conceptual trail plans and construction documents for suitable properties, based on available capital and operating dollars.

KPI

Number of improvement plans completed to be updated annually.
*Emphasize Bond/TSPLOST Projects

TASK 4

Complete needs and priorities assessment to confirm needs, and update DPR response strategies.

KPI

Quantity of trails, sidewalks, and signs installed in and within a ½ mile of parks completed every 5 years and compared to existing gaps annually.

2023-2026



Goal #2

CONNECT

Atlanta's Parks and Recreation Resources

ACTION 2
Prioritize youth and seniors in programming through ongoing research and embedding innovation in our culture and practices. Coordinate and collaborate with partners that offer unique services to youth, adults, and seniors.

Timeline

2023-2026

TASK 1
Increase senior and youth programming to raise utilization of all facilities, incorporating new trends that align with neighborhood and community needs.

*Per COVID Guidelines

KPI
Increase participation in youth programs and senior programs 5% annually for 3 years.

Incorporate innovation-based strategies for 50% of pilot programs into DPR's portfolio of services.

2022

TASK 2
Foster existing partnerships and develop new ones to deliver services to youth and seniors, with similar providers maximizing resources.

KPI
Implement three new programs annually through partnerships that meet the needs of youth and seniors.

Goal #2

CONNECT

Atlanta's Parks and Recreation Resources

ACTION 3

Identify opportunities to develop environmental education programming opportunities across the city. Utilize environmental education as a vehicle for new users to be introduced to parks and recreation, and to inspire the next generation of park stewards through education and outreach.

Timeline

2022

TASK 1

Develop and implement in-house environmental education programming equitably across the city.

KPI

Develop at least one environmentally focused program every 2 years.
Increase participation in new environmental programming 5% annually after first year.

TASK 2

Develop partnerships that help deliver on the outcomes for environmental programming.

KPI

Develop five new partnership programs.
Increase participation in new partnerships based environmental programs 5% annually after first year.

Goal #2

CONNECT

Atlanta's Parks and Recreation Resources



ACTION 4

Provide meaningful recurring and drop-in volunteer opportunities for a variety of abilities—furthering the work of Park Pride and DPR and fostering connections between neighbors, generations, and parks and recreation.

Timeline

2022

TASK 1

Advocate for Park Pride to continue developing a robust volunteer program to help fill gaps in DPR capacity.

KPI

Increase participation 3% annually for each volunteer opportunity.
Demonstrate increased access to volunteer opportunities across the system through the use of mapping.

TASK 2

Advocate and collaborate with Park Pride to encourage and develop volunteers' knowledge and understanding of DPR parks, facilities, amenities, and landscapes, to share with the public.

KPI

Increase both the number of volunteer programs offered and participation in the programs 5% annually.

Goal #2

CONNECT

Atlanta's Parks and Recreation Resources

ACTION 5 (1 of 2)

Develop robust communication strategies to inform the wider community of parks and recreation resources, and connect/partner with the community.

Timeline

2022

TASK 1

Increase the visibility, equitability, accessibility, and responsiveness of the parks and recreation system. Cultivate an engaged and diverse parks and recreation community throughout the City of Atlanta.

KPI

Establish baseline of routine engagement opportunities. Increase percentage of requests and concerns addressed and resolved year-over-year.

TASK 2

Promote existing and new offerings via varied and multilingual methods preferred by the diverse community. Measure marketing ROI.

KPI

Track number of users reach through each method monthly and annually. Increase year-over-year participation.

2023-2026

TASK 3

Create a distinct brand identity for DPR, including redesigning the website or having a standalone microsite (e.g., www.Activate-ATL.com) connected to the city's website to provide a more user-friendly online experience.

KPI

Decrease "Lack of Awareness" by 10% within the next 3 years (from current level of 64%).

Goal #2

CONNECT

Atlanta's Parks and Recreation Resources



ACTION 5 (2 of 2)

Develop robust communication strategies to inform the wider community of parks and recreation resources, and connect/partner with the community.

Timeline

2023-2026

TASK 4

Design Customer Journey Mapping, which is a visual story of how parks and recreation customers interact with DPR's customer service, to understand people's needs at each touchpoint and better connect offerings to outcomes.

KPI

Increase "Excellent" perception customer ratings 3% (from current level of 22%)

"Decrease "Fair" perception customer ratings 3% (from current level of 15%).

Increase percentage of residents who identify as having participated in DPR programs 8% (from current level of 17%).

2022

TASK 5

Tell the story of parks and recreation as essential services, and a key attractor for talent seeking a better quality of life.

KPI

Increase reach 4% by developing messaging that reinforces DPR's brand.

Increase content and images provided by staff for future content and develop storage for later use.

Goal #2

CONNECT

Atlanta's Parks and Recreation Resources

ACTION 6

Strategically align youth programming services to fill gaps in city and other partner agency offerings, and specifically develop teen programming to build pathways to keep youth from entering the criminal justice system.

Timeline

2022

TASK 1

Partner with Atlanta Police Department (APD), Police Athletic League (PAL), Atlanta Police Foundation's @ Promise Centers, Youth Engagement Officer, Atlanta Fire and Rescue (AFRD), Department of Enterprise Asset Management (DEAM), Office of Equity, Diversity, and Inclusion and other existing providers to help to identify opportunities and fill service gaps.

KPI

Increase participation in these events 3% annually, with the first program offered as a benchmark.

*Per COVID Guidelines

TASK 2

Demonstrate increased capacity in offering access to youth and teen programming through DPR initiatives and partnerships.

KPI

Increase participation in youth programs 4% annually.

*Per COVID Guidelines



Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 1 (1 of 2)

Acquire park land strategically through property donations, purchases, public/private partnerships, or similar means to ensure parks are available and accessible throughout the city—with the goal of providing a park within a 10-minute walk for all Atlantans.

Timeline

2022

TASK 1

Identify vacant/undeveloped properties that are suitable for parks and recreation acquisition.

KPI

275 acres per year total (including Action 2 acquisition methods) of available land confirmed to be suitable for parks and recreation purposes in relation to city-wide acreage level of service target of 13 acres per 1,000 population (with the goal of preserving 50% of the land as natural area) in an effort to add 2,750 acres in 10 years. Updated annually.

2023-2026

TASK 2

Develop a mutually beneficial site management strategy for private properties determined to be suitable for addressing parks and recreation needs.

KPI

Number of finalized agreements to be updated annually.

Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 1 (2 of 2)

Acquire park land strategically through property donations, purchases, public/private partnerships, or similar means to ensure parks are available and accessible throughout the city—with the goal of providing a park within a 10-minute walk of the population now and in the future.

Timeline

2023-2026

TASK 3

Complete land acquisition process steps to include legislation, due diligence, closing and site stabilization and database listing, as necessary, to place newly acquired property into DPR management and/or ownership purview.

KPI

275 acres per year (including Action 2 acquisition methods) of property acquired in relation to city-wide acreage level of service target of 13 acres per 1,000 population (with the goal of preserving 50% of the land as natural area) in an effort to add 2,750 acres in 10 years. Updated annually.

TASK 4

Complete needs and priorities assessment to confirm needs, and update Department of Parks and Recreation response strategies.

KPI

Complete needs and priorities assessment, and update recreation and parks Master Plan every 5 years.



Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 2

Increase park land acreage through partnerships with other city departments and governmental agencies, such as the Department of Watershed Management, Department of City Planning, Atlanta Housing Authority, and Atlanta Public Schools.

Timeline

2022

TASK 1

Coordinate with DCP and Mayor's Public Land Advisory Council to identify properties owned by city government and public agencies that are suitable for parks and recreation purposes.

KPI

275 acres per year of city-owned or other land confirmed to be suitable for parks and recreation purposes (including Action 1 acquisition methods) in an effort to add 2,750 acres in 10 years (in relation to city-wide acreage level of service target of 13 acres per 1,000 population). Updated annually.

2023-2026

TASK 2

Develop a mutually beneficial site management strategy for properties determined to be suitable for addressing parks and recreation needs.

KPI

Number of finalized agreements to be updated annually.

TASK 3

Develop community-based conceptual park site improvements plans and construction documents for suitable properties based on available capital and management dollars.

KPI

Number of park site improvement plans completed to be updated annually.

Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 3

Ensure communities across the city have access to recreational facilities, amenities, and programs that can provide a wide variety of programs to promote social, multi-generational, and cross-cultural recreational opportunities and interaction.

Timeline

2022

TASK 1

Reimagine existing programs to refresh activities and events.

KPI

Increase the number of residents who will rate activities, classes, and events as "Excellent" or "Good" (up from 80% currently).

Increase 8% annually the percentage of residents who identify as having participated in programs offered by DPR (up from 17% currently).

TASK 2

Increase equity of access of offering popular programs and unprogrammed access to meetings spaces in multiple locations.

KPI

Expand 50% of launched pilot programming to city-wide programming where appropriate.

Launch 3 to 5 city-wide pilot programs to determine the viability of continuing and expanding.

*Per COVID Guidelines



Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 4 (1 of 2)

Collaborate with partners to expand healthy food access through programming, green markets, updated kitchens in recreation centers, community gardens, and urban food forests—especially where access to food-growing space is limited.

Timeline

2022

TASK 1

Work more closely with partners such as APS, AH, DCP, AgLanta, Park Pride, and the local food community to reach a broader audience with core programs.

KPI

Program outreach and offerings for at least two program areas are expanded annually. Access to healthy food is increased through four new or amended agreements to provide services.

TASK 2

Establish project list of new facilities—e.g., community gardens and/or food forests, and indoor kitchens in recreation centers.

KPI

Ongoing project list to be publicly viewable on the website and updated annually.

Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 4 (2 of 2)

Collaborate with partners to expand healthy food access through programming, green markets, updated kitchens in recreation centers, community gardens, and urban food forests—especially where access to food-growing space is limited.

Timeline

2023-2026

TASK 3

Develop park facility development strategy.

KPI

Number of finalized agreements and property list to be updated annually.

TASK 4

Develop community-based facilities plans and construction documents for suitable sites, based on available capital and operating dollars.

KPI

Number of facility site improvement plans to be completed every 5 years and updated annually.



Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 5 (1 of 2)

Increase access to high-quality outdoor facilities by building new athletic fields, courts, and other amenities in areas of demonstrated need based on the findings from the Needs Assessment and the growth of the city's population.

Timeline



Goal #3

GROW

Atlanta's Parks and Recreation System

ACTION 5 (2 of 2)

Increase access to high-quality outdoor facilities by building new athletic fields, courts, and other amenities in areas of demonstrated need based on the findings from the Needs Assessment and the growth of the city's population.

Timeline

2023-2026

TASK 4

Monitor the quality, safety, and functionality of assets, and replace as necessary.

KPI

Funds needed to maintain assets. Updated annually and projected out 5 years.

TASK 5

Complete needs and priorities assessment to confirm needs and update DPR's response strategies.

KPI

Needs and priorities assessment completed every 5 years.

Goal #3

GROW

Atlanta's Parks and Recreation System



ACTION 6

Ensure there is an appropriate allocation of parks and recreation staff and resources to meet the increased demands of parks and recreation system growth, including new park acquisition, development of new facilities, and increased recreation programs and events.

Timeline

2022

TASK 1

Develop a more responsive approach to attracting, hiring, and retaining qualified employees.

KPI

Ensure targeted annual vacancy rate for all position is 5%, but no more than 10%.

TASK 2

Understand total cost of staffing and marketing to increase programs and events in order to deliver services and resources to the community.

KPI

When developing new programming, incorporate the costs for new staff to implement the program and evaluate outcomes.

2023-2026

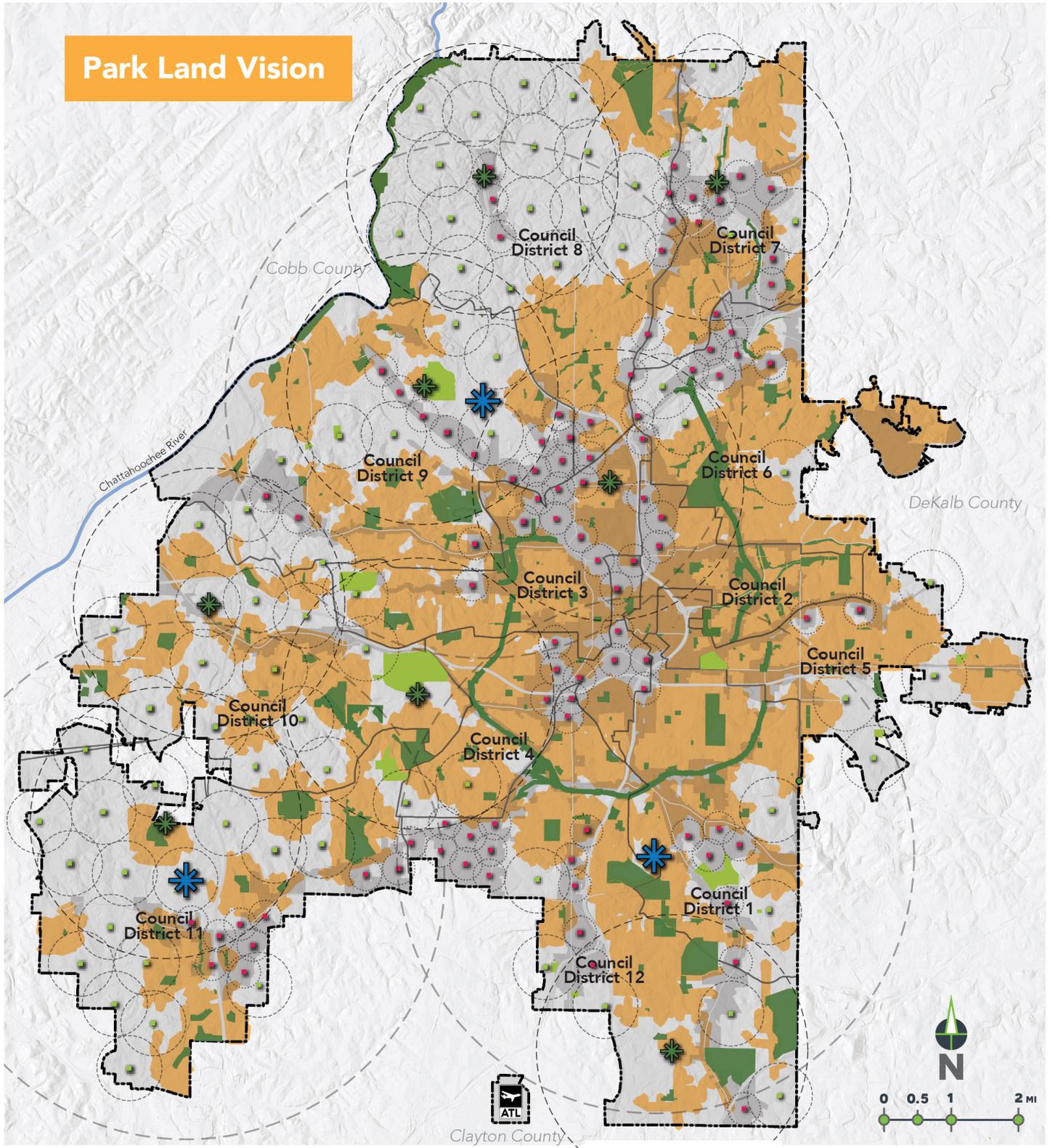
TASK 3

Understand the total cost of ownership in developing new facilities, based on the maintenance standard DPR can deliver on services.

KPI

Using the cost-of-service model, project the anticipated annual maintenance of any new park/facility/amenity, including replacement after achieving its lifecycle.

Park Land Vision



Legend

-  City Limits
-  High-Density Land Use Area
-  Medium-Low-Density Land Use Area
-  Council Districts
-  Street
-  Existing Parks, Greenspaces, and Trail Corridors
-  Existing Cemetery
-  Area Served By a Park, Greenspace, and/or Trail Corridor
-  Proposed Park in High-Density Area Not Served by a Local Park within 1/4 Mile
-  Proposed Park in Medium-Low Density Area Not Served by a Local Park within 1/2 Mile
-  Proposed Community Park in Area Not Served by a Community Park within 2 Miles
-  Proposed Athletic Facility | Complex in Area Not Served by an Athletic Facility | Complex within 4 Miles

Going forward

After the strategic plan is approved, DPR will identify champions and sponsors from internal and external stakeholder groups to lead the implementation under the direction of the Commissioner and senior leadership team. This plan will put into action the Activate ATL: Recreation and Parks for All comprehensive master plan, 3-5 year business plans, annual work plans, and individual performance plans. These plans are cohesive and integral for building upon the continued success of DPR. Annually, we will present our accomplishments and report the upcoming year's work plan once the budget is adopted.

The overall success of this plan will take collaboration with our public and philanthropic partners, and a commitment to excellence from staff and stakeholders. The DPR team is energized to advance the legacy of the City of Atlanta's Parks and Recreation and grateful to do so alongside the support of our Friends, partners, colleagues, and residents of Atlanta.



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& REC