This year, DPR is taking a holistic approach focusing on building a stronger, more connected and more sustainable community while providing diverse opportunities for personal growth and wellness. This is to encourage teamwork and celebrate our role in shaping a great future for the community. We will accomplish this through the 6 Core focus areas, 8 major goals, and 46 KPI's outlined in this plan, as well as DPR’s 10 Core Pillars:

1. Community Connection - Underscores our role in fostering a sense of community. We provide opportunity and space for all people to come together, connect, and belong.
2. Inclusivity & Equity - EGI projects; playground initiatives; Culture and Community initiatives (internal & external); program accessibility and affordability.
3. Youth Opportunities - Focus on the future by showcasing our youth and teen opportunities.
4. Environment & Sustainability - Stewards of open space; EE programs; green space preservation.
5. Health & Wellbeing - Stress the importance of both; promote all our programs and partnerships toward this.
6. Partnerships - Emphasize collaborations with others to make the community stronger.
7. Infrastructure & Facility Development - Highlight investments in park infrastructure; show benefits to each region.
8. Engagement - Highlight our efforts and our commitment to listening to needs of the community and using that input to shape future programs and developments.
9. Parkenomics: Contribute to the local economy through parks and recreation.
10. Culture Building: Strengthen community connections, as well as elevate and celebrate staff to enhance departmental culture and connect our team to our mission.
We are a nationally accredited team of passionate professionals devoted to building better lives and a better community through the power of parks and recreation. Our talented team is devoted to community service and provides a diverse range of programs, services, opportunities and experiences while being united through our ten core pillars.
**MISSION**

*Play More: Connecting our whole community to wellness, the outdoors, and lifelong learning.*

**VISION**

*Durham Parks and Recreation will be Durham’s leading resource for recreational choices to help citizens enjoy life while contributing to their health and well-being.*

- **30+ MILES OF TRAIL**
- **4 SPRAYGROUNDS**
- **13 SPECIAL USE FACILITIES**
- **2 CITY LAKES**
- **66 PARKS**
- **5 POOLS**
- **56 PLAYGROUNDS**
- **7 RECREATION CENTERS**

Durham Parks and Recreation is proud to be accredited by the National Recreation and Parks Association (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA). CAPRA is the national accreditation of park and recreation agencies and is a valuable measure of our agency’s overall quality of operation, management, and service to the community. Achieving CAPRA accreditation is the best way to demonstrate that our agency and staff provide our community with the highest level of service.
GOALS & OBJECTIVES

1. **Connected, Engaged, and Inclusive Communities**
   - Increase recreation program opportunities, registrants and participation.
     - Focus area: Community & Recreation Services
   - Improve special event management, delivery, operations, and customer experience.
     - Focus area: Special Events
   - Build relationships, awareness and participation in public engagement opportunities.
     - Focus area: Culture & Community
   - Strengthen and improve culture through advancing internal communication and employee engagement.
     - Focus area: Culture & Community

2. **Innovative and High-Performing Organization**
   - Improve equitable economic impacts and operational efficiencies.
     - Focus area: Business Services
   - Strengthen and improve culture through advancing internal communication and employee engagement.
     - Focus area: Culture & Community

3. **Thriving and Vibrant Environment**
   - Plan, construct and improve parks, trails, land management and facilities with focus on social equity and universal access.
     - Focus area: Planning & Project Development
   - Provide safe, clean, accessible and welcoming parks, trails and facilities.
     - Focus area: Maintenance & Operations

**FOCUS AREAS**

- Planning & Project Development (5)
- Business Services (8)
- Community Recreation Services (10)
- Special Events (11)
- Park Maintenance & Operations (12)
- Culture & Community (15)
OBJECTIVE 1
Plan, construct and improve parks, trails, land management and facilities with focus on social equity and universal access.

KEY PERFORMANCE INDICATORS

- Develop a new Comprehensive Park System Plan for the City of Durham, including Durham Central Park.

- Improve basketball, futsal and tennis courts and enhance lighting at 5 parks:
  1. East End Park
  2. W.D. Hill
  3. Southern Boundaries Park
  4. Forest Hills Park
  5. Hillside Park

- Construct and open 2 new pickleball facilities with lighting.
  1. Piney Wood park
  2. Sherwood Park

- Continue upgrades to open the roller skating rink at the former Wheels site no later than Fall of 2024.

- Complete Crime Prevention Through Environmental Analysis (CEPTED) for at least 5 different locations.
OBJECTIVE 1 (cont.)
Plan, construct and improve parks, trails, land management and facilities with focus on social equity and universal access.

KEY PERFORMANCE INDICATORS

Begin or continue planning and design process for 10 park improvement projects.

1. Merrick Moore Park Phase II:
   a. Hire consultant, begin public engagement, provide design development documents and site plan permitting to City for review.
2. New public pool, park and facilities at the former Wheels site:
   a. Hire consultant, continue public engagement, provide design development documents and site plan permitting to City for review.
3. West Point on the Eno accessibility improvements:
   a. Hire a consultant, begin engagement.
4. River Parks Playgrounds at West Point on the Eno, Old Farm and River Forest Parks:
   a. Hire consultant, begin public engagement, provide design development documents and site plan permitting to City.
5. American Village Park playground:
   a. Provide site plan permitting to City for review.
6. Hillside Playground:
   a. Provide site plan permitting to City for review.
7. CR Wood Park renovation:
   a. Develop a new concept plan for the park. Continue engagement. Provide site plan permitting to City for review.
8. Duke Park:
   a. Develop a new concept plan for the park to be used for a grant application. Begin engagement.
9. Sherwood Park:
   a. Develop a new concept plan and continue improvements by adding a lighted pickleball court, developing a practice youth football field, replacing the playground and improving accessibility
10. Lyon Park:
    a. Continue and completed shelter upgrade, improve basketball court and add exercise equipment and play features.
OBJECTIVE 1 (cont.)
Plan, construct and improve parks, trails, land management and facilities with focus on social equity and universal access.

KEY PERFORMANCE INDICATORS

- Acquire land for open space, park and trail development as outlined in the City’s Open Space Plans.
  1. Evaluate adjacent City Property for all Parks and make recommendations for potential inclusion into open space.
  2. Evaluate and draft proposals for acquiring 5 private properties to further the goals of various adopted plans.

- Facilitate planning and implementation for new and improved trails as outlined in the Trails and Greenways Master Plan.
  1. Submit grant proposal for Durham to Roxboro Rail Trail feasibility study. If grant is awarded, partner with Durham County on RFP for professional services.
  2. Provide completed design for Third Fork Creek and R Kelly Bryant Bridge Trail.
  3. Provide final design phase for Downtown Rail Trail.
  4. Partner with Transportation and Durham County on the 2023-2024 County & City bike/ped/trail plan update to align plan with park and trail access needs.
OBJECTIVE 2
Improve equitable economic impacts and operational efficiencies.

KEY PERFORMANCE INDICATORS

☐ Identify vacancies to create 4 promotional opportunities within the Park Maintenance and Operations division for succession and employee development.

☐ Improve customer experience with field and court reservations.

☐ Participate in a minimum of 4 new job fairs, recruiting events with local colleges/universities.

☐ Host a summer job fair in the Spring of 2024 focused on lifeguards, summer camp staff and maintenance staff.

☐ Increase the number of annual volunteers supporting DPR programs, events, and services by 100, to reach an annual total of 1,102 volunteers (FY23 = 1,002).

☐ Resolve issue with Microsoft Licensing with TS (i.e., ensure staff have the required G3 Microsoft license if their specific job duties warrant this assignment).
OBJECTIVE 2 (cont.)
Improve equitable economic impacts and operational efficiencies.

KEY PERFORMANCE INDICATORS

- Complete DPR inventory of all assigned equipment and software licenses to improve front-line response.
- Two (2) DPR staff will achieve Certified Technology Solutions Liaison status, to improve front-line support of DPR staff technical issues prior to escalation to TS.
- Implement two (2) new functions within Cityworks-Asset Management Software to enhance our data collection and improve efficiency.

1. Recurring work orders for landscaping.
2. Development and implementation of Park Inspections by FMT’s.
OBJECTIVE 3
Increase recreation program opportunities, registrants and participation.

KEY PERFORMANCE INDICATORS

☐ Have at least 23,853 registrations.

☐ Establish and track participation targets for program areas.

1. Summer Camp will have at least 923 registrants (15% Increase).
2. After School Care Programs (including Fun Days and Intersession) will have at least 436 registrants (15% Increase).
3. Enrichment and Education Programs will have at least 551 registrants (25% Increase).
4. Fitness and Wellness Programs will have at least 1,078 registrants (25% Increase).
5. MyDurham annual memberships will have at least 904 members (25% Increase).
6. Special Programs will have at least 1,399 registrants (25% Increase).
7. Outdoor Recreation Programs will have at least 1,054 registrants (25% Increase).
8. Swim Lessons will have at least 391 registrants (25% Increase).

☐ Identify and implement strategies to increase number of programs and improve program delivery.

1. Pilot 3 Specialty Summer Camps in Summer 2024.
2. To develop programming in the 2024 calendar year to support all 5 of the themes for the DPR Centennial (History & Vision of the Future, Play & Happiness, Health & Wellness, Nature & Outdoors, and Social Equity).
3. Re-organize the Outdoor Recreation/Cultural Heritage Work Unit to better meet current and future programming demands.
4. Create a pilot partnership with Duke Health to generate opportunities for at least 25 youth to programs designed to benefit mental health.
OBJECTIVE 4
Improve special event management, delivery, operations, and customer experience.

KEY PERFORMANCE INDICATORS

- **Assess and improve the City’s Special Event Process.**
  1. Implement a fee study.
  2. Create and implement evaluation reports.
  3. Create a resource list of vendors for event producers.
  4. Create and implement on-site event inspection checklist.
  5. Continue to build and expand event guidelines for safety and efficiency improvements (i.e. Parades).

- **Review, evaluate and recommend necessary changes to local ordinances, policies, and practices to increase the opportunities for place-making initiatives and improve special event processes.**
  1. Reevaluate and improve the noise ordinance and other permitting requirements.

- **Continue to foster and improve the connection between downtown Durham business owners, residents, and the City.**
  1. Create set parade and 5K routes to reduce strain on local businesses and strain on personnel requirements
  2. Improve City-wide communication and notification system, including partnering with Downtown Durham Inc.
OBJECTIVE 5
Provide safe, clean, accessible and welcoming parks, trails and facilities.

KEY PERFORMANCE INDICATORS

Implement park beautification standards for park entrance points and litter management.

1. Identify and enhance 5 parks by creating low maintenance, year-round attractive landscaped entrances.
   a. Sherwood Park
   b. Edgemont Park
   c. Carrol Street Park
   d. Piney Wood Park
   e. Rocky Creek Park

2. Expand and improve existing landscaped entrances at 5 parks.
   a. Merrick – Moore Park
   b. Lakeview Park
   c. West Point on the Eno Park
   d. Wrightwood Park
   e. Rockwood Park

Improve and replace 4 park playgrounds with an emphasis on accessibility, inclusivity and shade:

1. CR Wood Park
2. WD Hill Community Recreation Center
3. Sherwood Park
4. Whippoorwill Park
OBJECTIVE 5 (cont.)
Provide safe, clean, accessible and welcoming parks, trails and facilities.

KEY PERFORMANCE INDICATORS

Design and complete 9 park improvement projects to add amenities, enhance fun, safety, park entry-ways and aesthetics:

1. Sherwood Park
2. Long Meadow Park
3. Piney Wood Park
4. Valley Springs Park
5. East End Park
6. Whippoorwill Park
7. Grant St. North & South Parks
8. Old North Durham Park
9. Duke Park

Complete construction and install project of Old Chapel Hill Rd. synthetic turf.

Partner with Durham Parks Foundation by identifying 18 parks and providing resources and supplies for the inaugural mayor’s corporate challenge.

Continue waste can replacement program system wide to be completed by 2030.

1. CR Wood Park
2. Sherwood Park
3. Piney Wood Park
4. WD Hill Recreation Center
5. Whippoorwill Park
6. Edgemont Park
7. Carrol Street Park
8. Valley Springs Park
9. Lyon Park and Teen Center
10. East End Park
11. Rock Quarry Park and Dog Park
OBJECTIVE 5 (cont.)
Provide safe, clean, accessible and welcoming parks, trails and facilities.

KEY PERFORMANCE INDICATORS

☐ Update park signs at 10 parks

1. CR Wood Park
2. WD Hill Recreation Center
3. Sherwood Park
4. Whippoorwill Park
5. Piney Wood Park
6. Lyon Park and Teen Center
7. Valley Springs Park
8. Southern Boundaries Park
9. Lakeview Park
10. Bethesda Park

☐ Create and execute project work plan projects focused on park maintenance encumbering 75% of the half penny fund

☐ Complete inventory of high-priority maintenance needs and make repairs on Third Fork Creek Trail.

☐ Update and adopt park maintenance best practice operations manual.
OBJECTIVE 6
Build relationships, awareness and participation in public engagement opportunities.

KEY PERFORMANCE INDICATORS

Continue, develop and implement engagement process for 12 critical community renovation / development projects:

1. Lyon Park
2. CR Wood Park and playground
3. WD Hill playground
4. Whippoorwill playground
5. Sherwood Park and playground
6. Northgate Dog park
7. Merrick – Moore Park Phase II
8. Pool and park development at former Wheels site
9. Potential Red Maple and Lakeview Park Trail connector
10. Comprehensive Park System Plan

Foster engagement with 2 resident groups created to advance communication and input of parks, programs and services:

1. Resident Roller Skating Committee
2. Resident Playground Accessibility Improvement Committee

Complete the 2024 Centennial Awareness Campaign:

1. Program 100 events that align with our centennial themes.
2. Engage all Durham communities through marketing and grassroots efforts.
3. Mobilize partners and rally proud Bull City residents, collaborating with stakeholders to further spread the DPR 100 mission, vision, and branding.
4. Honor the change-makers who shaped DPR’s mission and vision throughout the past 100 years.
5. Drive economic development through marketing DPR’s appeal to new businesses, residents, and visitors.
6. Increase statewide awareness of DPR’s history, diversity, revitalization, and vision for the future.
OBJECTIVE 6 (cont.)
Build relationships, awareness and participation in public engagement opportunities.

KEY PERFORMANCE INDICATORS

☐ Develop and implement an internal branding toolkit to improve brand awareness, update marketing materials including website, brochure, stage, trailers, and banners.

☐ Establish Peers United in Leadership, Service, and Equity (P.U.L.S.E.) staff advisory board to develop desired brand of DPR and assess actual external brand.

☐ Develop 2 strategies to assess and address gaps between eternal desired brand and actual perceived brand.

☐ Develop 2 educational materials and videos to help the public understand complex projects, information, or processes in English and Spanish.

☐ Create and implement “satisfaction surveys or other means to assess the participation, satisfaction and effectiveness of each engagement activity (see page 16).
OBJECTIVE 7
Strengthen and improve culture through advancing internal communication and employee engagement.

KEY PERFORMANCE INDICATORS

- Establish Peers United in Leadership, Service, and Equity (P.U.L.S.E.) staff advisory board to assess internal brand of DPR. Develop strategies to assess and address gaps between internal desired brand and actual perceived brand.

- Increase participation in employee engagement activities and All Staff Meetings.
OBJECTIVE 8
Increase accessibility to programs, services and facilities by eliminating physical and economic barriers.

KEY PERFORMANCE INDICATORS

- Develop universal design and inclusion standards.
- Increase resident engagement and collaborative efforts to identify enhancements or improvements to playground designs to increase accessibility and inclusivity.
- Improve accessibility to programs and recreational experiences for persons with disabilities.
2024
DURHAM PARKS AND RECREATION WORK PLAN

Recreation Advisory Commission 2024

Kenneth Barnes  Teah Rawlings
Cedric Burke   Lesley Stracks-Mullem
Mike Johnston  Karthik Sundaramoorthy
Girija Mahajan  Jill Thomas