

# G. Goals

## Goal 1: Community Engagement and Communication

### Strategy:

- 1.1 Establish an effective communication and marketing plan

### Actions:

- 1.1.1 Develop a clear, concise and appealing brand for Dedham Parks and Recreation that reflects its vision and mission.
- 1.1.2 Produce accurate, timely, transparent and easy to understand internal and external communications.
- 1.1.3 Strive to incorporate new technologies that enhance community access to information including social networks
- 1.1.4 Develop a seasonal program guide
- 1.1.5 Develop a monthly parks and recreation mailer
- 1.1.6 Create or reference a single DPR website for dissemination of information related to parks and recreation services and program registration.
- 1.1.7 Develop a policy for naming of facilities, amenities and elements with parks.
- 1.1.8 Distribute a map or resource with all parks and open spaces available to the public and list the amenities of each space.



### Strategy:

- 1.2 Partner with other committees and local organizations.

### Actions:

- 1.2.1 Seek face to face opportunities to increase awareness, such as community open houses, presentations to neighborhood groups and staffed booths at community events.
- 1.2.2 Market through existing community meeting places such as clubs, coffee shops, churches etc.
- 1.2.3 Market fitness programs to local health care providers who encourage active and healthy lifestyles.
- 1.2.4 Market volunteerism as both a social and a recreational activity.
- 1.2.5 Develop and maintain partnership with the Dedham School District to improve access to school facilities, such as classrooms, gyms and sports facilities.
- 1.2.6 Partner with the Council on Aging, Youth Commission, and Commission on Disabilities for program and facility improvements.

**Strategy:**

1.3 Ensure equitable recreation experiences for the diverse community.

**Actions:**

- 1.3.1 Ensure that programs are conveniently located and geographically accessible
- 1.3.2 Periodically assess programs to identify potential barriers to participation and possible solutions (both internally and through public survey).
- 1.3.3 Conduct a Town wide needs assessment every five years.
- 1.3.4 Update this Plan every 10 to 12 years in order to respond to changing trends and demographics.

## Goal 2: Preservation, Growth, and Management

**Strategy:**

2.1 Establish an evaluative system for current programs and incorporation of future programs

**Actions:**

- 2.1.1 Consider various methods, such as surveys and questionnaires, to solicit public input for program evaluation and adjustment, based on attendance and achievement of program outcomes, to tie in with the budget process.
- 2.1.2 Conduct Town-wide community needs assessments to address the emerging community needs, trends and demographic changes and to solicit community input to major revisions of program plans every five years.
- 2.1.3 Implement a system to track trends in sports and recreation activities. Implement a system to track partner and competitor service delivery to help set targets for DPR to work with partners.



**Strategy:**

2.2 Utilize best practices for the development and implementation of DPR programs.

**Actions:**

- 2.2.1 Define standards and criteria to ensure that DPR's instructors, educators, and sports coaches are certified.
- 2.2.2 Offer high quality, on-going training to program providers.
- 2.2.3 Develop an orientation/training program that fosters the core value, mission and goals/guidelines of each mission led program area for instructors/coaches.
- 2.2.4 Develop a business plan for each mission led program area that outlines, among others, performance participation goals, cost recovery targets and standards that can be used as benchmarks for success.

**Strategy:**

- 2.3 Create funding strategies to provide the resources required to build, maintain and operate DPR'S system of parks and programs.

**Actions:**

- 2.3.1 Emphasize capital projects that can either reduce current operating costs or generate new net revenue.
- 2.3.2 Consider establishing an outcome-based budgeting process that allows resources to be focused on the most vital programs and services. Establish quantifiable performance measures to evaluate these outcomes.
- 2.3.3 Develop multiple, new, high net revenue-generating programs and services.
- 2.3.4 Implement a system to assess and manage the direct and indirect costs of programs and services.
- 2.3.5 Establish and update the maintenance management plan regularly to identify all preventive maintenance priorities, implementation schedules and costs.
- 2.3.6 Establish a capital renovation/repair account with a dedicated funding source for major improvements in parks, facilities.
- 2.3.7 Consider contracting out of services as well as the transfer of program responsibility to partner agencies when appropriate.

**Strategy:**

- 2.4 Foster stewardship of historic, cultural and environmental assets through planning, programming and partnerships.

**Actions:**

- 2.4.1 Provide interpretive signage about the natural and historic environment along trails where feasible to increase opportunities for self-directed stewardship (both conservation and preservation). Provide signage to identify appropriate recreation activities and environmental stewardship purposes within green space.
- 2.4.2 Integrate and align nature and environment programs with active living (physical recreation) and cultural and heritage programs whenever appropriate. Consider nature-based activities for day camps and playground programs, outdoor clubs with an emphasis on outdoor adventures, a nature-themed adventure playground, and outdoor adventure program for active seniors, eco-tours and tours that combine nature, wildlife, historic and art appreciation.
- 2.4.3 Collaborate with other agencies to provide trails in green space areas, utilizing undeveloped rights-of-way and other publicly owned green space to support nature and the environment, and active living programming.
- 2.4.4 Support the efforts of partner agencies to preserve the environment through active participation and input in planning and regulatory processes such as comprehensive plans, zoning, green space plans, and trails plans.
- 2.4.5 Work with other agencies in town to develop a public arts policy for all town owned properties.

**Strategy:**

2.5 Provide adequate facilities to support active living programs and services.

**Actions:**

- 2.5.1 Seek solutions to meet the need for a minimum of one more full size baseball field.
- 2.5.2 Fund the implementation of Manor Park (as planned).
- 2.5.3 In the long term, reduce the number of youth baseball/softball fields in partnership with schools to provide more and higher quality multi-use open space.
- 2.5.4 Conduct economic feasibility and marketing studies to explore the development of new active living specialty facilities. These studies should identify programming, financial pro forma, and operating/management oversight recommendations.

Specialty facilities may include:

- Skate facilities, including skateboarding, roller and in-line skating/hockey.
  - Climbing facilities, such as rock climbing, mountaineering resources, ropes course, urban tree climbing, etc. This could be incorporated as part of children's play areas. Work with partners to investigate the feasibility of incorporating an Outdoor Adventure and Ropes program into a community signature park
  - Fitness facilities that use natural elements.
  - Outdoor water-related facilities include kayaking, canoeing, rowing and other non-motorized watercraft/boating.
  - Spray/Splash pads
- 2.5.5 Consider lighting of athletic field

**Strategy:**

2.6 Implement a tiered system of maintenance through the Maintenance Management Plan to ensure that maintenance dollars are invested in tasks that support recreation activities.

**Actions:**

- 2.6.1 Identify average per-unit maintenance budget costs for park and facility classifications. Use that figure as a guideline for budgeting for maintenance of existing parks and facilities and forecasting operations impacts when new parks and facilities are brought on-line. Maintenance unit costs should be established and periodically reviewed for the following:
  - General park infrastructure
  - Developed landscapes
  - Playgrounds
  - Green space
  - Trails
  - Athletic recreation spaces
- 2.6.2 Regularly assess long-term maintenance, repair and replacement needs for all parks, facilities and equipment.

## Goal 3: Connectivity

### Strategy:

- 3.1 Support efforts to develop a comprehensive trail plan.

#### Actions:

- 3.1.1 Work closely with other agencies to identify opportunities, plan and implement trails facilities  
Identify a person or committee to represent DPR in trail related activities and planning.
- 3.1.2 Coordinate trail planning efforts with public agencies, such as Mass DCR and MA Department of Transportation, to ensure that Town and regional trails connect with major destinations, such as neighborhood, community and regional parks, green space, community centers, schools, libraries, business districts, and transportation centers.



### Strategy:

- 3.2 Provide adequate access to parks and facilities town-wide.

#### Actions:

- 3.2.1 Provide neighborhood parks and community parks within 1/2 mile and three miles respectively of most residents for convenient access. Take into consideration major streets, railways, topography and water bodies to ensure safe and convenient park access for pedestrians and cyclists.
- 3.2.2 Conduct accessibility reviews and develop an implementation strategy to remove existing barriers at parks and facilities for people with and without disabilities.
- 3.2.3 Provide internal pathways connecting park elements in all parks.

### Strategy:

- 3.3 Consider future creation of linear parks.

#### Actions:

- 3.3.1 Partner with other agencies to link open spaces throughout town with a system of linear parks or greenways.



