

ARLINGTON POPS

A Plan for Our Places and Spaces

DRAFT
VISION/
STRATEGIC
DIRECTIONS

NOTE: This presentation is a working document, and some recommendations or ideas may have evolved or changed based on continued discussions.



AGENDA

- **Process Review** (10 minutes)
 - Planning Process
 - Advisory Committee and Public Meeting Timeline
 - Plan Organization

- **Strategic Directions** (100 minutes)
 - Recommendations Structure
 - Draft Strategic Directions
 - Comparison to 2005 PSMP Objectives

- **Break** (10 minutes)

- **Vision Statement** (35 minutes)
 - Guidelines
 - Existing Vision Statements
 - Example Vision Statements
 - Brainstorming

- **Next Steps** (5 minutes)
 - Advisory Committee and Public Meeting Timeline
 - Public Meeting Series 2

PLANNING PROCESS



PLANNING PROCESS



Bench-
marking

Bellevue, WA
Cambridge, MA
Berkeley, CA
Alexandria, VA



Site
Evaluations

Bluemont Junction
Penrose Park
Donaldson Run
Gunston CC & Park
Long Bridge Park
Penrose Square
Upton Hills
Virginia Highlands
Walter Reed CC
Welburn Square



Public
Meeting
Series 1

Langston-Brown CC
Courthouse
Whitlow's on Wilson
Arlington Mill CC



Stakeholder
Interviews

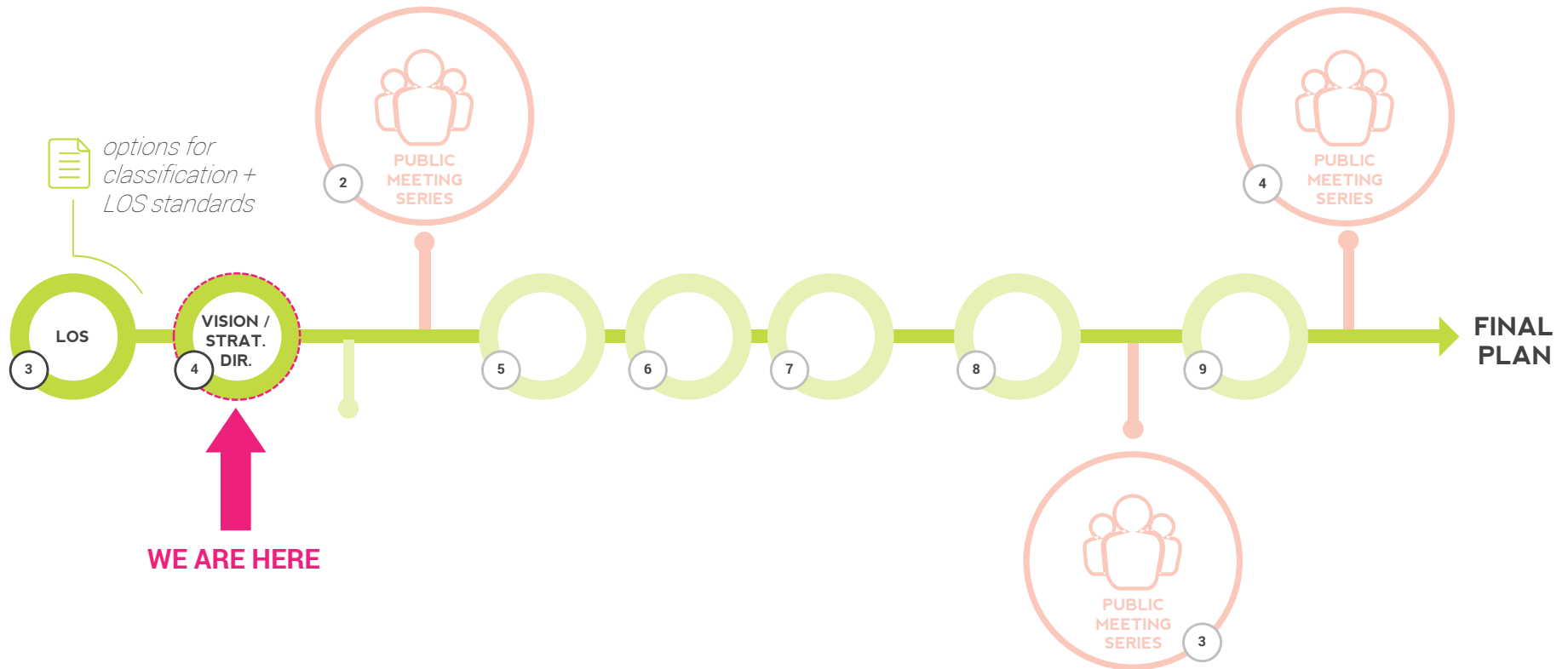
Advisory Committee
APS
Aquatics
BIDs & Partners
Bike/Ped
Dog Parks
Gymnastics
Natural Resources
Urban Forestry
Seniors
Sports



Statistically
Valid Survey

Goal: 800
Actual: 1470

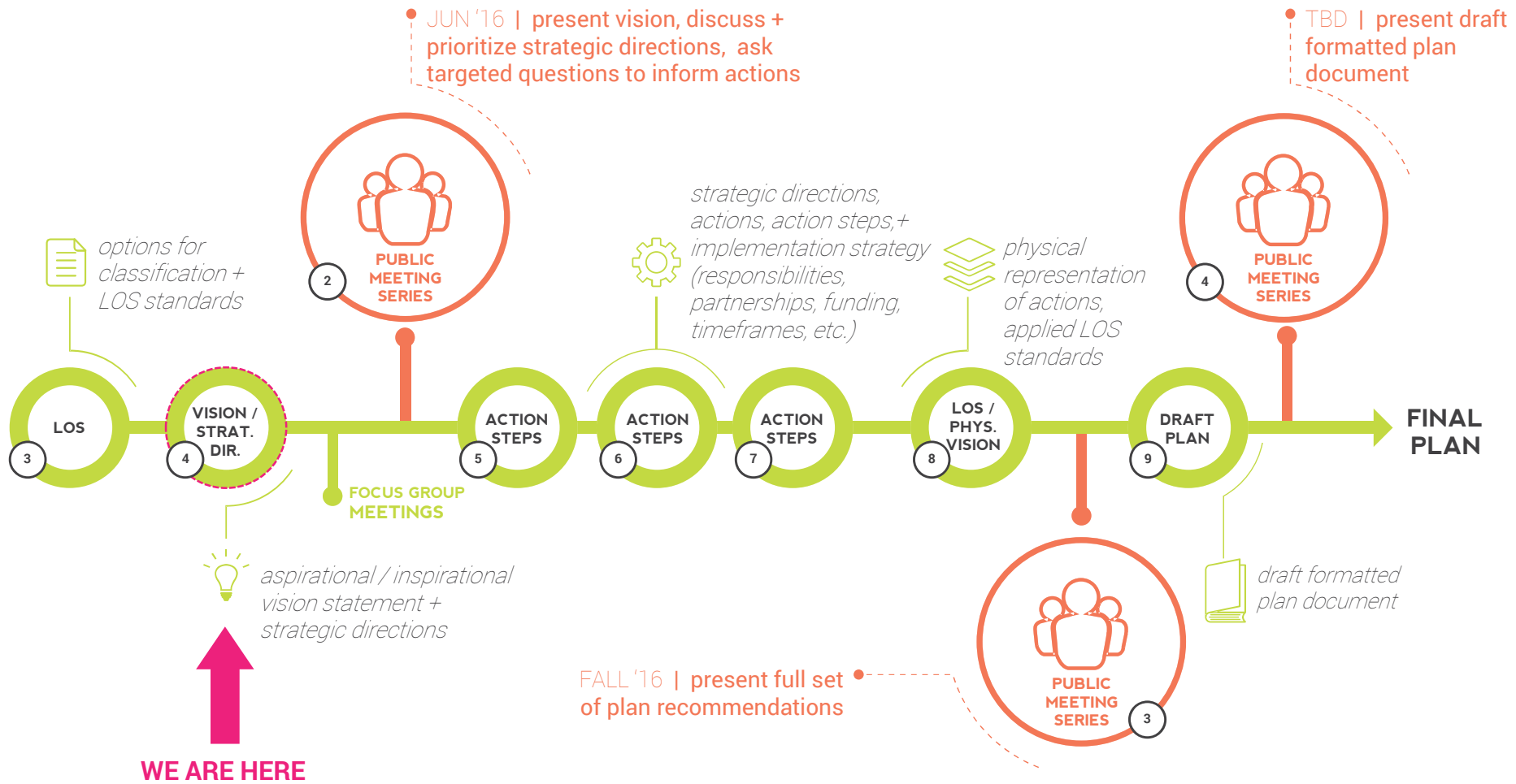
ADVISORY COMMITTEE AND PUBLIC MEETING TIMELINE



PLAN ORGANIZATION

- Introduction
 - Vision Statement
- Planning Context
 - Previous Planning Efforts
 - Relation to Ongoing Efforts
 - Demographic Trends
 - Recreation Trends
- Existing Conditions
 - Parks
 - Trails
- Engagement
 - Public Meetings
 - Stakeholder Interviews
 - Public Survey
 - Focus Groups
- Analysis and Standards
 - Benchmarking
 - Access / Level of Service Standards
 - Applied Standards
- Strategic Directions
 - Policy Recommendations + Rationale
- Action Plan
 - Implementation Responsibilities
 - Potential Funding Sources
 - Timeframes
- Vision Plan
 - Physical Manifestation of Action Plan

ADVISORY COMMITTEE AND PUBLIC MEETING TIMELINE



STRATEGIC DIRECTIONS

Strategic Direction
high-level policy statement

Actions
that can move the
system in that direction

Rationale
for the action based
on input and analysis

Action Steps
specific steps that can be taken
to implement the actions

STRATEGIC DIRECTION

1. MAINTAIN AND IMPROVE PHYSICAL ASSETS OF EXISTING PARKS.

1.1. Develop and implement a comprehensive asset management and maintenance system with sufficient funding to improve the quality of user experiences in the Oklahoma City parks.

About 76% of survey respondents rated the quality of parks in Oklahoma City as excellent or good. The national average is 85%. The National Recreation and Park Association (NRPA) identifies maintenance standards on a six-level scale. Level 2 is the level of maintenance expected on a recurring basis, while level 1 is the highest level maintenance reserved for high-visibility areas and level 3 often results from staffing or funding limitations. Current maintenance in Oklahoma City generally corresponds to NRPA level 2–3, with sports fields achieving level 2 maintenance and neighborhood parks, community parks, and regional parks achieving level 3 maintenance.

1.1.1. Maintain an inventory of all park assets (facilities, infrastructure, and grounds), including condition, deferred maintenance needs, and life cycle replacement schedules.

1.1.2. Establish maintenance standards for park assets (facilities, infrastructure, and grounds) tied to quality outcomes. Target a minimum of level 2 maintenance using NRPA's standards.

1.1.3. Prioritize and implement physical investments in existing park assets to implement the standards and address deferred maintenance and life cycle replacement.

1.1.4. Update existing facility and grounds maintenance procedures to support the system.

1.1.5. Increase current funding to sufficient levels to implement the system.

ACTION PLAN

Strategic Direction 1: Maintain and improve physical assets of existing parks.						
Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
Action 1.1. Develop and implement a comprehensive asset management and maintenance system with sufficient funding to improve the quality of user experiences in the Oklahoma City parks.						
1.1.1. Maintain an inventory of all park assets (facilities, infrastructure, and grounds), including condition, deferred maintenance needs, and life cycle replacement schedules.	Task	Parks and Recreation Department	"Friends of OKC Parks" organization(s)	Maintenance enhancement fund (field and shelter fees, golf fees, etc.), sponsorships, advertising, donations	All park assets and their condition inventoried.	Short term (0-5 years)
1.1.2. Establish maintenance standards for park assets (facilities, infrastructure, and grounds) tied to quality outcomes. Target a minimum of level 2 maintenance using NRPA's standards.	Task	Parks and Recreation Department				
1.1.3. Prioritize and implement physical investments in existing park assets to implement the standards and address deferred maintenance and life cycle replacement.	Policy	Parks and Recreation Department				
1.1.4. Update existing facility and grounds maintenance procedures to support the system.	Task	Parks and Recreation Department				
1.1.5. Increase current funding to sufficient levels to implement the system.	Policy	Parks and Recreation Department				

Parties responsible for implementation

Potential implementation partners

Potential funding sources

Performance measures for gauging success

Time frame for implementation

STRATEGIC DIRECTIONS

SD1: PUBLIC SPACES

SD2: TRAILS

SD3: NATURAL RESOURCES

SD4: PARTNERSHIPS

SD5: RECREATION PROGRAMS

SD6: MARKETING & COMMUNICATION































SD7: FISCAL SUSTAINABILITY

SD8: OPERATIONS & MAINTENANCE

Strategic Direction 1

PUBLIC SPACES

What We've Learned

-    Recent population growth expected to continue
-    General feeling that there is a lack of space
-    Fields, in particular, suffer from overuse
-    There are competing public interests for land
-    Land acquisition costs are exorbitant
-    Recently developed/renovated facilities have been well-received
-    “Extras” are essential to attract certain users (e.g., millennials)
-    People want unprogrammed outdoor spaces
-    Swimming pools and fitness equipment top indoor priorities
-    Dog parks can be smaller, with less elaborate amenities

Strategic Direction 1

PUBLIC SPACES






















Continue to raise the standard for public spaces, and ensure equitable access to public space experiences.

Potential Supporting Actions

- Maximize the utility of existing public spaces.
 - Leverage master planning
 - Add synthetic turf fields
 - Add lighting
 - Use structured parking
 - Add vertical uses
 - Include unprogrammed spaces
- Use a context-sensitive, activity-based approach to providing amenities. (LOS)
- Provide amenities that maximize the appeal of public spaces.
 - WiFi
 - Concessions / alcohol
 - Interactive art, water features
- Add new space where feasible.
 - Targeted acquisition (based on acquisition guidelines)
 - Deck parks
 - Planning / developer-driven
 - Prioritize high density corridors
- Strive for universal access.

TRAILS

What We've Learned

-    Multi-use and hiking trails are among most in demand amenities
-    High usage has caused conflicts between types of users
-    Users need a better understanding of trail etiquette
-    I-395, Fort Myer/the Cemetery, Army Navy Club are barriers
-    Directions difficult due to poor naming and signage
-    Various entities responsible for bike/ped routes is confusing
-    Trail repairs are not addressed quickly

TRAILS

Enhance connectivity by improving the network of trails to, within, and between public spaces.




























Potential Supporting Actions

- Ensure trails function for a range of users.
 - Educate about trail etiquette
 - Consider mode separation where feasible on high traffic corridors
- Provide or make better connections to hiking trails.
 - Evaluate Four Mile Run, Potomac tributary trails
 - Connect to hiking trails outside of Arlington County
 - Provide information on website
- Participate in the implementation of a consistent regional signage and wayfinding system.
 - Name all trail segments
 - Add location identifiers for issues / emergencies
 - Improve signage at trailheads
- Better coordinate planning for on- and off-street trails with DES and NOVA Parks.

Strategic Direction 3

NATURAL RESOURCES

What We've Learned

-    Residents expressed high unmet need for natural areas
-    High priority put on nature programs
-    Potomac riverfront is difficult to access
-    Four Mile Run lacks cohesive identity
-    Appetite for more tree canopy, native plantings
-    Connection with school curriculums inconsistent
-    Natural resources should not be compromised for built facilities
-    Supporters of natural resources don't know how to get involved
-    Trees not currently allowed along trails

Strategic Direction 3

NATURAL RESOURCES

Protect and enhance natural resources, and increase natural resource-based activities.



















Potential Supporting Actions

- Protect and expand riparian corridors along County waterways and tributaries.
 - Address natural resources in Four Mile Run planning
- Integrate natural resource interpretation into the design of public spaces.
 - Improve messaging about environmental benefits
 - Add interpretive signage
- Update the Natural Resources Management Plan and Urban Forest Master Plan.
- Foster, develop, and promote nature-based education and recreation programming across ages and skill levels.
- Promote conservation stewardship volunteerism that allows individuals and organizations to leave a positive legacy in the park system.
 - Collaborate with community groups, service clubs, businesses

Strategic Direction 4

PARTNERSHIPS

What We've Learned

-    DPR and APS collaborate extensively, but room to improve
-    Sports groups want more leeway to improve/maintain fields
-    Sports groups want access to field funds
-    BIDs find it difficult to navigate County permits and approvals
-    Dog parks are a victim of their own success, need County support
-    Turnover at NPS has made coordination difficult

PARTNERSHIPS

Clarify partnerships to set mutual expectations and leverage resources.













Potential Supporting Actions

- Work with APS to maximize availability of public spaces outside of school hours.
 - Address scheduling concerns
 - Address design constraints
 - Participate in site planning for publicly-accessible amenities
- Work with NPS to ensure consistent experiences between County/NPS facilities.
 - Access
 - Trail connections, conditions
- Regularly revise agreements with partner organizations to ensure fair and equitable relationships.
 - Allow sports groups more flexibility to perform maintenance, guide use of field funds
 - Develop umbrella agreements for BIDs to streamline approvals for recurring events
 - Provide more operational support for dog park sponsor groups
 - Enhance partnerships with NOVA Parks, universities, friends groups

Strategic Direction 5

RECREATION PROGRAMS

What We've Learned

-    Fitness/wellness and nature programs high priorities
-    Registration/scheduling process highly frustrating
-    Fierce competition to get into certain programs or timeslots
-    Limited program slots hinder skill progress

RECREATION PROGRAMS

Ensure program offerings continue to respond to changing user needs.
















Potential Supporting Actions

- Use programming to activate underutilized parks and public spaces.
- Improve scheduling/registration processes and timeframes.
- Regularly evaluate program demand and adjust availability.
- Implement best practices in program life cycle management to maintain a culture of quality program delivery.
- Strengthen the Department's commitment to improving public health and wellness.

Strategic Direction 6

MARKETING & COMMUNICATION

What We've Learned

-    Users are unclear who owns or is responsible for various facilities
-    Problem reporting and follow-up is fragmented (cross-agency)
-    Signage inconsistent, does not reinforce a clear brand
-    Weather delays/cancellations/re-scheduling poorly communicated
-    Residents want more input in master planning process

MARKETING & COMMUNICATION

Improve marketing and communication to enhance user satisfaction.










Potential Supporting Actions

- Annually update DPR's marketing plan.
- Develop new marketing and communication materials that highlight the benefits of DPR programs, facilities, and services and inspire users to participate more often.
- Work with AED to ensure public spaces are included in economic development and tourism messaging.
- Proactively engage communities adjacent to DPR facilities about the benefits of DPR programs, facilities, and services.
- Evaluate and enhance DPR's online and social media presence.

Strategic Direction 7

FISCAL SUSTAINABILITY

What We've Learned

-    Perception is that DPR has vast resources to spend
-    Users are willing to pay for enhanced experiences, including concessions
-    High density areas in particular view public spaces as essential to attracting business/talent

FISCAL SUSTAINABILITY

Enhance the financial sustainability of Arlington's public spaces.













Potential Supporting Actions

- Identify non-County funding sources to support capital improvements and programs.
 - Identify partnerships with corporations and foundations
 - Support opportunities to leverage DPR funding with neighborhood-based funding
- Permit revenue generating uses in public spaces.
 - Allow food and beverage vendors
- Regularly update DPR's fees and charges policy and pricing philosophy.
- Explore the possibility of establishing Park Improvement Districts to ensure businesses that benefit contribute to maintenance.
- Continue to explore new ways of doing business that create system-wide efficiencies.

Strategic Direction 8

OPERATIONS & MAINTENANCE

What We've Learned

-    Differential maintenance evident between public spaces
-    Drainage problems on fields
-    Coordination lacking between facilities and sports division
-    Greater management of invasives needed

OPERATIONS & MAINTENANCE

Ensure County public spaces and facilities are operated and maintained efficiently and to defined standards.

Potential Supporting Actions

- Ensure maintenance standards are clear and evenly applied.
 - Identify opportunities to share maintenance responsibilities for efficiency
- Regularly measure and report on the progress of plan implementation.
- Continue to strengthen sustainability policies.
 - Target waste, energy, water reduction
 - Pilot projects to test effectiveness
 - Communicate progress to staff and the public
 - Allow tree planting along trails
 - Improve invasives management.

2005

PUBLIC SPACES MASTER PLAN

2005 Public Spaces Master Plan- Priority & Recommendations Table						
PSMP Objective	Recommendation	PSMP Listed Tasks	Responsible Division(s)	Status	Results / Products	Still to Complete
Objective 1: Balance Acquisition & Development of Public Spaces	Focus on Planning for the Rosslyn-Ballston Corridor (Recommendation 1.4)	Develop master plan for the five "Central Wilson" Parks (Mosaic, Maury, Gumball, Oakland and Herselle Milliken); Acquire major open space; Secure quality corridors; Integrate planning for public spaces with sector plans; Find urban public space opportunities in site plan review process	PDD	In Progress	Master Plan developed for Mosaic; Improvements scoped for Oakland Park via Neighborhood Conservation; Open Space continues to be acquired via land acquisition and public access easements Planning for public spaces are integrated with sector plans.	Develop master plan for four of the five "Central Wilson" Parks (Maury, Gumball, Oakland and Herselle Milliken Parks)
	Develop a "Clustering Policy" (Recommendation 1.5)	Determine service area for each cluster; Perform LOS analysis; Determine where to reduce duplication; Identify new replacement or additional components for Capital Improvement Plan	PDD	In Progress	Clustering and LOS analysis will be addressed in the PSMP update.	Clustering and LOS analysis
	Complete Detailed Analysis of Indoor Recreation and Nature Center (Recommendation 1.6)	Inventory with usage / feasibility analysis for improvement; Perform "alternative providers" analysis to provide additional services or facilities	SPREC			
	Optimize Creative Use of Spaces (Recommendation 1.7)	Utilize new technologies to maximize use; Create multi-use sites; Create alternative open space (example: rooftops)	PDD / SPREC	On Going	The latest Dark Sky technology and synthetic turf materials are used as fields and courts are renovated. DPR continues to push more more synthetic and lighted facilities as the budget allows. DPR is striping some fields for multi-use and maintaining certain fields as combination fields. The County is also encouraging the use of rooftops and top decks of parking garages for recreational programs, like practice space for dance groups.	
	Ensure River Access (Recommendation 1.8)	Develop boathouse facility; Improve and coordinate connectivity to allow better access; Collaborate with National Park Service	PDD	In Progress		
	Provide Increased Access to "Comfort" Facilities (Recommendation 1.9)	Retrofit existing restroom for use year round; Install additional drinking fountains near facilities and trails	PNR / PDD	On Going	As parks are Master Planned or renovated, DPR looks for opportunities to install drinking fountains and restrooms. DPR also developed a Operating Memorandum that provides guidance as to when a restroom should be installed. Some restrooms have been retrofitted for year round use, when budget allows. As a cost saving measure, some 'winterized' restrooms are closed in the winter due to budget reductions.	
Enhance Tree Canopies and Natural Buffers (Recommendation 2.0)	Plant native species; Coordinate professional and volunteer efforts to control invasive; Maximize existing planting space;		PNR	On Going	Developed and implemented DPR Planting Policies and Guidelines, which prioritizes the planting of native trees and plants; currently hold 8 monthly volunteer events to manage invasive plants through RIP Program; currently treating over 200 acres of parkland for invasive plants through a 10-year plan that prioritizes treatment areas; collaborate with DES and CPHD in early plan review and	

2005

OBJECTIVES

O1 Balance acquisition and development of public spaces.

O2 Preserve and enhance the environment.

O3 Improve access and usability.

O4 Enhance arts, culture and history.

O5 Develop and enhance partnerships

O6 Manage assets effectively.

2016

STRATEGIC DIRECTIONS

SD1: PUBLIC SPACES

Continue to raise the standard for public spaces, and ensure equitable access to public space experiences.

SD2: TRAILS

Enhance connectivity by improving the network of trails to, within, and between public spaces.

SD3: NATURAL RESOURCES

Protect and enhance natural resources, and increase natural resource-based activities.

SD4: PARTNERSHIPS

Clarify partnerships to set mutual expectations and leverage resources.

SD5: RECREATION PROGRAMS

Ensure program offerings continue to respond to changing user needs.

SD6: MARKETING & COMMUNICATION

Improve marketing and communication to enhance user satisfaction.

SD7: FISCAL SUSTAINABILITY

Enhance the financial sustainability of Arlington's public spaces.

SD8: OPERATIONS & MAINTENANCE

Ensure County public spaces and facilities are operated and maintained efficiently and to defined standards.

BREAK



WHAT IS A VISION STATEMENT?

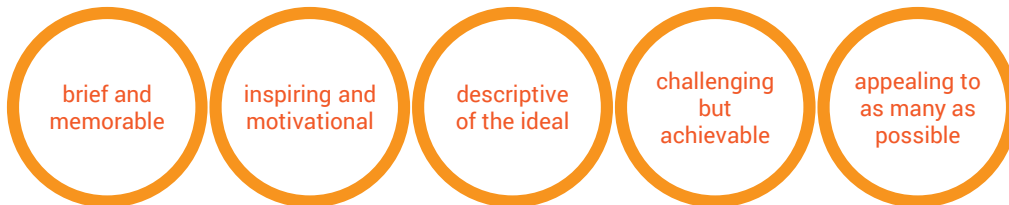
It describes a **desired future** and should be:



EXISTING VISION STATEMENTS

County Vision

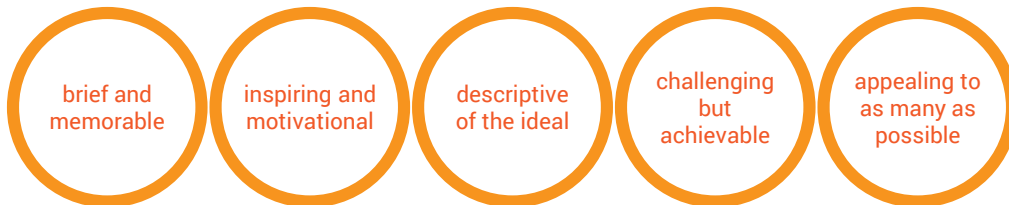
Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.



EXISTING VISION STATEMENTS

DPR Vision

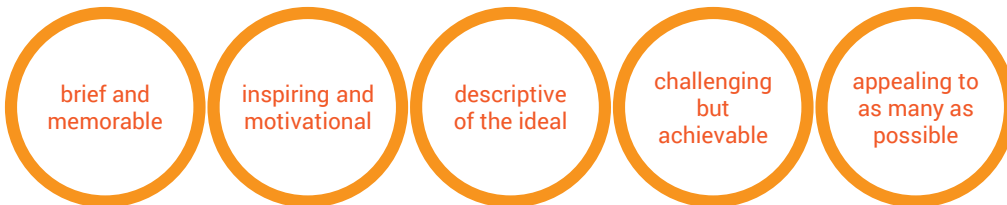
Arlington is a happy and healthy place to live, learn, work and play.



EXISTING VISION STATEMENTS

2005 PSMP Vision

Arlington's vision for public spaces builds upon the central concepts of the County's vision statement that is highlighted below. Public spaces sustain a community and strengthen its identity by providing the common ground where diverse people can interact and come together to build the meaningful connections that are important to healthy community and civic life. Attractive, well conceived public spaces and the programs and activities that they support are key catalysts for community education, energy and growth. In a densely urban community, public spaces also protect natural areas and provide the environmental balance and relief so vital to long-term sustainability.



EXISTING VISION STATEMENTS

2005 PSMP Vision (continued)

The three aspects of the County's vision most relevant to public spaces are:

Community Health and Quality of Life:

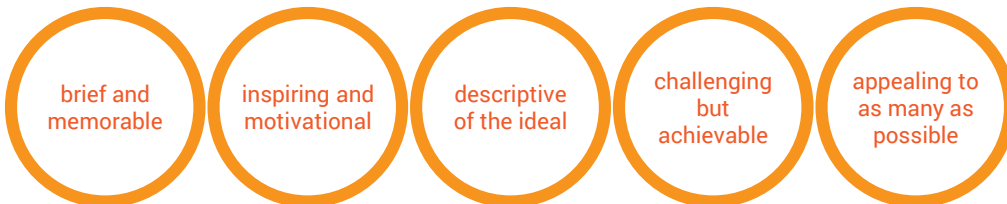
Public spaces are the unifying element in the community and critical to ensuring a healthful environment and a high quality of life. They provide relief from the stresses of urban density, protect the natural ecosystem, enhance air and water quality, preserve habitat that supports a rich diversity of plants and animals, and protect and restore waterways essential to the environmental health of the community and region.

Connecting Community:

Arlington's public spaces connect people to people and provide a "common ground" where people of diverse backgrounds and interests can reinforce a shared identity as Arlingtonians. Public spaces also connect residents and visitors with natural resources and link habitats through wildlife corridors. Trails and stream valleys have the added benefits of linking Arlington with nearby jurisdictions.

Accessibility and Inclusion for Everyone:

Physical access to public spaces is, of course, basic. The ability of all persons to enjoy public spaces should be a focal point of design, going beyond the standards of the Americans with Disabilities Act. No less important is access for low income Arlingtonians and for those living in high density areas. These elements of the population use public spaces as a necessary extension of their living space. The County's assurance of well distributed public spaces will respond to those needs.

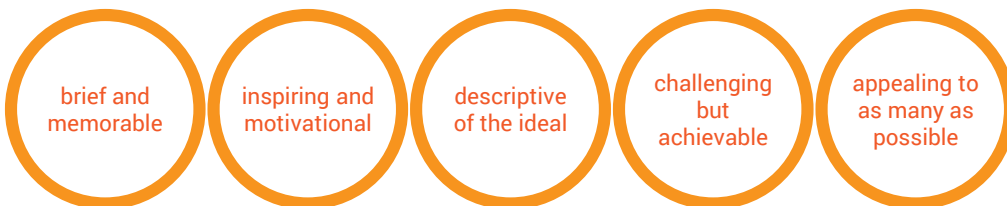
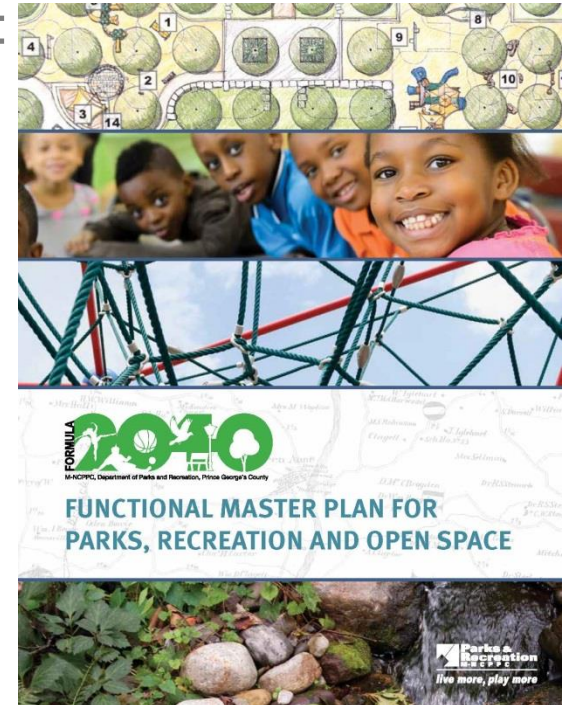


EXAMPLES FROM OTHER COMMUNITIES

Prince George's County, MD

The Department of Parks and Recreation pledges to:

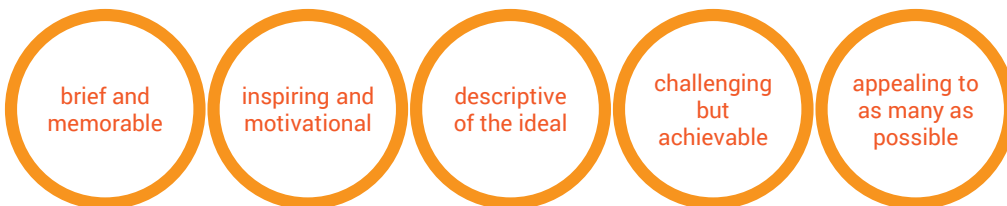
- provide stewardship of our County's natural, cultural, and historical resources;
- foster the need of our citizens for recreational pursuits in a leisure environment; and
- provide the highest standard of excellence in public service through cooperative partnership with our diverse community.



EXAMPLES FROM OTHER COMMUNITIES

Oklahoma City, OK

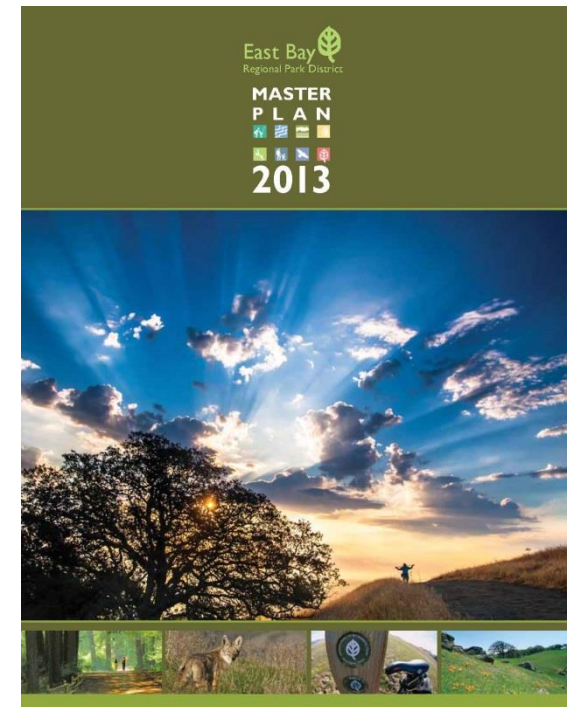
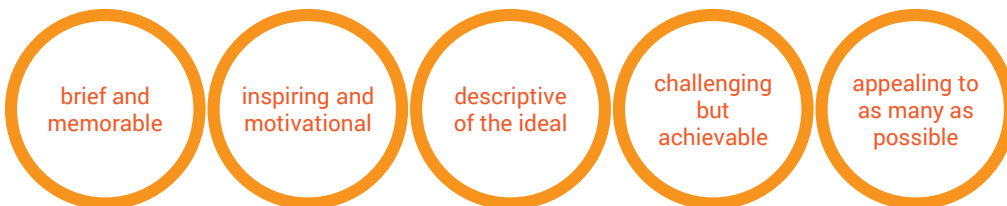
There is a strong, new civic commitment to improve the parks and the urban fabric of Oklahoma City—to make better use of existing parkland, to redefine some of the rules and conventions covering park management and maintenance, to devise more linkages between parks, to create more parkland, and to build public-private and public-public partnerships.



EXAMPLES FROM OTHER COMMUNITIES

East Bay Regional Park District (SF Bay)

The District envisions an extraordinary and well-managed system of open space parkland in Alameda and Contra Costa counties, which will forever provide opportunity for a growing and diverse community to experience nature nearby.



EXAMPLES FROM OTHER COMMUNITIES

East Baton Rouge Parish, LA (2004)

To build upon our successes as one of the nation's premier parks and recreation providers by:

- Creating and strengthening strong ties with the community through citizen-based planning, participation and equitable distribution of resources.
- Continually improving and enhancing facilities and programs
- Promoting a safe, fun, and inclusive environment for recreational and leisure activities
- Taking a leadership role in protecting, interpreting and promoting cultural, historic, and natural resources.
- Consistently providing a wide range of recreational opportunities accessible to all through quality parks and special facilities.
- Leveraging resources and forging strategic ties to achieve or exceed our mission.

Imagine Your Parks

2005-2014 PORTFOLIO



Recreation and Park Commission for the Parish of East Baton Rouge

Improvements Through December 2014

brief and memorable

inspiring and motivational

descriptive of the ideal

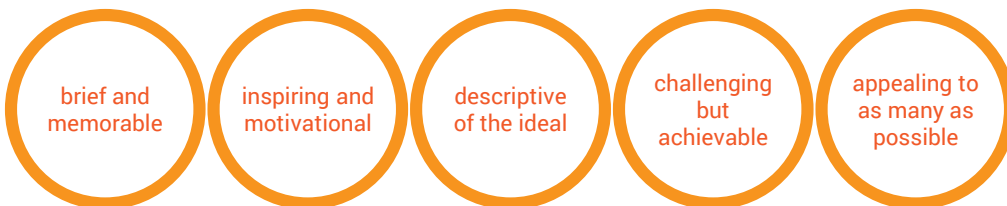
challenging but achievable

appealing to as many as possible

EXAMPLES FROM OTHER COMMUNITIES

East Baton Rouge Parish, LA (2014)

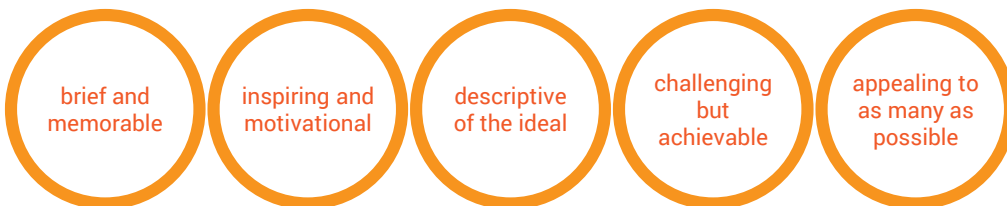
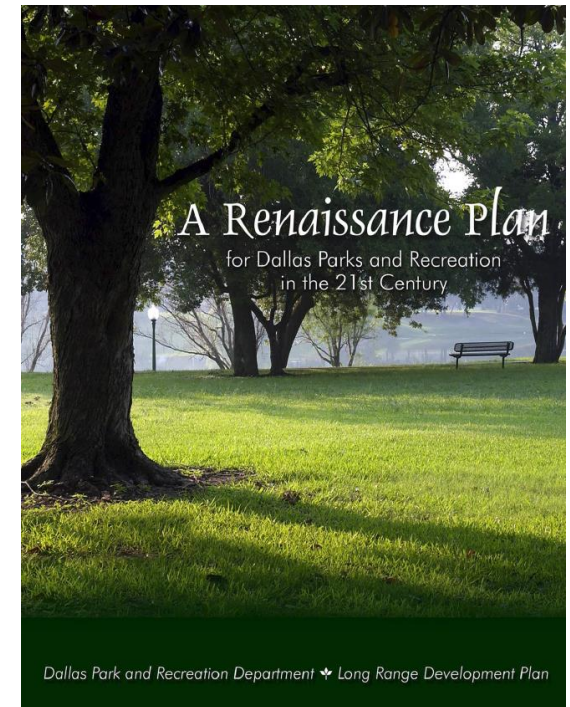
BREC's vision is to provide an extraordinary system of parks, open spaces, and facilities that engages the parish's unique natural and cultural landscape to enrich parish life by providing diverse and memorable recreation experiences.



EXAMPLES FROM OTHER COMMUNITIES

Dallas, TX (2005)

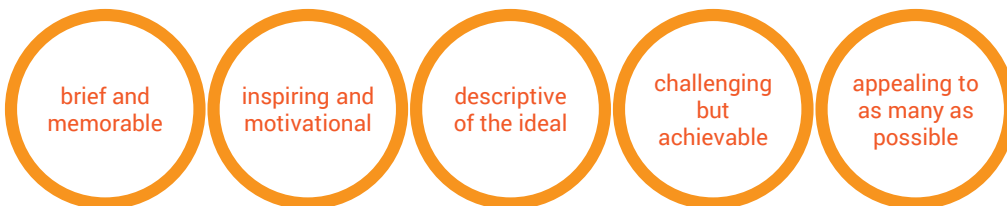
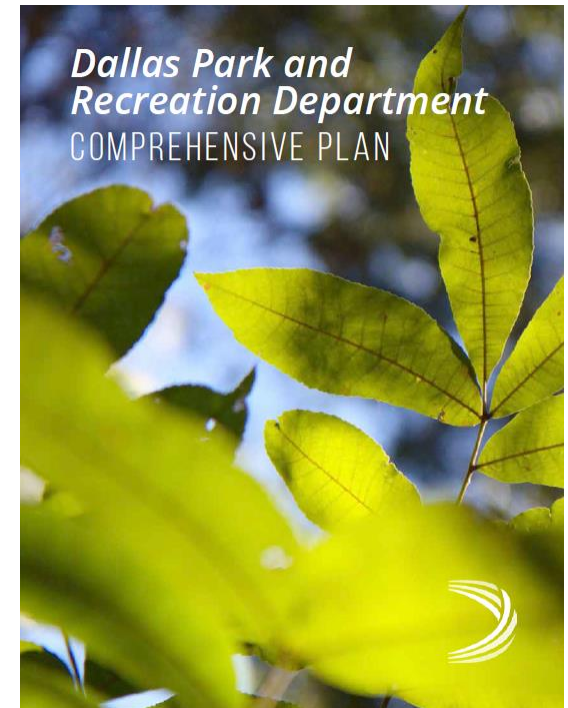
Our vision is for Dallas to be a premier Park and Recreation system in the United States.



EXAMPLES FROM OTHER COMMUNITIES

Dallas, TX (2016)

The Department's vision for the future is for a comprehensive system of parks, trails, open spaces, and recreation facilities that sustains, inspires, and invigorates.



WHAT IS A VISION STATEMENT?

It describes a **desired future** and should be:



WORDS FOR THOUGHT

Verbs

- advance
- build
- come together
- champion
- cultivate
- create
- devise
- encourage
- engage
- enhance
- enrich
- exceed
- experience
- facilitate
- forge
- foster
- further
- improve
- inspire
- interact
- invigorate
- leverage
- protect
- provide
- redefine
- strengthen
- support
- sustain

Adjectives

- accessible
- attractive
- cherished
- civic
- comprehensive
- diverse
- effective
- environmental
- equitable
- extraordinary
- growing
- healthy
- leisure
- meaningful
- memorable
- premier
- prized
- quality
- responsible
- skilled
- special
- strong
- trustworthy
- trusty
- unique
- valued
- well conceived
- well-managed

brief and
memorable

inspiring and
motivational

descriptive
of the ideal

challenging
but
achievable

appealing to
as many as
possible

WORDS FOR THOUGHT

Nouns

- activities
- balance
- catalysts
- commitment
- common ground
- community
- connections
- cultural resources
- distribution
- education
- energy
- environment
- excellence
- facilities
- growth
- historical resources
- identity
- landscape
- leadership
- life
- linkages
- maintenance
- management
- natural areas
- natural resources
- nature
- open space
- opportunities
- parks
- programs
- public service
- parkland
- participation
- partnership
- public spaces
- recreational pursuits
- recreation
- relief
- resources
- stewardship
- sustainability
- system
- trails
- urban fabric

brief and
memorable

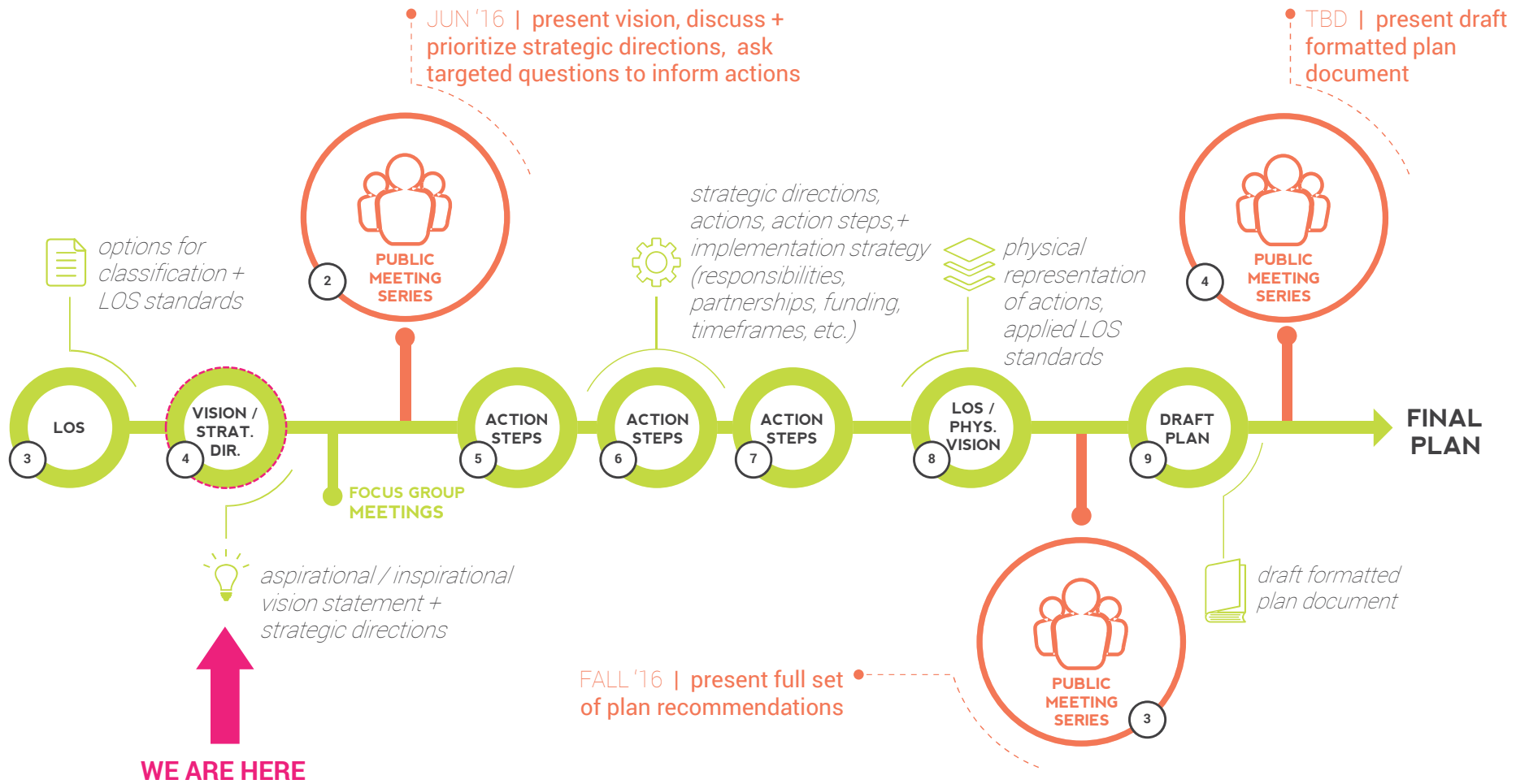
inspiring and
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but
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appealing to
as many as
possible

ADVISORY COMMITTEE AND PUBLIC MEETING TIMELINE



PUBLIC MEETING SERIES 2

STRATEGIC DIRECTIONS

SD1: PUBLIC SPACES

Continue to raise the standard for public spaces, and ensure equitable access to public space experiences.

SD2: TRAILS

Enhance connectivity by improving the network of trails to, within, and between public spaces.

SD3: NATURAL RESOURCES

Protect and enhance natural resources, and increase natural resource-based activities.

SD4: PARTNERSHIPS

Clarify partnerships to set mutual expectations and leverage resources.

SD5: RECREATION PROGRAMS

Ensure program offerings continue to respond to changing user needs.

SD6: MARKETING & COMMUNICATION

Improve marketing and communication to enhance user satisfaction.

SD7: FISCAL SUSTAINABILITY

Enhance the financial sustainability of Arlington's public spaces.

SD8: OPERATIONS & MAINTENANCE

Ensure County public spaces and facilities are operated and maintained efficiently and to defined standards.

ARLINGTON POPS

A Plan for Our Places and Spaces

