



CHAPTER 10



NEXT STEPS: the framework for implementation

The Game Plan's main goal is to offer a framework that articulates values and offers guidelines for change and growth. It provides a vision of Denver as a City in a Park and outlines what it will take to get there in the coming decades. How does DPR begin to implement this plan? What happens in the next year or two? This chapter outlines those first steps.





▲ SETTING THE STAGE FOR SUCCESS

Implementing the *Game Plan* requires: the organizational ability (staffing, skills, citywide partnerships), political will and funding, and accountability. Making the Plan work will take ingenuity, flexibility and a community mandate. Moving forward requires measurable, practical steps to create success and momentum.

In the next few months, DPR staff, with guidance from the Advisory Board, will select priorities and set long-range budgets based on the following recommendations. As noted earlier, the *Game Plan* Community Advisory Committee deliberately did not select one value or recommendation over another, except where clear public opinion pointed to priority projects.

Although the *Game Plan* is a policy framework plan to guide future budgets and decision-making, the plan identifies a number of critical first steps. Transforming Denver into a City in a Park will take citywide agency cooperation and extensive partnerships, as well as an another level of detailed planning — for example, applying new guidelines to individual park master plans.

The committee decided that setting priorities and work plans was the role of city staff, with on-going community input. The following tables chart these first steps: for organizational strength, continued planning, capital projects, and improved management.

“These (parks) are the only places (where) vast numbers of persons (are) brought closely together: poor and rich, young and old...each individual adding by his mere presence to the pleasure of all others.”

Fredrick Law Olmsted, 1870
(on Central Park and Prospect Park)

City Park, circa 1890 ▲





2002-2003 STEPS FOR ORGANIZATIONAL STRENGTH

DPR should begin by building both its internal organizational capacity and its external partnerships with other city agencies and organizations.

Task	Lead	Other Agencies
1. Create a Natural Resource Unit. Fund new position for director in 2004. Create a citywide Natural Resource Working Group.	DPR Manager	Environmental Health; Wastewater; PW
2. Create staff position with historic preservation specialization and responsibilities. Create a citywide Parkways Work Group.	DPR	CDP; Denver Landmark Commission; PW
3. Create professional job descriptions for mayoral appointments.	Senior Staff	
4. Create a Communications Division within DPR.	Manager	
5. Develop division performance standards and methods of accountability.	Senior Staff	
6. Develop a lead liaison with Denver Public Schools.	Senior Staff	
7. Provide staff training for implementing the <i>Game Plan</i> .	Senior Staff/ Planning	
8. Complete a Memorandum of Understanding among DPR, CPD and PW on responsibilities and budget process, an expansion of a 2002 MOU completed between PW and DPR.	DPR Planning; PW	Denver Landmark Commission



MARK LAPSLAW

Kids ▶

"The youth council really got me interested in doing service. It also gave me more courage."

Caroline Tracy
6th grader



Possible restroom prototype ▾

▾ 2002-2003 STEPS FOR CONTINUED PLANNING

Both the DPR *Game Plan* and *Blueprint Denver* are framework plans, requiring continued, detailed planning that is specific to parts of the system or geographically. DPR has an important role in leading or participating in these studies.

Task	Lead	Other Agencies
1. Provide leadership in citywide water conservation plan for all of DPR's and city owned resources.	Natural Resource Director	Denver Water; Wastewater; CPD; PW
2. Participate in citywide team researching potential operating and capital funding strategies and sources.	B&M	DPR Senior Staff
3. Complete comprehensive irrigation-system study.	DPR Planning & Design	Denver Water
4. Complete comprehensive restroom study, cost estimates, and implementation strategy.	DPR Planning & Design	PW, Denver Police
5. Participate in the citywide Pedestrian Master Plan and D-Map.	PW	DPR Planning & Design; Forestry; CPD
6. Participate in on-going Stormwater Master Plans, Water Quality studies and Transportation Master Plan.	PW	DPR Natural Resource Unit, Planning & Design; EH; PW
7. Provide a liaison and review for the CDPA Small Area and Corridor Plans.	DPR Planning & Design	
8. Research perceived inequities in maintenance and amenities through field study.	DPR Planning & Design	
9. Fund and complete a citywide Recreation Facility Study for all recreation centers in 2003. Determine playing field demand.	DPR lanning & Design/ Recreation	Nonprofits



2002-2003 STEPS FOR EARLY CAPITAL PROJECTS

A number of projects were identified through the public process as logical first steps, because of the strong advocacy, potential private partners, and fewer capital costs.

Task	Lead	Other Agencies
1. Create a Dog Roundtable and produce citywide dog area management guidelines, locations in each quadrant of the city, and pilot test one area.	DPR Planning & Design	Animal Control/EH
2. Find an appropriate location and pilot test one disc golf site.	DPR Planning & Design	
3. Analyze facilities for reuse for new activities.	DPR Planning & Design	

Wash Park in winter



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▲ 2002-2003 STEPS FOR MANAGEMENT IMPROVEMENTS

The public is expecting a higher level of service and accountability, and the financial sustainability of the system depends upon immediate research and strategies. The current drought also calls for leadership, long-range plans and immediate actions.

Task	Lead	Other Agencies
1. Implement a drought plan and reduce water consumption by 30%.	Natural Resource Unit/all divisions	Denver Water; CPD; PW; Wastewater
2. Have all drinking fountains working by summer 2003.	Parks	
3. Create an “eyes on the park” community partnership.	Parks	DPR Planning & Design
4. Pilot test a ranger program in both urban and mountain parks.	Safety	Parks
5. Complete evaluation of recreation fees and generate at least \$1.5 million additional revenues through increases.	Recreation	Council action
6. Provide bilingual signage and materials in recreation centers.	Recreation	DPR Planning & Design
7. Provide staff training for implementing the Game Plan.	DPR Planning & Design	All divisions



▲ CONCLUSIONS

The *Game Plan* Community Advisory Committee hoped that the Plan would fill a planning void and be the catalyst for continuing dialogue with the people of Denver. It will take the vigilance and stewardship of Denver residents to ensure that this happens and that the plan is implemented. Denver’s parks and recreation facilities have grown and endured for 134 years, whatever the cycle — budget, leadership change, good and bad financial times. The goal for the *Game Plan* is to protect this legacy and ensure that our park and recreation system thrives.

A Note from the Game Plan Community Advisory Committee to Denver residents:

“The last thing we want for the Game Plan is for it to grow dusty on the shelf, to be ignored by city staff, managers, and political leaders. It is a vision for Denver and its parks and recreation facilities based on a broad public mandate. It should be difficult to ignore. Even so, it will take political and citizen courage and scrutiny to keep the city sticking to these timeless values of equity, sustainability, and engagement. We hope that Denver residents will stay involved, keep talking, asking questions, and expecting the most from their city leaders and staff.” ◀

▲ Breakfast play

