



IMAGINE TOMORROW!
Arts, Parks And Recreation For All
Master Plan

APPENDIX I

IMPLEMENTATION RESOURCES

- » Capital Projects
- » Action Plans

CAPITAL IMPROVEMENT PROJECTS

The Community Resources Department has identified capital projects that are needed to continue basic services through 2033, which include lifecycle replacement of existing assets, facilities, parks and trails, and new capital construction projects. Projects are listed below along with an estimated cost range.

These projects have not been approved for funding yet and their costs are more than what historic funding levels would support. It is recommended the city pursue an overall funding analysis and strategy with consideration of arts, parks and recreation needs and the recommendations of this plan.

LIFECYCLE REPLACEMENT

Lifecycle replacement encompasses major repair, replacement or historic preservation of existing assets; safety and ADA improvements and existing debt service obligations through 2033. The following tables list lifecycle replacement projects in three categories: HCA artifacts and structures, facilities and park amenities.

Estimated Cost	
\$	\$100 - \$99,999
\$\$	\$100,000 - \$499,999
\$\$\$	\$500,000 - \$1 Million
\$\$\$\$	\$1 Million+

LIFECYCLE REPLACEMENT: HERITAGE, CULTURE, ARTS (HCA)

Artifact or Structure	Estimated Cost
Estes Motel	\$
Gil & Ethel's	\$\$
Peerless Service Station	\$\$
White Way Grill	\$
Caretaker's Cottage	\$
Auction House	\$
Tractor Shed	\$\$
Webber House - 1930's farmhouse	\$
Streer Peterson House	\$
Red Barn	\$
Country School	\$\$
Pump house and water tower	\$
Wide Acres Trolley Stop	\$
O'Kane barn	\$\$
O'Kane bunkhouse	\$\$
O'Kane well	\$
O'Kane site	\$\$

LIFECYCLE REPLACEMENT: FACILITIES

Facility	Estimated Cost
Carmody Recreation Center	\$\$\$\$
Clements Community Center	\$\$\$\$
Cultural Center/Civic Center North	\$\$\$\$
Green Mountain Recreation Center	\$\$\$\$
Lakewood Link Recreation Center	\$\$\$\$
Urban Parks Shop	\$\$\$\$
Whitlock Recreation Center	\$\$\$\$
Building Maintenance Building	\$\$\$
Fox Hollow Clubhouse	\$\$\$
Fox Hollow Maintenance Shop	\$\$\$
HLBP Visitor Center	\$\$\$
Homestead Clubhouse	\$\$\$
BCLP Maintenance Shop	\$\$
BCLP Visitor Center	\$\$
Homestead Cart Barn	\$\$
Urban Parks Office	\$\$
Walrath Storage/Substation	\$\$
Washington Heights Arts Center	\$\$
Wilbur Rogers Center	\$\$
South Sheridan Fields Maintenance Shop	\$\$
Greenhouse	\$\$
11th Ave. Head Start	\$\$
Daniels Head Start	\$\$
STARR Center	\$\$
Morse Park Maintenance Shop	\$\$
Clements Pool Hall	\$
HLBP Office/ Shop	\$
Conservation & Preservation Building	\$
Ray Ross Maintenance Shop	\$
Graham House	\$
Patterson Cottages (3)	\$
Lasley Cottages (2)	\$
Surfside Office/Restrooms	\$
Devinney Cottages (3)	\$
Stone House	\$

LIFECYCLE REPLACEMENT: PARK AMENITIES

Amenity	Quantity	Percentage needing replacement by 2033	Estimated Cost
Concession Stand	3	66%	\$\$\$\$
Golf Course	2.5	0.1	\$\$\$\$
Pond Restoration	60	10%	\$\$\$\$
Outdoor Pools	3	0.5	\$\$\$\$
Multi-purpose fields	27	25%	\$\$\$\$
Playground, Neighborhood	80	0.25	\$\$\$\$
Restroom	35	60%	\$\$\$\$
Shelter, Group	20	0.2	\$\$\$\$
Shelter	75	20%	\$\$\$\$
Swim Beach	1	0.25	\$\$\$\$
Trailhead	8	50%	\$\$\$\$
Trail (Paved)	913,440 LF	0.2	\$\$\$\$
Irrigation (Landscape Turf)	345 acres	30%	\$\$\$\$
Parking Space	3997	0.4	\$\$\$\$
Trail (Unpaved)	358,876 LF	60%	\$\$\$\$
Campsite	47	0.25	\$\$\$
Skate Amenities	3	25%	\$\$\$
Splash Pad/Spray Amenity	3	0.25	\$\$\$
Benches	303	60%	\$\$\$
Fencing	44,195 LF	0.5	\$\$\$
Cabins	3	50%	\$\$
Dog Park, Off leash area	5	0.25	\$\$
Fitness Courts	3	25%	\$\$
Outdoor Firing Area (Washington Heights)	1	0.5	\$\$
Multi-use Courts	3	25%	\$\$
Playground, Destination	1	0.2	\$\$
Public Art	64	12%	\$\$
Tennis Center	1	0.1	\$\$
Tennis Courts (Unlighted)	16	10%	\$\$
Tennis Courts (lighted)	10	0.1	\$\$
Drinking Fountain	30	50%	\$\$
Picnic Tables	231	0.25	\$\$
Signage (Monument-Park Name)	54	30%	\$\$
LCC Theater Equipment	1	0.25	\$\$
Trash (Dumpster Stand-Alone)	43	50%	\$\$
Trash (Receptacle)	402	0.5	\$\$
HLBP Amphitheater	1	10%	\$
Archery Range	1	0.3	\$
Community Garden	3	25%	\$
Yurts	2	1	\$
BBQ Grill	57	75%	\$
Bike Rack	23	0.5	\$
Bleachers	23	25%	\$
Exercise Station	8	0.5	\$
Flagpole	4	25%	\$
Fountain, Decorative	6	0.5	\$
Electronic Sign	3	33%	\$
Scoreboard	6	0.3	\$
Signage (Rules & Reg)	131	50%	\$

NEW CAPITAL PROJECTS

Capital projects include basic new amenities, updates, and new construction that are needed to meet the needs of users. The following tables identify new capital projects in three categories: facilities, parks and trails.

Estimated Cost

\$	\$100 - \$99,999
\$\$	\$100,000 - \$499,999
\$\$\$	\$500,000 - \$1 Million
\$\$\$\$	\$1 Million+

NEW CAPITAL PROJECTS: FACILITIES

Project	Estimated Cost
O'Kane House Rehabilitation	\$\$\$\$
Trolley Car & Fire Truck Museum	\$\$\$\$
HLBP Visitor Center Expansion	\$\$\$\$
HLBP Calving Barn Rehabilitation	\$\$\$
Lakewood Rides Bus Barn	\$\$
Centralized Recreation Center Feasibility Study	\$\$

NEW CAPITAL PROJECTS: PARKS

Project	Estimated Cost
Bear Creek Lake Park Improvements	\$\$\$\$
New Dog Park	\$\$\$
HLBP Outdoor Restrooms	\$\$\$
William F. Hayden Park Plan	\$\$
Bicycle Pump Track	\$\$
Disc Golf Course	\$

NEW CAPITAL PROJECTS: TRAILS

Trail	Estimated Cost
Sunset Park	\$\$
Coyote Gulch	\$\$
Bonfils-Stanton Park	\$\$
Weir Gulch Interim Route: Pierce to Sheridan	\$
Weir Gulch preferred route: Pierce to Harlan (no stream crossings)	\$\$\$
Weir Gulch preferred route: Pierce to Harlan	\$\$\$\$
Weir Gulch Trail at South Sheridan Fields	\$\$\$

ACTION PLANS

Imagine Tomorrow! provides a wide-ranging policy framework to guide decision-making across all levels of community action, from City government to civic-minded organizations that champion a specific project, park or facility.

This appendix consolidates recommended actions for each plan goal into a concise workplan to guide the efforts of the Community Resources Department and its partners. Each action plan identifies the type of action, coordinating agencies and the target year for completion.

ACTION TYPE

Each recommendation is characterized by the type of action it represents.

- » **Capital Project:** Requires capital outlay from the City
- » **Planning & Design:** Requires additional feasibility study, planning or design work
- » **Operations:** Impacts staff decisions and standard practices
- » **Partnership:** Requires or would greatly benefit from collaborative partnerships with business, and community and non-profit groups.
- » **Programs:** Implications for program and services
- » **Community Engagement:** Communications campaigns or outreach efforts to solicit community feedback

TIMEFRAME

Plan implementation is an incremental process. Some recommendations can be executed in a relatively short period of time. Other recommendations are long-term in nature and will take years of concentrated effort to achieve.

The recommendation timeframe refers to the amount of time, in years, in which each action item should be implemented. Recommendations are categorized as either short term, mid-term, long term or ongoing.

- » **Short-term:** achievable in less than five years
- » **Mid-term:** achievable in 5-10 years
- » **Long-term:** may take more than 10 years
- » **Ongoing:** Continuous efforts

THIS APPENDIX
CONSOLIDATES
RECOMMENDED ACTIONS
FOR EACH PLAN GOAL INTO A
CONCISE WORKPLAN.



GOAL 1: Serve the diverse needs of the community by balancing unique arts, parks and recreation programming, services and events with the demand for high-quality core services.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 1.1 Plan for future program development that responds to community needs and priorities.		
Operations	1.1.1. Action: Consider and use demographic data and trends reporting, such as ESRI GIS, when developing new programs by division.	Ongoing
Operations	1.1.2. Action: Develop a systematic process for evaluating programs and services for operational efficiency and effectiveness. Examples include but are not limited to customer comment cards, secret/mystery shopper surveys, user satisfaction surveys, program evaluations and focus groups.	Short-term
Operations	1.1.3. Action: Establish a pricing strategy or policy that aligns with classification of programs/services and cost recovery targets.	Short-term
Programs	1.1.4. Action: Annually evaluate participation data and customer retention rates across all program areas, measure outcomes, and refine arts, parks and recreation program offerings to reduce or eliminate low enrollment and low impact programs.	Ongoing
Partnership	1.1.5. Action: Review current partnership agreements and include terms tied to measurable outcomes for new agreements.	Short-term
Programs	1.1.6. Action: Ensure that the Community Resources Department is meeting best practice standards including the development of an Arts, Parks and Recreation Programming Plan as guide by CAPRA standards.	Mid-term
Strategy 1.2 Proactively consider the specialized needs of residents, such as those activities that can be enjoyed by older adults, teens and those with disabilities.		
Partnership	1.2.1. Action: Leverage and build relationships with Lakewood schools to engage youth in Lakewood program opportunities including outdoor adventure and STEM.	Ongoing
Community Engagement	1.2.2. Action: Consider initiatives to provide education and increase awareness and action on bettering community health and active aging.	Ongoing
Programs	1.2.3. Action: Invest in planning efforts and infrastructure that involve transit for older adults and those with disabilities to expand the use and sustainability of Lakewood Rides.	Ongoing
Partnership	1.2.4. Action: Partner with local resource providers to provide education and resources on chronic disease prevention and/or management programs that keep adults healthy and active for years to come.	Ongoing
Programs	1.2.5. Action: Review and expand socialization opportunities, enhanced fitness programs, and health and wellness screenings.	Short-term
Capital Project	1.2.6. Action: Make public improvements that reduce walkability gaps as identified in the Parks Walkability Analysis.	Ongoing

GOAL 1: Serve the diverse needs of the community by balancing unique arts, parks and recreation programming, services and events with the demand for high-quality core services.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Programs	1.2.7. Action: Conduct a community audit to identify available fitness programs in Lakewood and determine unmet fitness needs that could be offered by the city for adults and older adults.	Short-term
Programs	1.2.8. Action: Consider adding new sections of older adult classes and expanding class hours for high-demand adult and older adult fitness classes.	Mid-term
Strategy 1.3 Continue to meet arts and cultural needs throughout the community.		
Partnership	1.3.1. Action: Encourage collaborations, partnerships and cross promotion of local artists and arts organizations, including students.	Ongoing
Planning & Design	1.3.2. Action: Update the 2013 Public Art Master Plan to identify public art trends, applications, and strategies to manage the existing collection. Identify staff and funding sources.	Short-term
Partnership	1.3.3. Action: Provide opportunities for public art and cultural representation in new park development.	Ongoing
Partnership	1.3.4. Action: Engage the public and school groups in the creation of art through organized and spontaneous initiatives, such as events and in-person programs.	Ongoing
Partnership	1.3.5. Action: Continue to explore opportunities for interactive public art installations.	Ongoing
Community Engagement	1.3.6. Action: Continue to survey event and program attendees to refine offerings through the Heritage Culture and the Arts Division.	Ongoing
Community Engagement	1.3.7. Action: Promote opportunities for gathering and celebrating at events and through the use or rental of HCA facilities.	Ongoing
Strategy 1.4 Continue implementing the Lakewood Heritage Center (now, Heritage Lakewood Belmar Park) Master Plan 2017-2027. Begin plan update process in 2026.		
Operations	1.4.1. Action: Serve as the focal outdoor festival area for the City of Lakewood. Address parking challenges through the creation of additional parking spots, partnerships, use of alternative transportation and strategic timing of events.	Mid-term
Capital Project	1.4.2. Action: Enhance and expand the visitor experience by increasing access to diverse audiences with varying needs and interests through interpretive and wayfinding signage.	Short-term

GOAL 1: Serve the diverse needs of the community by balancing unique arts, parks and recreation programming, services and events with the demand for high-quality core services.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Programs	1.4.3. Action: Expand Heritage Lakewood’s interpretive stories and themes within updated Master Plan parameters.	Mid-term
Planning & Design	1.4.4. Action: Ensure the best and most effective use of the 15 acres that comprise Heritage Lakewood Belmar Park (HLBP) through the creation and implementation of a design development plan that includes an outdoor play space tied to the museum’s mission.	Mid-term
Capital Project	1.4.5. Action: Create a strong identity, brand, and position of visibility for Heritage Lakewood Belmar Park (HLBP) through utilization of high visibility land along Wadsworth to enhance recognition and increase promotion of the site.	Mid-term
Operations	1.4.6 Action: Utilize standards and best practices in the care, preservation and exhibition of the Lakewood community’s collection and history.	Ongoing
<p>Strategy 1.5 Evaluate and continue best practices related to volunteerism and support community efforts to expand volunteer base and integrate volunteers in meaningful ways.</p>		
Operations	1.5.1. Action: Assess current and future volunteer needs and trends, refine and update volunteer roles, develop recruiting and retention events or promotions to meet specific needs.	Ongoing
Operations	1.5.2. Action: Develop a recommended budget and staffing structure across the department to manage volunteer initiatives.	Short-term
Partnership	1.5.3 Action: Explore opportunities for Adopt a Dog Park and Adopt a Garden programs.	Short-term
<p>Strategy 1.6 Seek the resources to achieve staffing levels necessary to deliver high quality programs, services, events and facilities that meet community needs.</p>		
Operations	1.6.1. Action: Host virtual job fairs to promote openings and provide instant feedback to candidate questions.	Ongoing
Operations	1.6.2. Action: Establish training programs that target and employ local teens as childcare providers, lifeguards and camp counselors; recruit from within youth and teen program participants.	Short-term
Operations	1.6.3. Action: Offer hiring and retention bonuses for critical positions.	Short-term
Operations	1.6.4. Action: Identify opportunities to automate services that allow existing staff to fulfill other roles and department needs such as guest check-in at facilities and automated park maintenance equipment.	Short-term
Partnership	1.6.5 Action: Leverage public/private partnerships with other government agencies, the private sector, schools and philanthropic organizations to provide new parks and facilities, and improve existing parks and facilities, including management and operation as appropriate.	Ongoing

GOAL 2. Respond to community needs and priorities by maximizing the efficiency of existing arts, parks and recreation facilities and resources through proactive asset maintenance and stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 2.1 Thoughtfully consider new amenities that align with our core services.		
Operations	2.1.1. Action: Continue to monitor trends and gather public feedback to inform decisions on new amenities. Use social media, text message and web-based polls and engagement tools such as LakewoodTogether.org.	Ongoing
Planning & Design	2.1.2 Action: Design new facilities to maximize multipurpose or flex space to provide a high level of utility to a broad range of programs and activities.	Long-term
Strategy 2.2 Analyze ongoing maintenance investment and resources for maximum benefit to the community.		
Planning & Design	2.2.1. Action: Complete a Facility Condition Assessment and Space Utilization Analysis on all buildings and incorporate into a long-term capital improvement plan.	Mid-term
Planning & Design	2.2.2. Action: Develop Asset Management Plan and establish a 20-year capital asset depreciation, maintenance and replacement schedule for city infrastructure.	Short-term
Planning & Design	2.2.3. Action: Utilize new design and building standards that focus on streamlining mechanical systems, lighting fixtures, plumbing fixtures, and building automation systems.	Long-term
Operations	2.2.4. Action: Phase out facilities and amenities that are low community priority, underperforming, or have reached the end of their useful life.	Mid-term
Operations	2.2.5. Action: Expand the City’s use of Cartegraph and GIS tools to the parks system for asset management and maintenance tracking to understand cost of service at a unit activity level.	Short-term
Partnership	2.2.6. Action: Continually evaluate the City’s capacity to complete work and the cost of service against that of the private sector. Where appropriate, seek opportunities to contract work.	Ongoing
Planning & Design	2.2.7. Action: Develop a 5-year plan to improve the infrastructure and mechanical systems at all pool sites to meet industry best practices and the Model Aquatic Health Code.	Short-term
Operations	2.2.8. Action: Assign park classification categories that are tied to performance and maintenance standards to achieve desired level of service for each classification and appropriate funding and resources.	Short-term
Operations	2.2.9. Action: Plan for capital repair and replacement by standardizing the calculation of capital repair and replacement of assets to determine a responsible annual investment for maintaining high quality sites and facilities.	Short-term

GOAL 2. Respond to community needs and priorities by maximizing the efficiency of existing arts, parks and recreation facilities and resources through proactive asset maintenance and stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Operations	<p>2.2.10. Action: Utilize best practice staffing level guidelines to ensure appropriate staffing levels are met to provide safe and clean parks that provide high quality experiences. Park Maintenance Division requires funding for funding to secure an additional 10 FTEs per CAPRA Maintenance Management Plan analysis.</p> <ul style="list-style-type: none"> • Pocket Parks: 250-300 annual labor hours per acre maintained • Neighborhood Parks: 250-300 annual labor hours per acre maintained • Community Parks: 200-250 annual labor hours per acre maintained • Regional Parks: 150-200 annual labor hours per acre maintained • Athletic Fields: 1 FTE for every 4-6 athletic fields maintained • Open Space: 1 FTE maintenance staff for every 250 acres maintained • Open Space: 1 Patrol Ranger for every 750 acres maintained • Trails: 1 FTE for every 20 miles maintained 	Ongoing
<p>Strategy 2.3 Reinvest in existing park infrastructure and trail system to ensure the longest life-cycle possible.</p>		
Programs	2.3.1. Action: Evaluate and prioritize opportunities to expand outdoor fitness programs and spaces. Implement plans as site development plans occur including public engagement.	Mid-term
Operations	2.3.2. Action: Track and understand facility use trends by investing in a software such as Placer ai.	Short-term
Operations	2.3.3. Action: Monitor current use/interest levels and revise plans as appropriate.	Ongoing
Capital Project	2.3.4. Action: Continue to update the playground replacement schedule including assessing age, usability and marketability of equipment and fund for updates as appropriate.	Ongoing
Planning & Design	2.3.5 Action: Classify and evaluate restroom needs at park locations through park site plan development and redevelopment. Prioritize additions or upgrades as resources are identified.	Short-term
<p>Strategy 2.4 Maximize usage of available programming space.</p>		
Planning & Design	2.4.1. Action: Work with a consultant to evaluate existing facilities and spaces to identify ways to repurpose under and over-utilized space, that could support programs that the community desires	Short-term
Partnership	2.4.2. Action: Consider rental and partnership opportunities for facilities and spaces that are not fully utilized for department programming.	Ongoing

GOAL 2. Respond to community needs and priorities by maximizing the efficiency of existing arts, parks and recreation facilities and resources through proactive asset maintenance and stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 2.5 Identify and implement opportunities to add desired amenities to existing parks.		
Planning & Design	2.5.1. Action: Identify opportunities to create distinctive, neighborhood-centric and playful gathering spaces in addition to traditional picnic shelters and tables.	Ongoing
Capital Project	2.5.2. Action: Expand Wi-Fi where feasible in parks and facilities.	Mid-term
Planning & Design	2.5.3. Action: Research successful interactive teen programming and gathering spaces and assess the feasibility in Lakewood parks and facilities.	Short-term
Strategy 2.6 Identify and implement opportunities to add water amenities and access to existing facilities and parks while ensuring proper maintenance of existing aquatic facilities.		
Planning & Design	2.6.1. Action: Assess current water features such as splash pads and interactive fountains and determine if water features can be added at existing locations.	Mid-term
Planning & Design	2.6.2. Action: Evaluate any additional opportunities to allow paddle sports such as kayaking and stand-up paddle boarding on lakes and ponds within City parks.	Short-term
Operations	2.6.3. Action: Consider opportunities and funding mechanisms to expand or remodel existing indoor and outdoor pools.	Mid-term
Strategy 2.7 Expand opportunities for sanctioned off leash dog experiences.		
Capital Project	2.7.1. Action: Develop new community off-leash dog park at a site that has minimal impact to adjacent neighborhoods, meets best practice standards including parking needs, and incorporates neighborhood and community feedback into the design.	Mid-term
Planning & Design	2.7.2. Action: When site planning for neighborhood park development and redevelopment, consider off leash dog areas where desired through public engagement with the neighborhoods.	Ongoing
Operations	2.7.3. Action: Develop a management plan for dog park operations that addresses clean-up, sanitation issues, small and large animal spaces and appropriate owner behavior.	Short-term

GOAL 2. Respond to community needs and priorities by maximizing the efficiency of existing arts, parks and recreation facilities and resources through proactive asset maintenance and stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 2.8 Utilize a variety of funding strategies for large scale capital projects and land acquisition.		
Planning & Design	2.8.1. Action: Work with a consultant to study and identify amendments to the City’s Parkland Dedication Strategy and Ordinance.	Short-term
Planning & Design	2.8.2. Action: Continue updating the Capital Improvement Plan to incorporate projects identified in this plan.	Ongoing
Community Engagement	2.8.3. Action: Educate residents on how Taxpayer Bill of Rights funding (TABOR) is used for park improvements and land acquisition.	Short-term
Planning & Design	2.8.4. Action: Continue coordinating with the Public Works and Planning Departments to require that new development provide planned park amenities and trail segments per adopted plans.	Ongoing
Partnership	2.8.5. Action: Work with developers to provide private or public-private arts, parks and recreation amenities to serve new residential development.	Ongoing
Partnership	2.8.6. Action: Leverage public/private partnerships to extend financing, management and operations of parks and facilities to realize the full potential of the city’s investments in the public realm.	Ongoing
Operations	2.8.7. Action: Work with the Lakewood Budget & Audit Advisory Board and City Council to identify new funding mechanisms for Community Resources as part of the City’s overarching funding strategy.	Short-term
Strategy 2.9 Provide adequate, functional space for high-demand arts and cultural programs.		
Programs	2.9.1. Action: Evaluate current capacity and waitlists of high-demand classes, such as dance and ceramics, to quantify space needs to meet existing demand. Consider staff capacity to support new classes and additional class sections.	Short-term
Capital Project	2.9.2. Action: Implement the 2019 Lakewood Cultural Center Facility Improvement Plan.	Long-term
Planning & Design	2.9.3. Action: Design and implement safety and functionality improvements to Washington Heights outdoor firing yard.	Mid-term

GOAL 2. Respond to community needs and priorities by maximizing the efficiency of existing arts, parks and recreation facilities and resources through proactive asset maintenance and stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<p>Strategy 2.10 Provide adequate, functional space for recreation programming and fitness classes that meet the needs and priorities of the community.</p>		
Community Engagement	2.10.1. Action: Survey registered program participants through arts, parks and recreation management software to identify needs and priorities for program space and facilities.	Ongoing
Planning & Design	2.10.2. Action: Conduct a study to evaluate the feasibility, cost, and impacts to service provision of constructing a large, centrally located recreation center that incorporates a robust public outreach campaign into the planning process. See Appendix G for a Recreation Center Analysis.	Mid-term
Community Engagement	2.10.3. Action: Launch community outreach to gauge interest in establishing an e-sports lounge at the Link Recreation Center to provide a safe afterschool option for teens.	Short-term

GOAL 3. Inspire enjoyment, creativity, and wellness by offering a safe and rewarding experience in our parks, facilities and trails.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 3.1 Consider opportunities to maximize the user experience at Bear Creek Lake Park.		
Planning & Design	3.1.1. Action: Develop a master plan for Bear Creek Lake Park that studies and addresses issues such as overcrowding, failing infrastructure, potential reservoir expansion, and incorporates recently acquired parklands.	Short-term
Operations	3.1.2. Action: Modify the City's code (Title 9 – Public Peace and Safety) to provide new policies to support park rangers in their efforts to conduct enforcement of park rules and regulations, environmental education, emergency response, and volunteer oversight.	Short-term
Partnerships	3.1.3. Action: Work with the Army Corps of Engineers through their Bear Creek reservoir feasibility study to identify maximum impact and design around any impacts to plan for in the future.	Short-term
Capital Project	3.1.4. Action: Expand the Bear Creek Lake Park campground and upgrade facilities to meet demand.	Long-term
Strategy 3.2 Consider opportunities to maximize the user experience at William F. Hayden Park on Green Mountain.		
Planning & Design	3.2.1. Action: Develop a master plan for William F. Hayden Park to improve wayfinding, reduce user conflicts, and incorporate the newly acquired north parcel into the trail system.	Mid-term
Operations	3.2.2. Action: Continue implementation of the Fire Mitigation Plan to reduce fire risk.	Ongoing
Capital Project	3.2.3. Action: Invest in improved wayfinding and educational signage to improve user knowledge of trail etiquette and directional flow.	Mid-term
Strategy 3.3 Evaluate use of the City's trails and multi-use path system including, connectivity, user conflicts, design, safety and activity levels.		
Capital Project	3.3.1. Action: Identify opportunities for constructing parallel natural surface trails to paved paths where feasible as identified through park site planning efforts.	Long-term
Capital Project	3.3.2. Action: Continue to implement the Trail Inventory & Connectivity Assessment Report and identify funding sources and opportunities to expand the trail system, especially natural surface trails.	Long-term
Operations	3.3.3. Action: Expand park ranger staffing and volunteer ranger program to meet demand resulting from increased use of the parks system.	Short-term
Planning & Design	3.3.4. Action: Connect neighborhood parks and schools to a community-wide trail system with neighborhood connector trails where feasible and on-street bike lanes.	Long-term

GOAL 3. Inspire enjoyment, creativity, and wellness by offering a safe and rewarding experience in our parks, facilities and trails.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<p>Strategy 3.4 Address the unique challenges associated with assisting people experiencing homelessness in City parks, open space and trails.</p>		
Operations	3.4.1. Action: Collaborate with the City’s Community Action Team (CAT) team to connect those in parks who are experiencing homelessness to available resources and services for permanent housing.	Ongoing
Partnerships	3.4.2. Action: Support city efforts to collaborate with Jefferson County municipalities to build a homeless resource center in the county.	Long-term
Operations	3.4.3. Action: Allow access to outdoor restroom facilities during the day.	Ongoing
Operations	3.4.4. Action: Continue working with law enforcement to address issues or disturbances in parks that are beyond the capability or capacity of the CR department or create dangerous situations.	Ongoing
Partnerships	3.4.5. Action: Support building a resource center on Inside Lakewood to educate employees and consolidate resources available to people experiencing homelessness.	Short-term

GOAL 4. Connect the community to arts, parks and recreation facilities, programs and services, and empower residents to make the most of the opportunities available to them.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 4.1 Track metrics and develop a Community Resources Department marketing plan to ensure the continued delivery of consistent and impactful messaging through standardized practices and new communications tools.		
Planning & Design	4.1.1. Action: Develop a comprehensive Community Resources Department Marketing Plan.	Mid-term
Community Engagement	4.1.2. Action: Continue to develop bilingual Spanish-language promotional materials and notifications as a regular practice for all public meetings.	Ongoing
Community Engagement	4.1.3. Action: Use demographic data to direct targeted marketing campaigns for a diverse user base including diverse representation of patrons in promotional photography.	Ongoing
Community Engagement	4.1.4. Action: Use data reported from the 2022 Statistically Valid Survey to develop targeted marketing campaigns according to program and activity preferences for distinct life-mode categories.	Short-term
Operations	4.1.5. Action: Continue to enhance the Lakewood Brand through staff marketing training and by providing templates and resources that share a consistent voice and on-brand message.	Short-term
Operations	4.1.6. Action: Implement new registration software and data tracking.	Short-term
Operations	4.1.7. Action: Continue tracking social media campaigns and other communication tools to measure impact and increase understanding of how and when the public engages with Community Resources facilities, events and programs.	Ongoing
Operations	4.1.8. Action: Pursue development of a mobile app and new software for registration, information, push notifications and text messages for announcements and alerts.	Short-term
Community Engagement	4.1.9. Action: Incorporate interactive social media campaigns such as video challenges and explore new platforms such as TikTok and Snap Chat to reach new audiences.	Short-term
Strategy 4.2 Maximize efficiency and effectiveness of department's family of publications.		
Operations	4.2.1. Action: Analyze purpose, frequency, content and distribution patterns through regular publication audits to ensure effectiveness.	Ongoing
Community Engagement	4.2.2. Action: Enhance and refine digital publications, mailing lists, distribution schedules and frequency to maximize awareness and efficiencies through social media and e-newsletters. Explore options such as TikTok, increased use of Twitter, text marketing and appointment reminders.	Short-term
Community Engagement	4.2.3. Action: Continue promoting e-newsletter subscriptions to expand distribution list.	Ongoing

GOAL 4. Connect the community to arts, parks and recreation facilities, programs and services, and empower residents to make the most of the opportunities available to them.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Operations	4.2.4. Action: Continue to evaluate and reduce printing needs by identifying digital or alternative communication methods.	Ongoing
Strategy 4.3 Continue marketing local and regional target market audiences and evaluate target markets on a regular basis to ensure focus on most relevant audiences.		
Community Engagement	4.3.1. Action: Track participation rates according to demographic metrics to focus and expand communication efforts to diverse populations such as Latinx, new residents and teens.	Ongoing
Community Engagement	4.3.2. Action: Expand efforts on Lakewood.org and utilize the new arts, parks and recreation management system to improve education and access to information for older adults and Spanish-speakers. Provide printed materials to targeted populations.	Short-term
Partnership	4.3.3. Action: Connect with community groups and businesses to promote programming information to target audiences such as Latinx, new residents and teens.	Ongoing
Operations	4.3.4. Action: Consider developing a rewards program to incentivize ambassador actions and recognize outstanding citizen partners.	Short-term
Partnership	4.3.5. Action: Continue partnerships with schools to inform families of programs, events, financial assistance and other opportunities for children and young adults.	Ongoing
Community Engagement	4.3.6 Action: Create a Lakewood mascot/character to promote children’s programs and events.	Mid-term
Strategy 4.4 Continue implementing consistent visual messaging at all parks, facilities and trails.		
Capital Project	4.4.1. Action: Continuously update and replace aging entryway, directional, and regulatory signage based on a prioritized list and park or facility development or renovation.	Ongoing
Planning & Design	4.4.2. Action: Update wayfinding plans at William F. Hayden Park, Bear Creek Lake Park and the Bear Creek Greenbelt.	Mid-term
Community Engagement	4.4.3. Action: Investigate the use of QR codes on signage, at parks, facilities, and on trails to provide translation online in multiple languages.	Short-term
Community Engagement	4.4.4 Action: Explore new technologies and applications, such as virtual/alternate reality visualization through smart phones, for historic interpretation; environmental education; resource management strategies and projects.	Mid-term

GOAL 5. Responsibly conserve vibrant arts, parks and recreational resources through preservation, sustainable practices and environmental stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 5.1 Coordinate Park operations and management to support the City of Lakewood Sustainability Plan.		
Operations	5.1.1. Action: Annually evaluate potential pest and disease issues impacting vegetation and wildlife in order to ensure user experiences are not diminished. Develop an Emerald Ash Borer Response Plan.	Short-term
Operations	5.1.2. Action: Advance City of Lakewood targets for tree canopy coverage and support residents in growing the canopy through an annual discounted tree sale and subsidized tree treatment and removals.	Ongoing
Operations	5.1.3. Action: Continue to reduce pesticide and herbicide use in Lakewood parks where feasible.	Ongoing
Strategy 5.2 Conserve arts and cultural resources that represent Lakewood's identity and uniqueness through preservation, education, advocacy and partnerships.		
Operations	5.2.1. Action: Utilize national standards and best practices in the care, conservation and presentation of Lakewood's art and cultural collections.	Ongoing
Operations	5.2.2. Action: Continue to preserve, evaluate, and determine best use and strategies for the ongoing care and maintenance of historic structures for public use. Ensure National Park Service Historic Preservation Standards and Guidelines are utilized.	Ongoing
Planning & Design	5.2.3. Action: Collaborate with Planning to update the 2012 Historic Preservation Plan. Identify actions steps and implement.	Short-term
Partnership	5.2.4. Action: Foster partnerships in historic preservation and coordinated advocacy efforts through ongoing relationships with preservation partners.	Ongoing
Strategy 5.3 Continue as a leader in the metro area in low water landscapes in parks.		
Capital Project	5.3.1. Action: Implement turf vegetation conversion to native grasses and plantings in new and existing parks where appropriate to thrive.	Long-term
Community Engagement	5.3.2. Action: Create educational materials on low water landscapes, benefits of water conservation, pollinator species, heat island reduction and other ecosystem services.	Short-term
Operations	5.3.3. Action: Continue to be a leader in the Front Range with lower than recommended water use and exceptional water conservation efforts in parks and medians.	Ongoing
Operations	5.3.4. Action: Consider a median renovation program moving toward total xeric treatment of street medians.	Mid-term

GOAL 5. Responsibly conserve vibrant arts, parks and recreational resources through preservation, sustainable practices and environmental stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<p>Strategy 5.4 Continue implementation of Natural Areas Management Plan to include entire park system native areas.</p>		
Operations	5.4.1. Action: Continue complying with Colorado Noxious Weeds legislation.	Ongoing
Planning & Design	5.4.2. Action: Update the Natural Areas Management Plan to expand the plan to include the entire open space system.	Short-term
Operations	5.4.3. Action: Update trails management component based on information generated from public comments on the master plan survey.	Short-term
Operations	5.4.4. Action: Support City of Lakewood targets for increased acreage of native habitat and pollinator species.	Ongoing
Operations	5.4.5. Action: Support the ongoing expansion of the City's green infrastructure network to protect ecosystem services and to support climate adaptation.	Ongoing
<p>Strategy 5.5 Coordinate with the Lakewood Sustainability Division to advance the City's Energy, Water, and Built Environment Goals adopted as part of the 2015 Sustainability Plan during facility upgrades and new construction.</p>		
Operations	5.5.1. Action: Using the McKinstry Plan, continue to implement and monitor opportunities to increase energy and water efficiency, integrate renewable energy generation, and utilize green building practices at parks and CR facilities.	Ongoing
Planning & Design	5.5.2. Action: Develop a plan for Electric Vehicle (EV) infrastructure that identifies opportunities for public charging stations at CR parks and facilities.	Mid-term
Operations	5.5.3. Action: Report progress through Sustainability Plan updates.	Ongoing
Operations	5.5.4. Action: Improve recycling and composting opportunities where appropriate in all parks, open space, trails, and facilities.	Mid-term
Operations	5.5.5. Action: Support the Enhanced Development Menu and follow design and building standards focusing on using sustainable construction materials and high efficiency plumbing and electrical fixtures.	Ongoing

GOAL 5. Responsibly conserve vibrant arts, parks and recreational resources through preservation, sustainable practices and environmental stewardship.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<p>Strategy 5.6 Expand the City’s community garden program and support Comprehensive Plan and Sustainability Plan goals for increased access to local and healthy food.</p>		
Community Engagement	5.6.1. Action: Conduct public outreach through park development and redesign to determine future locations of community gardens in partnership with Denver Urban Gardens.	Short-term
Partnership	5.6.2. Action: Put out an RFP for the operation of another urban farm or garden at the newly acquired Porter Park.	Short-term
Partnership	5.6.3. Action: Continue to work with Sprout City Farms to expand their mobile market program to neighborhoods in greatest need of fresh food.	Short-term
Partnership	5.6.4. Action: Expand the Adopt-a-Garden program to provide volunteer resources for sustainability of garden spaces in parks.	Short-term
Partnership	5.6.5. Action: Continue to partner with local schools to provide funding for expansion of school garden spaces.	Ongoing
Capital Project	5.6.6. Action: Expand educational experience in new pollinator gardens or community gardens by labelling plants and installing interpretive signage.	Mid-term

GOAL 6. Enable physical, mental and social well-being by fostering a healthy community with equitable access to arts, parks, recreation, trails and open spaces.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 6.1 Establish best practices related to diversity and inclusivity to promote use of and participation in Community Resources facilities, activities and events.		
Programs	6.1.1. Action: Identify specific gaps and opportunities to enhance programs that offer opportunities desired by underserved populations working with the city's Equity, Diversity and Inclusion team.	Short-term
Partnership	6.1.2. Action: Continue to grow the network of community liaisons to successfully communicate with underrepresented populations such as the Family Leadership Training Institute and school representatives.	Ongoing
Operations	6.1.3. Action: Identify cross-divisional opportunities to connect Family Services program participants with programming from other divisions such as Recreation, Parks and HCA.	Short-term
Operations	6.1.4. Action: Provide diversity and cultural awareness training for all staff members to ensure they are equipped with core competencies and skills that promote equity, inclusion, and cultural sensitivity to customs, social norms and communications preferences of historically underrepresented groups in Lakewood.	Short-term
Partnership	6.1.5. Action: Identify opportunities and develop formal partnerships with community partners and social service agencies to co-locate services and events at locations that are accessible and welcoming to communities in need.	Ongoing
Operations	6.1.6. Action: Continue to represent cultural diversity of artists and performers in City galleries, venues, events and festivals.	Ongoing
Programs	6.1.7. Action: Activate parks with a variety of programming that reflects and respects the diversity and diverse interests of community residents, accounting for the needs and preferences of different generations and different cultures. Ensure that features and programming are flexible, so the space is easily adaptable for a variety of uses over time and will keep drawing repeat and new users.	Ongoing
Strategy 6.2 Remove financial barriers to participation by educating residents on various financial assistance opportunities available for all Community Resources facilities and programs.		
Community Engagement	6.2.1. Action: Improve community access to available funding by strategically targeting populations in need of access to Lakewood Possibilities Fund and CDBG programs. Expand marketing strategies such as school bus advertising, information at existing community events and story-based marketing to educate eligible residents on existing opportunities.	Ongoing
Operations	6.2.2. Action: Continue to track and examine Lakewood Possibilities Fund usage data.	Ongoing
Operations	6.2.3. Action: Provide free admission days to facilities and parks.	Ongoing
Operations	6.2.4. Action: Continue to provide registration incentives and discounts to residents such as early registration and punch pass specials.	Ongoing

GOAL 6. Enable physical, mental and social well-being by fostering a healthy community with equitable access to arts, parks, recreation, trails and open spaces.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
Strategy 6.3 Provide arts, parks and recreation facilities that are inclusive and accessible to all abilities.		
Planning & Design	6.3.1. Action: Identify opportunities to expand therapeutic recreation facilities in existing recreation centers and parks.	Short-term
Capital Project	6.3.2. Action: Continue to renovate, expand accessibility, and modernize playgrounds to integrate multi-sensory elements, update for ADA compliance and universal design, and provide at least one adaptive play element at every park.	Ongoing
Capital Project	6.3.3. Action: Develop a plan to provide ADA access to historic buildings and resources utilizing historic preservation standards and guidelines.	Long-term
Capital Project	6.3.4. Action: Develop a funding strategy to allow for ADA improvements at City facilities and parks as identified in the City's ADA Transition Plan and Audit.	Mid-term
Operations	6.3.5. Action: Research and incorporate software such as AudioEye to enhance digital ADA accessibility.	Short-term
Operations	6.3.6. Action: Strategically expand recreation facility hours to serve residents in the early mornings or in the evenings with increased staffing resources.	Short-term
Programs	6.3.7. Action: Establish a program that provides assisted mobility devices as free rentals for qualifying residents.	Short-term
Strategy 6.4 Strive for equitable geographic distribution of parks.		
Planning & Design	6.4.1. Action: Prioritize parkland acquisition and new park amenities in gap areas identified in the Parks Equity Analysis and Strategic Acquisition Plan as having the greatest need for investment.	Ongoing
Planning & Design	6.4.2. Action: Continue to strive for a park within a 10-minute walk of every residence.	Long-term
Planning & Design	6.4.3. Action: Leverage City lands that are managed by other departments to create additional access to nature and pocket recreation areas in gap areas (e.g., trails in utility easements, stormwater, schools, undeveloped rights-of-way).	Ongoing

GOAL 6. Enable physical, mental and social well-being by fostering a healthy community with equitable access to arts, parks, recreation, trails and open spaces.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<p>Strategy 6.5 Strive for health equity by establishing facilities as community wellness hubs that reduce barriers to physical, mental and social health, especially in neighborhoods of greatest need.</p>		
Partnership	6.5.1. Action: Identify opportunities at existing facilities to provide access to fresh produce and healthy foods at low cost in partnership with existing community agriculture programs.	Short-term
Partnership	6.5.2. Action: Continue to partner with public health agencies at existing facilities to provide access to free automated health services such as blood pressure readings and vaccinations.	Ongoing
Partnership	6.5.3. Action: Identify opportunities at existing facilities to provide free mental health services and crisis prevention by partnering with existing mental health service providers and non-profits.	Short-term
Partnership	6.5.4. Action: Assess the feasibility of expanding the Volunteers of America lunch opportunities such as meal delivery through Lakewood Rides as staffing resources allow.	Short-term