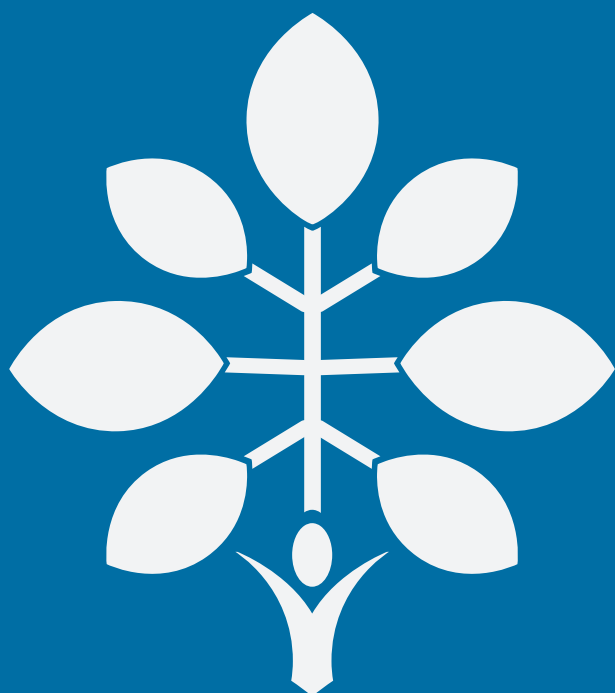


MAY 2023

IMAGINE
TOMORROW
Arts, Parks & Recreation for All



CITY OF LAKEWOOD, COLORADO
COMMUNITY RESOURCES DEPARTMENT
ARTS, PARKS AND RECREATION MASTER PLAN





PREPARED FOR



Lakewood
Community Resources

PREPARED BY



LOGAN SIMPSON

WITH SUPPORT FROM



ACKNOWLEDGMENTS

LAKEWOOD CITY COUNCIL MEMBERS

Adam Paul, Mayor	Sophia Mayott-Guerrero, Ward 2	Rich Olver, Ward 4
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Jannett Matusiak	Liz Black	Trish Merkel

CITY OF LAKEWOOD STAFF

Kathleen Hodgson, City Manager

Community Resources

Kit Newland; Director

Amber Thill, AICP; Public Engagement and Operations Manager

Allysen Santilli; Marketing and Promotions Supervisor

Brad Bishop; Projects and Maintenance Manager

Brent Berninger, CPRP; Recreation and Golf Manager

Deb Hernandez; Administrative Supervisor

Jim Haselgren; Parks Manager

Marlana Bense; Planning and Construction Technician

Matthew Enrietta, Business and Data Coordinator

Michelle Nierling; Heritage, Culture and the Arts Manager

Ross Williams, CPRP, ASLA; Facilities Planner

Information Technology

Jennifer Haller, GIS Coordinator

James Crawford, Right of Way Technician

CONSULTANT TEAM

Logan Simpson

Jana McKenzie, FASLA, LEED-AP; Principal

Kristina Kachur, AICP; Senior Planner and Project Manager

Taylor Broyhill, AICP; Associate Planner and Project Manager

Matthew Little, GIS Technician

PROS Consulting

Michael Svetz, Principal

ETC Institute

Ryan Murray; Assistant Director of Community Research

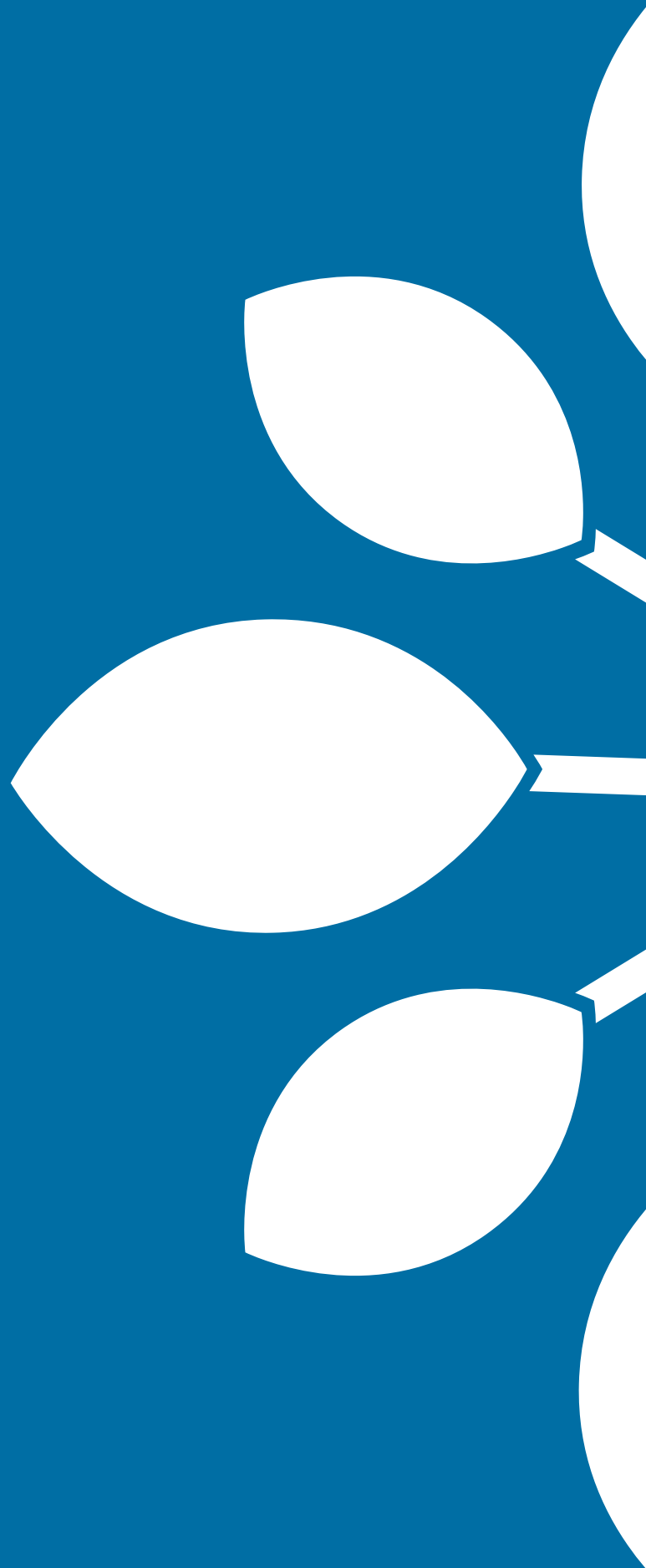
SPECIAL THANKS

to the hundreds of Lakewood residents who contributed their ideas, feedback and support to ***Imagine Tomorrow!*** These community members and partners represent a variety of perspectives including arts and culture, health, heritage, business, faith, sports, urban agriculture, inclusivity, schools, student organizations, neighborhoods, open space, family services, governmental agencies and more.

Thank you to the Community Resources staff who continue to deliver exceptional services to the community and enhance quality of life for all Lakewood residents.

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ACRONYMS

ADA: Americans with Disabilities Act

BID: Business Improvement District

CDC: Centers for Disease Control

CAPRA: Commission for Accreditation of Park and Recreation Agencies

CDOT: Colorado Department of Transportation

CPW: Colorado Parks and Wildlife

CR: Community Resources

ERF: Equipment Replacement Fund

ESRI: Environmental Systems Research Institute

FTE: Full Time Equivalent

GID: General Improvement District

GOCO: Great Outdoors Colorado

HCA: Heritage, Culture and the Arts

LOS: Level of Service

MPI: Market Potential Index

NRPA: National Recreation and Parks Association

PIR: Priority Investment Rating

SCFD: Scientific and Cultural Facilities District

SFIA: Sports and Fitness Industry Association

SHF: History Colorado State Historical Fund

SVI: Social Vulnerability Index

EXECUTIVE SUMMARY

I am pleased with the City of Lakewood's commitment to providing high quality park, recreation, family and cultural services and facilities that inspire enjoyment, learning and wellness in the lives of those who live, work and play in Lakewood. Fulfilling the department's mission and delivering high-quality arts, parks, and recreation requires the steadfast dedication of hundreds of full-time, part-time and seasonal employees backed by an army of generous volunteers. There is a reason Lakewood is one of Colorado's most desirable places to live, work and play!

In 2022, the department launched a comprehensive master planning effort, Imagine Tomorrow! Arts, Parks and Recreation for All. Imagine Tomorrow! is intended as a guiding document to set the stage for providing wonderful parks, recreation and arts experiences for our residents over the next 10 years.

Thank you to the thousands of Lakewood residents who influenced the development of Imagine Tomorrow!. The plan positions the department for continued success with prioritized recommendations through the lens of public health and equity. This summary provides a snapshot of the key elements of the plan including core services, goals for the future, emphasis on equity and level of service.

CORE SERVICES

Core Services are the services that are of greatest importance to the community as informed by current and future needs. Identifying Core Services assists staff, elected and appointed officials, and the public to focus on what is most important to residents. In Lakewood, these core services include providing:

- » Arts and cultural facilities and programs
- » Aquatics and water access
- » Community events
- » Environmental education and stewardship
- » Health and wellness opportunities
- » Park and facility planning and design
- » Parks, open space and trails
- » Preserving and interpreting Lakewood's history
- » Transportation for older adults and people with mobility challenges
- » Youth programs

GOALS

The priorities resulting from robust community participation in Imagine Tomorrow! shaped the six goals of this 10-year plan as identified below. Detailed strategies and actions were developed for each goal and serve as the foundation for implementation of the plan. See Appendix I, Implementation Resources, for more information.

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.
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.
3. Inspire enjoyment, creativity, and wellness by offering a safe and rewarding experience in our parks, facilities and trails.
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.
5. Responsibly conserve vibrant arts, parks and recreational resources through preservation, sustainable practices and environmental stewardship.
6. Enable physical, mental and social well-being by fostering a healthy community with equitable access to arts, parks, recreation, trails and open spaces.

EMPHASIS ON EQUITY

It is imperative that we provide arts, parks and recreation opportunities to all residents of Lakewood. The Imagine Tomorrow! process included an Equity Analysis that evaluated three geospatial factors to identify geographic areas in need of park or open space investment on a scale of least to greatest need. The analysis revealed that the north-central and east portion of Lakewood, among other smaller areas, is in need of investment to expand equitable access whether through new amenities, increased access to existing amenities, trail improvements for connectivity, or land acquisition when available. Learn more about our plan emphasis on equity in Appendix E.



LEVEL OF SERVICE

Level of Service (LOS) guidelines are targets that define the quantity of a specific system asset based on population. The standards typically address acres of neighborhood and community parkland, miles of trail, acres of open space, square footage of recreation centers, and numbers of specific recreational elements, such as playgrounds. The existing LOS for various features of the arts, parks and recreation system are reported in comparison to peer communities in the Benchmark Analysis in Appendix B. Key findings were identified through the planning effort following an assessment of parks and facilities (see Appendix D for full assessment summary):

1. Parks and facilities are generally well-maintained
2. There are insufficient labor and funding resources
3. Usage demands outpace available supply
4. Lakewood has strong park connectivity

When considering LOS, we must also consider resources, in terms of both finances and personnel, to maintain what we have and provide for future needs. Chapter 3, Recommendations, summarizes staffing needs based on best practices for maintenance of Lakewood's existing facilities, parks, open space and trails. Recommendations include an additional 10 full-time equivalent staff members for parks and an additional 5 full-time equivalent staff members for facility maintenance in order to increase Lakewood's level of service and move the department from reactive to proactive when addressing maintenance and lifecycle replacement.

As discussions around the city's aging infrastructure continue, and determinations are made, additional personnel resources may be indicated.

The city's Capital Improvement Program (CIP) guidelines prioritize the maintenance of current assets and the development of new facilities. Based on current economic conditions, revenue and expenditure projections, funding is not sufficient to maintain all existing system assets and build new arts, parks and recreation amenities unless comparable trade-offs occur. For example, deteriorating and costly to maintain facilities could be removed from the system to allow for building newer amenities that better serve identified community needs and are less costly to maintain. Learn more in Chapter 4, Implementation. Imagine Tomorrow! will serve as a guide for staff when making such decisions in the years to come.

Looking forward to the future,

Kit Newland

Director of Community Resources



FOUNDATION

BACKGROUND
PURPOSE
PROCESS AND TIMELINE
PUBLIC ENGAGEMENT

BACKGROUND

Imagine Tomorrow!: Arts, Parks and Recreation for All is the Lakewood Community Resources Department's guiding framework for the continued provision of high-quality arts, parks and recreation experiences for the next 10 years. The city is experiencing increased rates of infill development at higher densities, a diversifying population and a shift in demand for the types of opportunities that it provides. (see Appendix F: Planning Context). These factors contribute to a need to update the 2017 *Imagine Lakewood!* plan to reflect community preferences and priorities while identifying new opportunities to enhance user experiences and implement best management practices.

Since 2018, the Community Resources Department has achieved 85% of the goals and recommendations set in *Imagine Lakewood!* Notable accomplishments include:

- » Expanded the city's parkland portfolio by 117 acres
- » Created a plan to increase transportation for the city's aging population and secured grant funding to partially subsidize the cost of Lakewood Rides services
- » Renovated and modernized playgrounds at Carmody, Cottage, Idlewild, Addenbrooke, Morse, Quail St., Taft and Westland Parks

- » Conducted a Trail Connectivity Assessment and secured over \$2.5 million in grant funding for major safety improvements to the popular Bear Creek Regional Trail
- » Maximized the efficiency and effectiveness of the department's publications, while going digital with *Community Connection*
- » Enrollments remained steady with increases in some program areas
- » Removed financial barriers to participation for 4,340 individuals in the last five years through the Lakewood Possibilities Fund
- » Conducted a tree canopy assessment and secured funding to support canopy expansion as recommended in the Lakewood Sustainability Plan
- » Sixteen parks and facilities are now powered by 100% renewable energy
- » Shared the community's history with a 50th Anniversary commemorative book on Lakewood's history, and digital access to Lakewood's historic artifact collection
- » Rehabilitated the historic Caretaker's Cottage
- » Increased access to healthy food by expanding the city's community garden program with the addition of an urban farm and three gardens

PURPOSE

Arts, parks and recreation facilities and programs play a critical role in how residents and visitors experience Lakewood. Parks provide a setting for life's special moments and a backdrop for social interaction. Recreation and arts classes bring participants from all walks of life together to enjoy a common activity. Cultural programs introduce the community to new art forms and historic stories they might not otherwise experience. Taken together, Lakewood's arts, parks and recreation have the opportunity to continue profoundly and positively impacting the physical, mental, social, economic and environmental health of the city's residents and neighborhoods.

Imagine Tomorrow! seeks to position the Community Resources Department for continued success through systematic and prioritized recommendations through the lens of public health and equity.

COMMUNITY RESOURCES
DEPARTMENT MISSION:
WE ARE COMMITTED TO PROVIDING
HIGH QUALITY PARK, RECREATION,
FAMILY AND CULTURAL SERVICES
AND FACILITIES THAT INSPIRE
ENJOYMENT, LEARNING AND
WELLNESS IN THE LIVES OF THOSE
WHO LIVE, WORK AND PLAY IN
LAKEWOOD



PROCESS AND TIMELINE

PHASE 1

FOUNDATION

- review existing plans
- existing conditions analysis
- facility & site tour

PHASE 2

NEEDS

- statistically-valid survey
- vision workshop
- peer cities comparison
- park access and equity analyses
- market trends analysis

PHASE 3

RECOMMENDATIONS & ALTERNATIVES

- plan goals open house
- strategies and actions
- key recommendations
- capital projects

PHASE 4

FINAL PLAN DEVELOPMENT & ADOPTION

- plan review open house
- finalize plan document
- plan presentation
- city council review

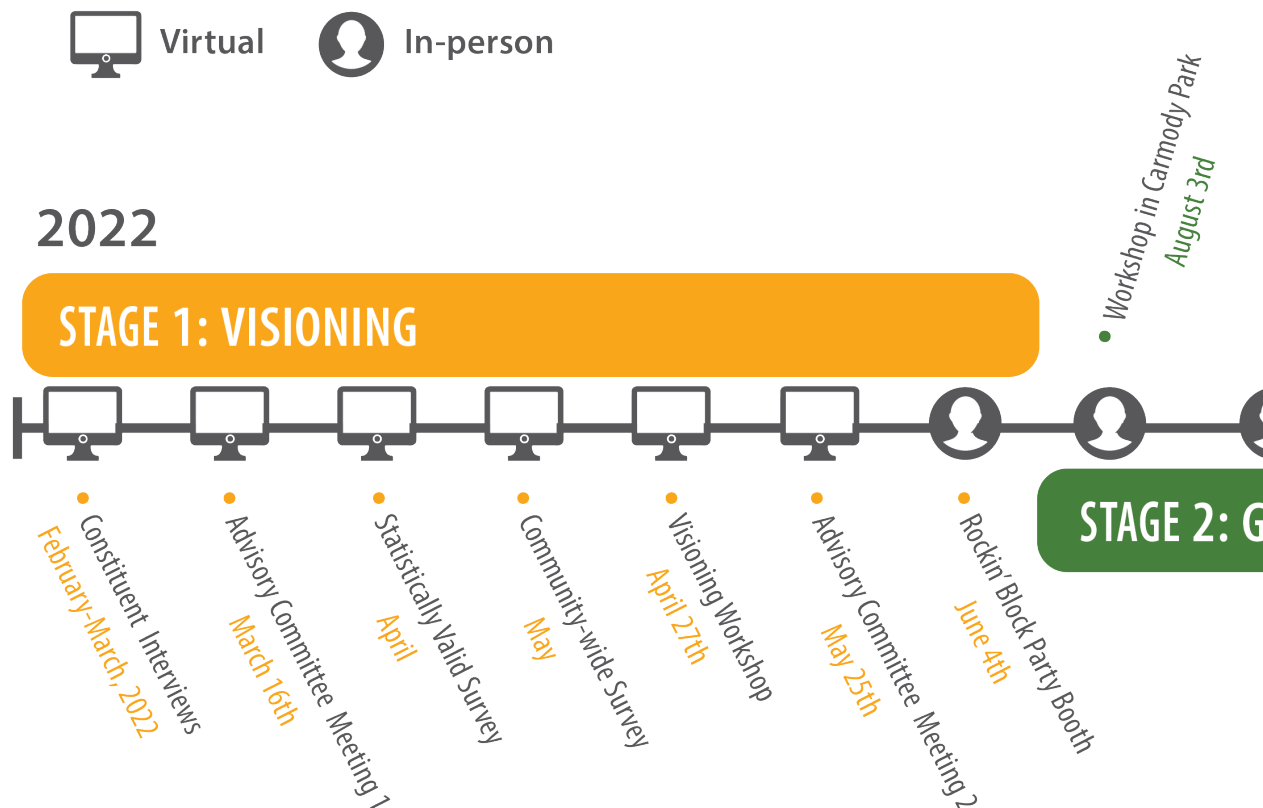
PUBLIC ENGAGEMENT

Purposeful and sincere outreach was critical to cultivating public trust, expanding support for the plan, addressing concerns early in the process, and building a sense of ownership for implementation. The development of *Imagine Tomorrow!* included numerous opportunities for residents, advocates and community leaders to engage and provide input. The goal of community outreach was to gain a thorough understanding of arts, parks and recreation desires and needs. This knowledge was critical to creating a plan that will effectively guide the department through 2033 and beyond.

ADVISORY COMMITTEE

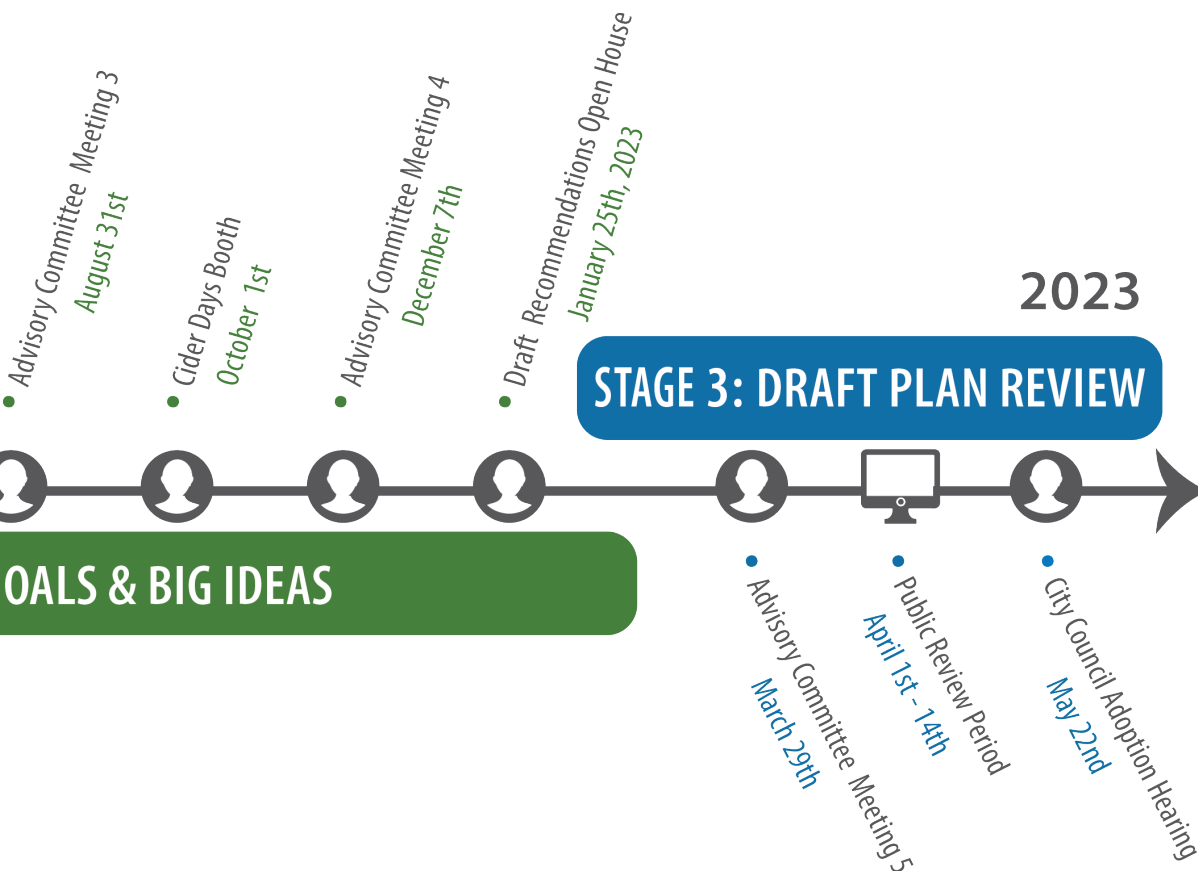
Imagine Tomorrow! was guided by an ad hoc project Advisory Committee, a 21-member committee that represented various organizations, areas of expertise and perspectives. The Advisory Committee informed the plan with local knowledge and insight, provided feedback on goals and recommendations, promoted public engagement through their professional and social networks, and shared opportunities for increased equity and unique partnerships. Workshops with the *Imagine Tomorrow!* Advisory Committee were facilitated by Community Resources staff and the consulting team.

PUBLIC ENGAGEMENT TIMELINE & MILESTONES



WE ASKED, LAKEWOOD RESPONDED! OUTREACH BY THE NUMBERS

02	POP-UP ENGAGEMENT BOOTHS
05	ADVISORY COMMITTEE MEETINGS
07	CONSTITUENT LISTENING SESSIONS
22	ADVISORY COMMITTEE MEMBERS
31	OPEN HOUSE ATTENDEES (PUBLIC MEETING #3)
50	VIRTUAL VISIONING WORKSHOP PARTICIPANTS (PUBLIC MEETING #1)
30	COMMENTS & "LIKES" IN DRAFT PLAN ONLINE REVIEW
92	IDEAS SUBMITTED VIA PROJECT WEBPAGE
100+	WORKSHOP IN THE PARK ATTENDEES (PUBLIC MEETING #2)
267	COMMUNITY-WIDE SURVEY RESPONDENTS
467	STATISTICALLY VALID SURVEY RESPONDENTS
6,000+	VISITS TO PROJECT PAGE ON LAKEWOODTOGETHER.ORG
65,000	DIRECT-MAIL NOTICES TO LAKEWOOD HOUSEHOLDS

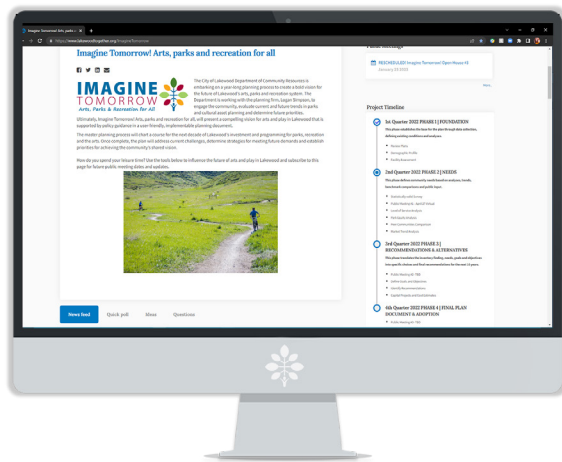


ENGAGEMENT STRATEGIES

Over the course of the planning process, the project team engaged the Lakewood community through a variety of methods including in-person and online engagement opportunities. The following summarizes key engagement strategies throughout the planning process. Detailed community engagement results can be found in Appendix A.

PROJECT WEBPAGE

The ***Imagine Tomorrow!*** project homepage, hosted on the city's community engagement platform, LakewoodTogether.org, was established as an online hub of information and a forum for residents to ask questions of the project team, share big ideas and comment on plan materials. The site served as a key source for information on engagement opportunities and a venue for interaction through tools such as the newsfeed, quick polls and surveys. The page was regularly updated to share opportunities to participate in the planning effort, key findings, public outreach results and draft project deliverables.



STAKEHOLDER LISTENING SESSIONS

As part of the initial community engagement efforts, the Logan Simpson planning team conducted one-on-one stakeholder listening sessions over a three-week period from February 14 to March 8, 2022. Stakeholders were invited to sign up for a 20 to 30-minute phone interview to share their vision for Lakewood's arts, parks and recreation offerings; insight into any challenges they experience; and opportunities and ideas that they would like the plan to consider.

Seven key stakeholders participated in the one-on-one listening sessions and represented a variety of organizations including: Lakewood Sustainable Neighborhoods, Colorado Mountain Bike Association, Runners' Roost, urban agriculture non-profit agencies and art class participants.

STATISTICALLY VALID SURVEY

The planning team administered a statistically valid Community Needs Assessment Survey in the spring of 2022. The survey results were critical to informing the development of goals, strategies, actions and implementation priorities of the plan. Responses exceeded expectations, resulting in 467 completed surveys. The overall results for the sample of 467 households have a precision of at least $\pm 4.5\%$ at a 95% level of confidence. This means that the Community Resources Department can trust the results to be representative of Lakewood households without results skewed in favor of any group. Major findings of the survey are summarized in the following chapter and included as Appendix A.

COMMUNITY-WIDE OPEN-ENDED SURVEY

In addition to the statistically valid survey, the planning team administrated an identical survey online for completion by any individuals who were interested. This survey did not require respondents to live within Lakewood and was open to the general public. A total of 267 responses were collected. Top priorities for investment for both facilities and programs were largely consistent with the results of the statistically valid survey.

PUBLIC EVENTS

Virtual Visioning Workshop

Approximately 50 community members attended a Virtual Visioning Workshop on April 27, 2022 to learn more about the accomplishments of the previous master plan, how to engage in the ***Imagine Tomorrow!*** process and most importantly, contribute their big ideas and vision for the future of arts, parks and recreation in Lakewood. The workshop was conducted in English and Spanish through live interpretation.

Workshop in the Park

On August 3, 2022, a drop-in style community workshop at Carmody Park, complete with ice cream and a pizza truck, provided attendees the opportunity to review draft plan goals and contribute their ideas for how the Community Resources Department can best achieve them. Bilingual presentation boards also invited participants to vote on their top priorities for arts, parks and recreation programs and facilities. Results of the Walkability Analysis were presented as well. The event drew over 100 adults, many accompanied by children. The event piqued the interest of many families recreating at Carmody Park who were introduced to the ***Imagine Tomorrow!*** plan for the first time.



Draft Recommendations Open House

The planning team shared draft recommendations at a public open house on January 25, 2023, at the Clements Community Center. Attendees were invited to visit and provide feedback on several stations that presented major concepts and key recommendations including: the Parks and Open Space Access Equity Analysis; plan goals and strategies and project prioritization criteria. Attendees also participated in a budgeting activity in which they allocated “funding” for capital projects. Thirty-one community members attended.

POP-UP ENGAGEMENT BOOTHS

The planning team and Community Resources staff had booths at two popular community-wide festivals to expand public exposure to the ***Imagine Tomorrow!*** plan and solicit feedback on key concepts and ideas.

Rockin’ Block Party

Lakewood’s annual free Rockin’ Block Party, on June 4, 2022, was attended by hundreds of community members, many of whom stopped by the ***Imagine Tomorrow!*** booth to provide input on their communications preferences, support for dog-parks and top investment priorities for programs and facilities.

Cider Days

Lakewood’s popular Cider Days festival, attended by thousands of residents and visitors over a single weekend, showcased an ***Imagine Tomorrow!*** booth on October 1, 2022, one of the busiest days of the event. Festival-goers visited the booth to indicate their preference for high priority plan strategies, review the Park and Open Space Equity Analysis results, identify preferred dog-park amenities and win prizes.

KEY THEMES

The following major themes emerged consistently throughout the public engagement process:

- » Demand for trails and safe connectivity
- » Community preference for self-guided recreation
- » Prioritize maintenance, staff resources and upgrades of existing facilities when considering new amenities
- » Maximize efficiency and creative use of existing parks and facilities while also considering new facilities and amenities
- » Visitor safety and adequate staff resources are paramount
- » Desire for native landscapes, gardens and related educational experiences
- » Importance of technology upgrades to improve user experience
- » Increase communication tools, including upgrading the registration system, a mobile registration app, text alerts and new social media tools
- » Multigenerational programs and facilities that are inclusive of all ability levels
- » Equitable access to arts, parks and recreation for underserved neighborhoods and populations

COMMUNITY COMMENTS

CONSTITUENT INTERVIEWS

- “ [Community Resources] staff are the asset -- their ability to think outside the box.”
- “ Arts and culture facilities and programs are top-notch and attract a regional audience.”
- “ Maintenance staff do a great job and are personable and approachable to park patrons when they are working.
- “ [The] city is receptive to partnering with outside organizations, but it would be helpful to have one point-person to coordinate with.”

ADVISORY COMMITTEE

- “ Funding in the future will be a challenge, how do we get ahead of it?”
- “ Prioritize investing in areas that have fewer miles of trails and parks/natural areas.”
- “ In other cities, parks and playgrounds are moving toward multi-sensory environments and artwork built into playgrounds.”
- “ Flip the leadership structure from the city to non-profits and other community partners?”

COMMUNITY EVENTS

- “ More Hispanic events”
- “ Lack of police/security presence renders park unsafe to use at various times.”
- “ More parks like Carmody so the whole family of different ages and abilities can enjoy “
- “ Work with schools to get kids more involved in parks and programs—especially in underserved communities.”





NEEDS

STATISTICALLY VALID SURVEY RESULTS
BENCHMARK ANALYSIS
EQUITY ANALYSIS
MARKET TRENDS

STATISTICALLY VALID SURVEY RESULTS

The planning team administered a statistically valid survey to assess community needs to a random sample of households in the City of Lakewood. Responses exceeded expectations, resulting in 467 completed surveys. The overall results have a precision of at least $\pm 4.5\%$ at a 95% level of confidence. The purpose of the survey was to objectively assess usage, satisfaction and needs for a wide range of arts, parks and recreation facilities and programs. The results identify opportunities for the Community Resources Department to better and more equitably meet the

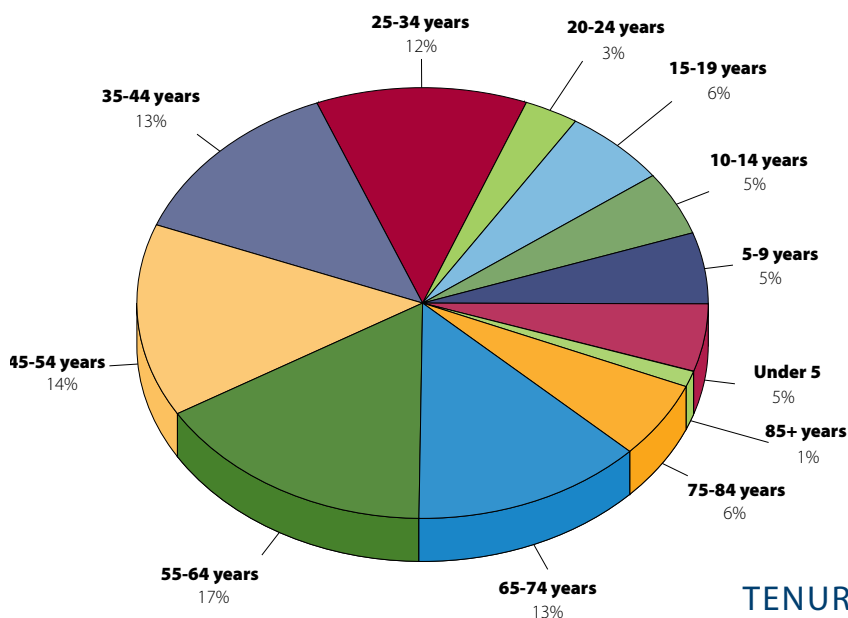
needs of the community. Key findings are summarized here. For detailed results, see Appendix A.

WHO RESPONDED?

Demographic characteristics of survey respondents were closely representative of the city's overall population (see Appendix F: Planning Context). Fundamental demographic characteristics of survey respondents are reported below.

HOUSEHOLD AGE COMPOSITION

by percentage of persons in household



GENDER OF RESPONDENTS:

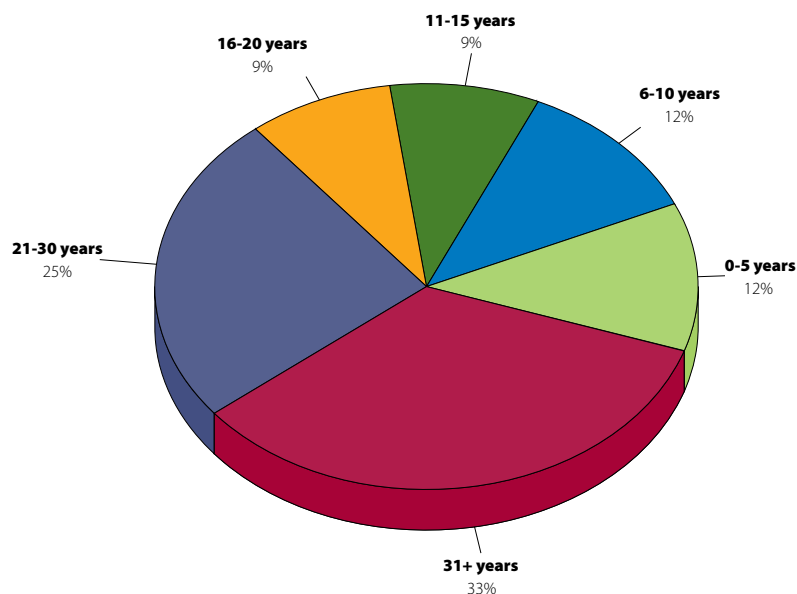
51% FEMALE

49% MALE

.6% NON-BINARY OR TRANSGENDER

**59% OF
RESPONDENTS
HAVE LIVED IN
LAKEWOOD OVER
20 YEARS**

TENURE AS LAKEWOOD RESIDENT



ARTS, PARKS AND RECREATION FACILITIES AND PROGRAMS USE

Frequency of Use. Ninety-six percent of respondents indicated that during a typical year their household visits city arts, parks or recreation facilities.

Seventy percent of respondents indicated that during a typical year their household participates in city arts, parks, or recreation programs or events.

Barriers to Use. The top reason respondents did not utilize Lakewood facilities is because they use other city, state, private or HOA facilities (32%). The top reasons respondents did not utilize Lakewood programs are because they didn't know what was offered (54%), have busy schedules or are not interested (30%) or prefer individual activities instead (29%).

Level of Satisfaction. Sixty-seven percent of respondents are "very satisfied" (16%) or "satisfied" (51%) with Lakewood parks, facilities, programs and services.

Based on the PIR, the following eight facilities were rated as **high** priorities for investment:

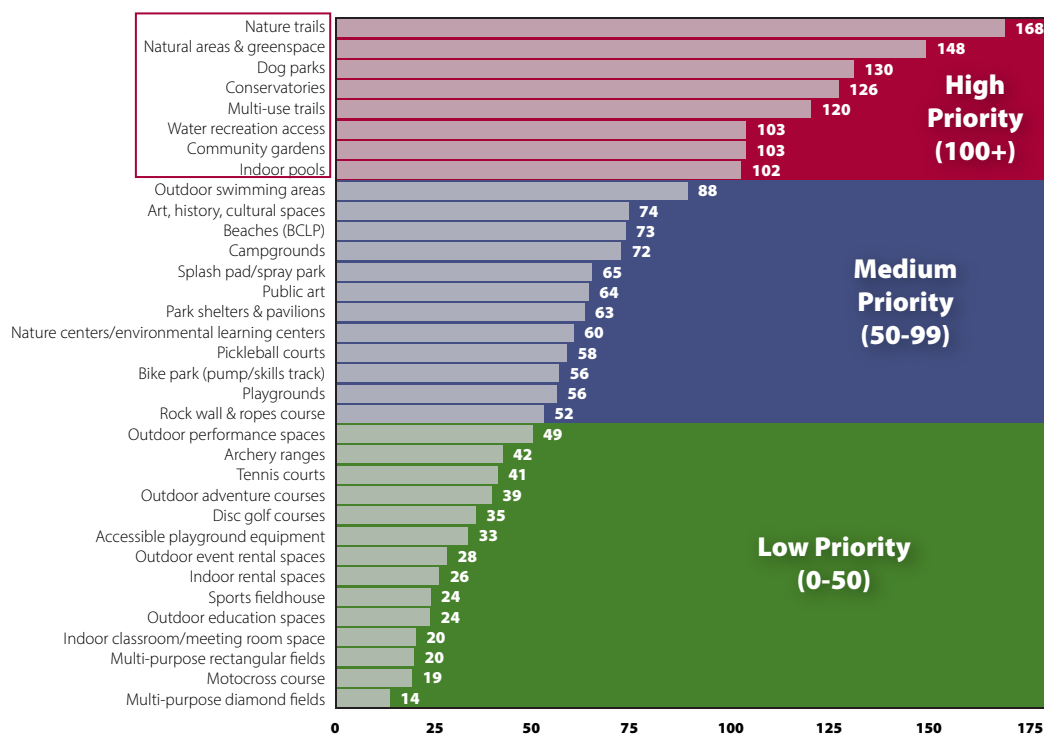
- » Nature trails (PIR=168)
- » Natural areas & greenspace (PIR=148)
- » Dog parks (PIR=130)
- » Conservatories (gardens, plant libraries)³ (PIR=126)
- » Multi-use trails (PIR=120)
- » Water recreation access (PIR=103)
- » Community gardens (PIR=103)
- » Indoor pools (PIR=102)

These high priority facilities accommodate activities that are low cost for the user and are self-guided, versus those that are team-oriented, specialized or age-dependent. The chart below shows the Priority Investment Rating for each of the 34 recreation facilities assessed on the survey. While some facilities may not be used by as many residents as those listed as high or medium priority for investments, they may be needed in the community to meet demands for a specific user group. Note that *Conservatories* includes botanical gardens, pollinator gardens, plant libraries and similar uses.

FACILITIES NEEDS AND PRIORITIES

Priorities for Facility Investments. The Priority Investment Rating (PIR) is an objective tool for evaluating the priority that should be placed on arts, parks and recreation investments. The PIR equally weighs two factors: (1) the importance that residents place on an amenity, and (2) how many residents have unmet needs for the amenity.

TOP PRIORITIES FOR FACILITIES AND AMENITIES INVESTMENT



PROGRAM NEEDS AND PRIORITIES

Priorities for Program Investments. Based on the PIR, the following Lakewood programs were rated as high priorities for investment:

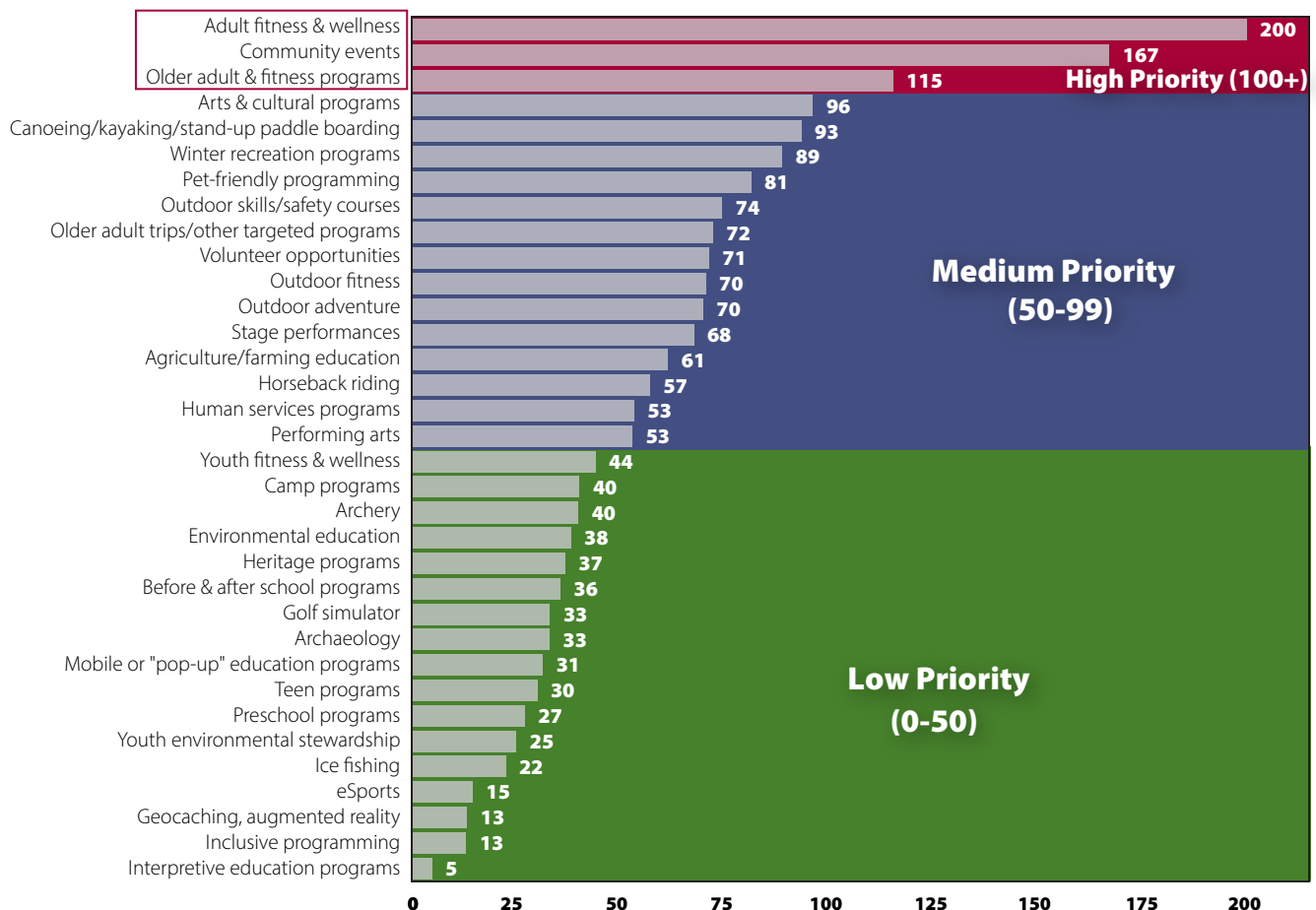
- » Adult fitness & wellness programs (PIR=200)
- » Community events (PIR=167)
- » Older adult & fitness programs (PIR=115)

The chart below shows the PIR for each of the 34 programs assessed. Like the facility priorities, some programs may be needed in the community to meet demands for a specific user group. Seventy percent of respondents indicated that during a typical year their household participates in city arts, parks or recreation programs or events.

Heritage Culture and Arts Program Importance.

Respondents were asked to select the top three roles/services of highest importance in Lakewood heritage, culture and arts programs. Most important was supporting local artists and arts organizations (43%) followed by preserving and presenting local history at 40%. More than a quarter of respondents also selected providing opportunities to gather and celebrate (32%), exposure to local/regional artists and performers (31%), broadening exposure to arts/culture/history (30%) and contributing to the local economy. (26%)

TOP PRIORITIES FOR PROGRAM INVESTMENT



SUPPORT FOR POTENTIAL ACTIONS

Respondents were asked to rate their level of support regarding 10 actions the City of Lakewood could take to improve its arts, parks and recreation system. The actions with the highest level of support (either very supportive or somewhat supportive) were improving existing parks infrastructure (88%), improving existing trail system (88%), improve/add restroom facilities (85%) and improve existing playgrounds (80%).

**88% OF RESPONDENTS
ARE SUPPORTIVE OF
IMPROVING EXISTING
PARK INFRASTRUCTURE**

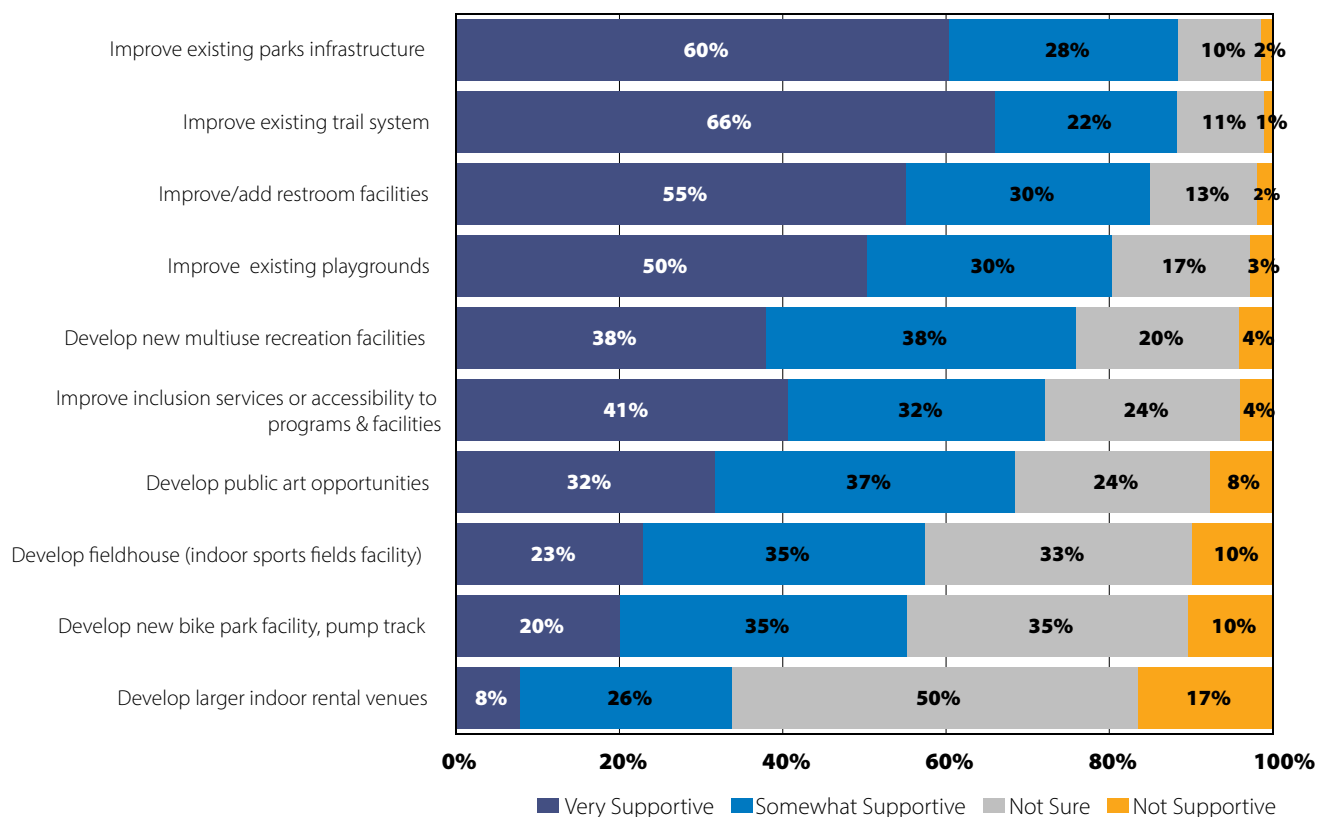
ADDITIONAL FINDINGS

Interest in Event Concepts. Respondents were asked to indicate which event concepts their household would be interested in or enjoy. The highest number of respondents indicated outdoor entertainment as an interest (80%). More than half of respondents were also interested in festivals (61%), holiday celebrations (59%) and food/drink events (54%).

Household's Perception Change Due to COVID-19. Respondents were asked to indicate how their use of arts, parks, trails, and recreation has changed due to COVID-19. The largest number of respondents felt their use increased (37%). Thirty-four percent (34%) felt it made no change. Twenty-nine percent (29%) felt their usage decreased.

LEVEL OF SUPPORT FOR POTENTIAL CITY ACTIONS

by percentage of respondents



BENCHMARK COMMUNITIES ANALYSIS

The planning team identified metrics to benchmark against communities on the Front Range of Colorado with similar park and recreation systems. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios to provide objective information that is relevant and accurate, as best as possible. The goal of benchmarking is to evaluate how Lakewood's Community Resources Department is positioned among peer agencies as it applies to the delivery of its parks system through data that offers a view of each system's park acreage, funding and indoor facility inventory. Arts and culture facilities and programs were not benchmarked as part of this analysis.

For a detailed summary and analysis report, see Appendix B.

Note that benchmark analysis is only one evaluation tool for Lakewood's performance based on the information provided. The attributes considered for selecting the communities in this benchmark study included:

- » Jurisdiction population size
- » Jurisdiction land area size
- » Parks and recreation services offered
- » Parks and recreation funding

MARKET TRENDS

The Market Trends Analysis provides an understanding of national and local recreational trends. Through understanding local and national participation trends in recreation activities, the Department can gain general insight into the lifecycle stage of recreation programs and activities as either emerging, stable or declining; and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Lakewood.

Trends data used for this analysis was obtained from Sports & Fitness Industry Association (SFIA), National Recreation and Parks Association (NRPA) and Environmental Systems Research Institute, Inc. (ESRI). The SFIA's Topline Participation Report 2022 and NRPA data were used to evaluate national trends, and local trends relied on ESRI reporting.

A summary of trends and Lakewood's metrics are reported in Appendix C, including the full results and analysis.

PARKS AND OPEN SPACE EQUITY ANALYSIS

Equity and equality are often used interchangeably despite their different meanings. Equality means all residents or neighborhoods receive an equal amount of investment. While that sounds fair, it assumes that all people start from the same baseline of investment and opportunity, which is often not the case. Equity means ensuring that everyone has the same access and receives the appropriate investment relative to their current conditions and needs. Some neighborhoods and segments of the population require greater investment in parks and open space because they have historically been underserved.

Public arts, parks, recreation and open space should be equally accessible and available to all people regardless of income level, ethnicity, religion, gender, ability, language or age. Public arts, parks, recreation facilities and open spaces, should be provided equitably to all residents.

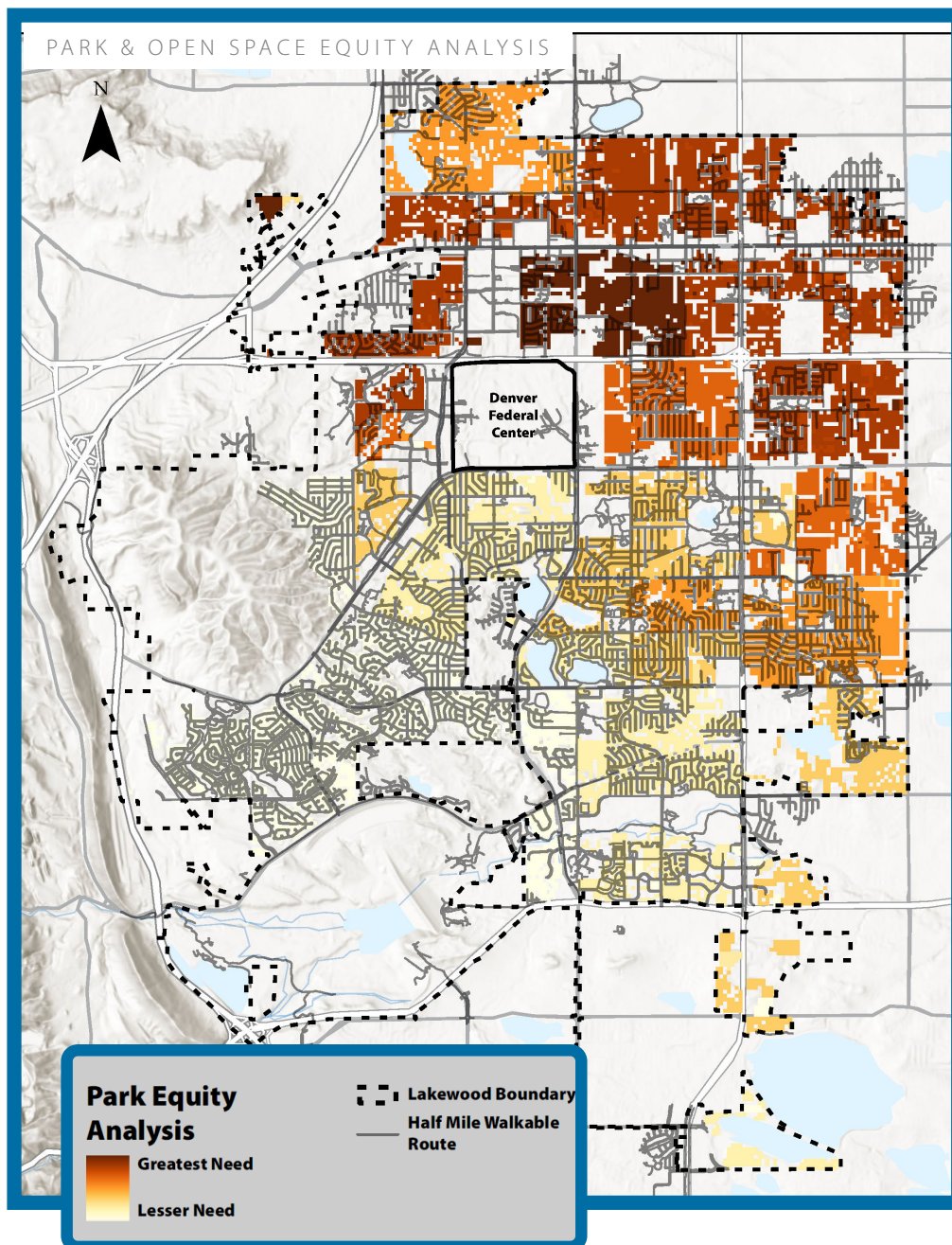
The National Recreation and Parks Association (NRPA) documents many benefits to social equity and inclusive and accessible public parks and open space, including:

- » **Public enjoyment and engagement.** Where parks and open space are plentiful, residents enjoy the closest attachment and engagement within their communities. Studies indicate higher levels of local gross domestic product and economic well-being when access to parks and open space is plentiful.
- » **Quality recreation time with family and friends.** Parks and open space provide a space and a reason to enjoy quality time, relaxation and fun among family members and friends, thus strengthening the social and familial bonds that provide balance and satisfaction in life.

- » **Improvement of mental and physical health.** Arts, parks, open space and recreation can reduce the impacts of chronic diseases, especially in such vulnerable populations as children, older adults and the socially vulnerable.
- » **Measurable decreases in rates of crime and other detrimental activities.** Communities are safer because of a wholesome atmosphere created by well-managed arts, parks, open space and recreation services that provide healthy activities and programming for all people.

ANALYZING EQUITABLE ACCESS IN LAKEWOOD

Since 2018, the City of Lakewood acquired 117 acres to expand access to parks. To continue to improve equity in investment decisions through the city, the Community Resources Department and the *Imagine Tomorrow!* planning team evaluated three factors through geospatial analysis that reveal the residential areas with the greatest need for increased access to parks or natural areas. See the online storymap, linked below, or Appendix E for the complete analysis and results.



VISIT THE [EQUITY ANALYSIS STORYMAP](#) TO INTERACT WITH DETAILED, ZOOMABLE ANALYSIS MAPS.



3

CHAPTER

RECOMMENDATIONS

CORE SERVICES
CAPRA ACCREDITATION
CLASSIFICATIONS AND STANDARDS
GOALS AND STRATEGIES
LEVEL OF SERVICE

CORE SERVICES

The Community Resources Department provides hundreds of programs, services and events to residents each year. The Department works year-round to plan, implement and evaluate a wide variety of arts, parks and recreation programs, events and family services while operating and maintaining a diverse collection of facilities. The Lakewood community can choose from hundreds of city-provided offerings in sports, arts, summer camps, aquatics and therapeutic recreation among others. Additionally, the city partners with other local organizations to further expand offerings.

As the Department strives to continue providing outstanding programs, services and amenities, it is helpful to define the Department's Core Services.

Core Services are the services that are of greatest importance to the community as informed by current and future needs. Arts, parks and recreation agencies are often challenged by trying to provide all things to all people and are, at times, not viewed as the essential service providers that they are. Identifying Core Services assists staff, elected and appointed officials, and the public to focus on what is most important to the community.

.....

**CORE SERVICES ARE THE
SERVICES THAT THE COMMUNITY
EXPECTS THE DEPARTMENT TO
DELIVER.**

.....



COMMUNITY RESOURCES CORE SERVICES:

- » Arts and cultural facilities and programs
- » Aquatics/water access
- » Community events
- » Environmental education and stewardship
- » Health and wellness opportunities
- » Parks/open space/trails
- » Preserving and interpreting Lakewood's history
- » Transportation for older adults and people with mobility challenges
- » Youth programs

GOALS AND STRATEGIES

The following six goals help guide the Department's provision of facilities, services, and programs for arts, parks and recreation. Each goal is supported by strategies and specific actions that will allow the Department to meet or make substantial progress toward achieving the goal. The specific actions are identified in Appendix I: Implementation Resources.

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.

Strategies

- 1.1 Plan for future program development that responds to community needs and priorities.
- 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.
- 1.3 Continue to meet arts and cultural needs throughout the community.
- 1.4 Continue implementing the Lakewood Heritage Center (now, Heritage Lakewood Belmar Park) Master Plan 2017-2027. Begin plan update process in 2026.
- 1.5 Evaluate and continue best practices related to volunteerism and support community efforts to expand volunteer base and integrate volunteers in meaningful ways.
- 1.6 Seek the resources to achieve staffing levels necessary to deliver high quality programs, services, events and facilities that meet community needs.
- 2.3 Reinvest in existing park infrastructure and trail system to ensure the longest lifecycle possible.
- 2.4 Maximize usage of available programming space.
- 2.5 Identify and implement opportunities to add desired amenities to existing parks.
- 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.
- 2.7 Expand opportunities for sanctioned off leash dog experiences.
- 2.8 Utilize a variety of funding strategies for large scale capital projects and land acquisition.
- 2.9 Provide adequate, functional space for high-demand arts and cultural programs.
- 2.10 Provide adequate, functional space for recreation programming and fitness classes that meet the needs and priorities of the community. (See Appendix G for a Recreation Center Analysis).

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.

Strategies

- 2.1 Thoughtfully consider new amenities that align with our core services.
- 2.2 Analyze ongoing maintenance investment and resources for maximum benefit to the community.

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

Strategies

- 3.1 Consider opportunities to maximize the visitor experience at Bear Creek Lake Park.
- 3.2 Consider opportunities to maximize the user experience at William F. Hayden Park on Green Mountain.
- 3.3 Evaluate use of the City's trails and multi-use path system including connectivity, user conflicts, design, safety and activity levels.
- 3.4 Address the unique challenges associated with assisting people experiencing homelessness in City parks, open space and trails.

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.

Strategies

- 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.
- 4.2 Maximize efficiency and effectiveness of department's family of publications.
- 4.3 Continue marketing to local and regional target market audiences and evaluate target markets on a regular basis to ensure focus on most relevant audiences.
- 4.4 Continue implementing consistent visual messaging at all parks, facilities and trails.

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

Strategies

- 5.1 Coordinate Park operations and management to support the City of Lakewood Sustainability Plan.
- 5.2 Conserve arts and cultural resources that represent Lakewood's identity and uniqueness through preservation, education, advocacy and partnerships.
- 5.3 Continue as a leader in the metro area in low water landscapes in parks.
- 5.4 Continue implementation of Natural Areas Management Plan to include entire park system native areas.
- 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.

- 5.6 Expand the City's community garden program with local providers and support Comprehensive Plan and Sustainability Plan goals for increased access to local and healthy food.

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.

Strategies

- 6.1 Establish best practices related to diversity and inclusivity to promote use of and participation in Community Resources facilities, activities and events.
- 6.2 Remove financial barriers to participation by educating residents on various financial assistance opportunities available for all Community Resources facilities and programs.
- 6.3 Provide arts, parks and recreation facilities that are inclusive and accessible to all abilities.
- 6.4 Strive for equitable geographic distribution of parks.
- 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.



LEVEL OF SERVICE

Level of Service (LOS) guidelines are targets that define the quantity of a specific park system asset based on population. The standards typically address acres of neighborhood and community parkland, miles of trail, acres of open space, square footage of recreation centers, and numbers of specific recreational elements, such as playgrounds. The existing LOS for various features of the parks system is reported in comparison to peer communities in the Benchmark Analysis (Appendix B).

LOS can and will change over time. The consultant team evaluated the existing LOS to determine guidelines for the future, using a combination of local, regional and national resources:

- » Demographic projections (including population, age and diversity segmentation).
- » Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2022 Study of Sports.
- » Ability for the city to acquire park land for developed parks, trails and open space.
- » Community and stakeholder input and needs prioritization.
- » The ability for the city to financially sustain a high-quality park, open space and trail system.
- » Current LOS compared to benchmark peer agencies

In addition to community input, these guidelines help to identify park and facility/amenity gaps and surpluses, and support investment decisions.

This plan recommends that the city increase its current level of service, as resources allow, for parks and recreation facilities and amenities, with the possibility of adding select amenities for existing residents based on a specific need, such as a dog park, access to a play area or trail connections in underserved areas. As the population increases, more resources will be required to maintain the existing LOS which will require additional funding and new sources of revenue. The recommendation to incrementally increase LOS, as feasible, is based on the following:

- » Two-thirds of residents are generally satisfied with the facilities and services that are offered.

- » The few remaining areas for new development can be required to provide facilities, parks, and other amenities to meet the needs of new residents to the same LOS as existing residents.
- » The city is substantially built out, making parkland acquisition difficult in existing developed areas.
- » Financial strain of current asset maintenance and lifecycle replacement

THE CITY SHOULD
INCREMENTALLY INCREASE
LEVEL OF SERVICE AS
RESOURCES ALLOW.

RESOURCE NEEDS

Data Collection and System Review

In January 2022, the Consulting Team performed a cursory assessment of the sites and facilities within the Lakewood Community Resources Department system including, but not limited to parks, trails, structures and facilities (see Appendix D for full assessment summary). These assessments establish an accurate understanding and snapshot of the existing conditions of sites and facilities within the system, and support the foundation from which specific strategies and recommendations are framed within this plan.

There were four key findings identified through the site and facility assessments:

1. Parks and facilities are generally well-maintained
2. There are insufficient labor and budget resources
3. Usage demands outpace available supply
4. Lakewood excels at park connectivity

The first two findings are central to the maintenance efforts of the Department. Parks and facilities are currently maintained and repaired when needed, but insufficient labor and budget resources inhibit maintaining best practice standards and being proactive in addressing maintenance and lifecycle replacement.

The tables below summarize staffing needs for maintenance of Lakewood's existing facilities, parks, open spaces and trails. Recommendations include an additional 10 full-time equivalent staff members for parks and an additional five full-time equivalent staff members for facility maintenance in order to increase Lakewood's level of service and move the department from reactive to proactive when addressing maintenance and lifecycle replacement.

PARKS, OPEN SPACE, AND TRAIL STAFFING

FUNCTION	CURRENT STAFFING LEVEL *	BEST PRACTICE STAFFING LEVEL	ADDITIONAL STAFFING NEEDED TO MEET BEST PRACTICE *
Developed Parks Maintenance	71	76	5
Open Space Maintenance	18	21	3
Paved Trail Maintenance	11	12	1
Ranger Service	6	7	1
TOTALS	106	116	10

*Including seasonal support staff

BUILDING MAINTENANCE STAFFING

	Manager	Supervisor	Admin	Electrician	HVAC	Plumber	Generalist	Painter	Janitorial	0
Total Current Staff	1	2	1.25	4	3	1	5.75	2	8	28
Benchmark	1	2	2.86	3.9	3.93	2.53	7.17	1.9	7.9	33
Difference	0	0	-1.61	0.1	-0.93	-1.53	-1.42	0.1	0.1	-5

* The "Total Current Staff" total of 28 is made up of 18 Building Maintenance staff members, 1.25 staff members from CR Admin and Purchasing, and 8.75 staff from private contractors

** Benchmarking data is from IFMA's 2022 Operations and Maintenance Benchmarks Report

*** Maintenance Staffing benchmarking is based on 1,009,403 building square feet in all City Buildings

**** Janitorial Staffing benchmarking is based on 247,521 interior square feet at PSC, CCS, CCN, and LCCC



CAPRA ACCREDITATION

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) accredits park and recreation agencies for excellence in operation and service. Park and recreation agencies across the U.S. turn to CAPRA accreditation as a respected means of defining and implementing features of an efficient and high-quality operation, while providing assurance to the public that the agency meets national standards of best practice. Agency accreditation is available to all entities administering park and recreation systems, including municipalities, townships, counties, special districts and regional authorities, councils of government, schools and military installations.

Benefits for the Public

- » Demonstrates that the agency meets national standards of best practice
- » Recognizes the community as a great place to live.
- » Helps secure external financial support and reduce costs for the community
- » Holds an agency accountable to the public and ensures responsiveness to meet their needs
- » Ensures that all staff are providing quality customer service

Benefits for the Community Resources Department

- » Provides positive public and political recognition
- » Proves to decision makers, stakeholders and the public that the agency is operating with the best practices of the profession
- » Increases credibility and can improve internal and external funding
- » Improves overall operations and increases efficiency
- » Enhances staff teamwork and pride by engaging all staff in the process
- » Creates an environment for regular review of operations, policies and procedures and promotes continual improvement

The Department can be accredited within the next five years and join the 10 accredited agencies in Colorado and the nearly 200 currently accredited agencies nationwide. Accreditation is based on an agency's compliance with the 154 standards for national accreditation. To achieve accreditation, an agency must comply with all 36 Fundamental Standards and 106 (90%) of the 118 Non-Fundamental Standards upon initial accreditation and 112 (95%) of the 118 Non-Fundamental Standards upon reaccreditation.

COMMUNITY RESOURCES OPERATES AS A BEST PRACTICE AGENCY AND CAN ACHIEVE ACCREDITATION WITHIN FIVE YEARS.

A self-assessment utilizing the CAPRA standards was conducted of the administrative policies and procedures that govern the Department. The self-assessment provided a strong analysis of readiness for application for CAPRA accreditation and provides the Department with a road map for where to focus efforts moving forward. The results are a strong indicator that the Department operates as a best practice agency. The Department can achieve CAPRA accreditation by developing and implementing a Program Plan, a Maintenance Management Plan, a Fees and Charges policy, a General Security Plan and an Evaluation Plan. Additional details on elements of CAPRA Accreditation can be found in Appendix D.

CLASSIFICATIONS AND STANDARDS

The Community Resources Department manages a variety of lands and facilities of varying sizes, uses, amenities, functions and programming. The Department does not currently have a classification system for these assets. A classification system is recommended for parks, trails, facilities and open space, to be used for inventory, planning and asset management. A classification system can also serve as the basis for calculating existing and targeting proposed levels of service and helps identify staff maintenance needs. The classification system sets mutual expectations between the Department and the community regarding the look, function and management of various types of facilities.

Appendix H provides a general description of the recommended classifications, service area, access provisions and appropriate amenities for each type of park or facility. The list of amenities is not intended to be prescriptive or exclusive. The amenities for any individual arts, park or recreation facility should be determined through site planning that involves the community it is meant to serve. All arts, parks and recreation facilities should be designed to serve multiple age segments and abilities.





IMPLEMENTATION

SYSTEM COST
FUNDING STRATEGIES
CAPITAL IMPROVEMENT PROJECTS
PRIORITIZATION CRITERIA
PLAN MAINTENANCE

TOTAL SYSTEM COST

The financial sustainability of arts, parks and recreation can be understood by considering the total cost of system ownership, which includes the cost to construct, operate, maintain, and update arts, parks and recreation facilities. Maintenance of current assets and their periodic lifecycle replacement must be balanced with new features and updates to existing parks and facilities, as well as the development or increased access to new parks and facilities to meet the needs in underserved areas and new infill development. Maintaining the current system with limited funding impedes the Department's ability to maintain its existing assets and construct new facilities where they are most needed. Lakewood spends less on operations and capital improvements than most of the benchmarked communities, as described in Appendix B.

OPERATIONS AND MAINTENANCE

Operations and maintenance costs include the routine tasks required to keep arts, parks and recreation facilities in operation and the maintenance of capital assets to keep them in good and safe condition. See Appendix F for a summary of the Department budget.

CAPITAL IMPROVEMENTS

Capital improvements refers to lifecycle replacement, park and facility updates and new construction. The Community Resources Department has identified capital projects that are needed to continue basic services through 2033. Appendix I, Implementation Resources, identifies capital projects along with an estimated cost range, revealing a significant gap in funding resources.

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.

Life Cycle Replacement

Lifecycle replacements encompass major repair, replacement or historic preservation of existing assets, safety and accessibility improvements and existing debt service obligations. Most lifecycle replacement improvements typically require one-time capital outlays and are not likely to increase annual operations and maintenance costs. In many cases, lifecycle replacement can reduce annual operations and maintenance costs. In 2022 the city retained Bureau Veritas to conduct a facility conditions assessment of city facility's current general physical condition and evaluate materials to support capital investment decisions. The report informs capital needs for lifecycle replacement projects listed in Appendix I. Appendix I identifies lifecycle replacement projects in three categories: HCA artifacts and structures, facilities and park amenities.

Updates and New Amenities

Periodically, the City will invest in strategic updates or add new elements to existing parks and facilities in response to unmet needs in the community. Such improvements typically require a one-time capital expenditure and will increase operating and maintenance costs.

New Construction

Capital projects to develop new parks or arts and recreation facilities may include land acquisition, site planning, new infrastructure and construction of new facilities. New parks and facilities significantly increase annual operations and maintenance costs.



FUNDING STRATEGIES

Operations and maintenance are funded through the city's General Fund, Open Space Fund and participant fees that are collected. See Appendix F, Planning Context, for a summary of the Department budget. Capital improvements are typically funded through a combination of many sources, as described below.

CAPITAL IMPROVEMENTS ARE FUNDED THROUGH A COMBINATION OF SOURCES.

CURRENT CAPITAL IMPROVEMENT FUNDING SOURCES

TABOR - Taxpayer's Bill of Rights

The Taxpayer's Bill of Rights plays an important role in Lakewood's budget. In 2018 Lakewood voters approved lifting TABOR limits on all revenues for nine years from 2017 to 2025 for the acquisition and maintenance of parkland, police safety equipment and transportation improvements. TABOR funds are not a stable revenue source, unless limits are lifted once again by voters in the future with a portion of funding allocated to arts, parks and recreation.

Open Space Fund

The Open Space Fund was established in 1987 to account for intergovernmental funds received from Jefferson County related to its Open Space Sales Tax Resolution approved by voters in 1972 and which restricts the use to open space purposes. Open space purposes, as defined by the County, include planning, development, construction, acquisition and maintenance of park and recreation capital improvements.

Conservation Trust Fund

The Conservation Trust Fund receives its money from the City's share of State Lottery proceeds. Like the Open Space Fund, it must be used for park acquisition, open space acquisition, park and recreational development and maintenance of park and recreational capital improvements.

Grants

The grant market continues to grow every year, but it is not a stable or predictable source of revenue. The City of Lakewood historically pursues and has received funds from Community Development Block Grants, Jefferson County Open Space and the Land and Water Conservation Fund, Department of Local Affairs, Great Outdoors Colorado and History Colorado State Historical Fund (SHF). Grant writers and researchers are essential to the Department's successful pursuit of grant funding. Matching dollars are required for most federal grants and many state grants.

Capital Improvement Fund

The Capital Improvement Fund is the largest revenue source for the Capital Improvement and Preservation Plan. The Capital Improvement Fund derives its funds from three sources: 1) one-half cent of the City's three percent sales and use tax, 2) Twenty-five percent of Lakewood's share of the State Highway Users Fund (gasoline tax) which is required to be spent on transportation, and 3) 100 percent of Lakewood's share of the FASTER Funding created by Colorado Senate Bill 09-108 that is to be used exclusively for construction and maintenance of transportation facilities. The remaining sales and use tax and State Highway Users Funds are credited to the General Fund. From time to time, at the discretion of the City Council, funds may be transferred to the Capital Improvement Fund for certain municipal projects.

Equipment Replacement Fund (ERF)

The ERF provides funding for the upgrade and replacement of fitness equipment at recreation centers. It is supported by the city's General Fund.

Parkland Dedication Ordinance

The City of Lakewood's Parkland Dedication Ordinance requires new residential development to dedicate land for parks and open space or pay a cash fee in lieu of land. The land dedication or fee-in-lieu is assessed at the time of subdivision or site plan approval. The ordinance currently requires dedication of land for an equivalent of 5.5 acres of neighborhood and community parkland for every 1,000 new residents generated by the development.

Collected fees are tracked according to the city's seven Park Planning Districts (see Appendix E). Fees must be spent in the district from which they are collected on new parkland acquisition. This funding source is often unpredictable due to market forces in the real estate and residential development industries. Additionally, land to develop new parks is increasingly limited and the city's true need is funding to invest in existing parks and facilities as well as parks to serve infill development to avoid park-deficiency in redeveloping areas.

Due to these challenges and limitations, this plan recommends that the Community Resources Department contract with a consultant to conduct a detailed audit and identify amendments to the city's Parkland Dedication Strategy and Ordinance so that it best serves the current and future needs of the city. This may include a Capital Expansion Fee, which is described in the following section.

POTENTIAL NEW CAPITAL IMPROVEMENT FUNDING SOURCES

Identifying new reliable and consistent funding sources is imperative for the success of Lakewood arts, parks and recreation. Below are possible strategies to consider through future studies.

Capital Expansion Fees

This is the preferred method across Colorado for primarily suburban communities that have continued growth associated with new residential development. The fee covers the needs for new residents and should include land acquisition, design,

permitting, and construction costs, and can include a proportionate share of maintenance facility costs. The fees that are collected must be spent in the geographic area they are collected and tracked by area. For example, Neighborhood Park fees must be spent in the service radius established in the plan, which is typically a half-mile radius (or square mile section of a community). Community Park fees can be spent across an entire community because they are destination parks. Some communities have Capital Expansion Fees for libraries, recreation centers, open space, trails, cultural facilities and public art in addition to parks. Capital Expansion Fees cannot be used for lifecycle replacements to existing parks, open space, trails or recreational facilities. Capital Expansion Fees may not work well in all instances for cities that are substantially or completely developed because infill and redevelopment projects are unpredictable, and it may be hard to find ways to effectively use the fees in the vicinity of where they are collected. Capital Expansion Fees are best determined by partnering with a specialty consulting firm to conduct a detailed study that includes a defensible methodology.

Special Option Sales Tax (Bond Referendum)

General obligation bonds are sold to investors and typically repaid with sales taxes that are dedicated specifically to their repayment. Issuing bonds allows a community to start planning, designing, and constructing projects prior to receiving all the sales tax revenues required to cover their costs. The sales tax that funds projects, as well as the ability to issue bonds for projects, must be approved via a ballot measure approved by Lakewood voters.

CASE STUDY: DENVER BALLOT MEASURE 2A SALES TAX

Voters approved the 2018 Ballot Measure 2A: Parks & Open Space Sales Tax, a 0.25% sales tax dedicated to the improvement and expansion of Denver Parks, allowing implementation of the city's parks and recreation master plan to begin

DENVER'S PARKS AND OPEN SPACE
SALES TAX HELPED FUND UPGRADES TO
PACO SANCHEZ PARK.



Public Improvement & Retail Sales Fees

Public Improvement Fees and Retail Sales Fees are collected by retailers within a specific geographic area. The fees are not sales taxes; therefore, sales tax is collected on the fees. These types of fees can be used to finance all or a portion of the cost for the public improvements in these areas, including parks and recreational amenities. The Belmar Downtown Lakewood Shopping District is an example in which this funding strategy was employed by the city in the past. It could be employed for future improvements related to similar developments.

Special Improvement Districts

Special districts are taxing districts established to provide funds for public infrastructure improvements that benefit a specific group of affected properties. Some of the improvements can be related to parks, recreation, trails, open space and cultural facilities. Districts may be formed for newly developing areas, redevelopment areas or existing developed areas. The City of Lakewood has utilized Special Improvement Districts in the past for street improvements, but could be creative in establishing new districts, especially in underserved areas.

Metropolitan Districts

Metropolitan Districts (MD) can provide arts, parks and recreation-related facilities, services, and improvements that meet the needs of a specific development. Open space and park land may be required to be set-aside and developed in association with new development, as previously explained in the development review process. In some cases, if sufficient in size or significance, this land could be turned over to the community for public ownership and management. In other cases, these may be privately-owned, publicly accessible park spaces maintained by a MD.

Business Improvement Districts

Business Improvement Districts (BID) are formed by a majority of businesses in a defined area and are funded through property taxes. A BID may see benefits in providing opportunities for art and recreation for its visitors, which could serve nearby neighborhoods or new residents in mixed-use projects. For example, The West Colfax Business Improvement District (BID) promotes business expansion, investment and development and sponsors improvements to the right-of-way to recast West Colfax Avenue as Lakewood's sustainable Main Street.

General Improvement District

General Improvement District (GID) is a district financing tool used to help stakeholders collectively plan, fund, and implement public infrastructure improvements to their neighborhood and to pay for maintenance. The district is established by local stakeholders through a petition and vote. Registered voters (both commercial and residential) within the GID boundary sign the petition and then vote in a special election as required by Colorado law. The GID raises money through an assessment on residential and commercial property, and has the power to acquire, install, construct, and maintain public improvements that collectively benefit the area. The Department could collaborate with GIDs to provide support for public improvements that benefit the district, its residents and businesses. While not specifically associated with the impact of new residents, it could include projects to accommodate the needs associated with redeveloping areas.

Friends Groups

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will benefit the community as a whole and their special interest. Friends groups strengthen community support and value for specific parks or facilities, and leverage the work and scope of city services through stewardship, volunteer hours, fundraising and advocacy. For example, the City of Lakewood Friends of Paha fundraise and support camp fees for people of all abilities.

Private Management

The city could contract with a private business to provide and operate desirable recreational activities on city-owned property, which would be financed, constructed and operated by the private sector, with the potential for compensation paid to the city. For example, the city has agreements with private operators such as Hitman Sports Management (tennis center) and Rocky Mountain Paddleboards. This partnership model could be employed in the future for other forms of service provision.

Intergovernmental Agreements

This involves contractual relationships between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage, development and maintenance of sports fields, school amenities or park improvements.

PRIORITIZATION CRITERIA

To prioritize projects that best meet the needs of the community despite limited funding sources, the following criteria are proposed for project evaluation.

The criteria are grouped according to four overarching categories: *Financial Viability*, *Immediate Need*, *Benefit-driven* and *Opportunity-driven*. All projects should demonstrate financial viability prior to inception. Projects that address immediate public health and safety needs, code compliance, and Federal and State requirements should take precedence over other choices. It is also critical to address deferred maintenance needs to provide a high quality and safe arts, parks and recreation system. As funding and resources become available, or as resident needs evolve, prioritization may change in response to new opportunities, constraints or community preferences.

FINANCIAL VIABILITY

All projects must demonstrate that funding is available for both capital and long-term operations and maintenance costs. The City should not take on a project that it cannot afford to maintain or that requires investment in facilities that are no longer viable to maintain in a fiscally responsible manner due to structure age.

ALL PROJECTS SHOULD
DEMONSTRATE FINANCIAL
VIABILITY PRIOR TO INCEPTION.

IMMEDIATE NEED

Health, Safety, Welfare And Regulatory Compliance

Does the project involve upgrades that will bring a site or facility into compliance with codes and regulations (such as ADA), and improve the health, safety and welfare of users.

Protect Existing Investments

Does the project protect the City's current investment in facilities including lifecycle replacement and maintenance or enhancements to existing parks, trails and facilities.

BENEFIT-DRIVEN

Projects that meet the parkland and amenity needs of the community, preserve important resources and sites, advance other community goals, complete a partially developed project, reduce long-term maintenance costs to the community, and/or serve as a potential catalyst for economic development.

Satisfies Unmet Need

Does the project satisfy urgent arts, parks and recreation needs within the community? Does the project help to address a recreation facility/amenity shortage or unmet need?

Community Significance

Does the project or site provide benefits to many people within the community? Does the project or site contribute to the broader city vision and community goals, such as economic development, increased tourism, environmental sustainability and non-motorized connectivity?

Community Balance

Does the project contribute to the balance of needs across the community, such as geographic equity, and providing for unmet needs of segments of the population? The land or the project is located in a park or amenity-deficient area.

Completing Current Projects

Does the project help to complete ongoing phases of current projects that have yet to be finished? Completion realizes full benefit of the project.

Long-Term Maintenance Costs

Are the future ongoing maintenance costs funded and proportionate to the benefit that the community receives? Will the project be built in a way that minimizes long-term maintenance costs or generates revenue to offset maintenance costs?

Economic Revitalization

Does the project have the potential to serve as a catalyst for future investment.

OPPORTUNITY-DRIVEN

Projects that can leverage resources and offer partnership opportunities, are easy to implement, or can reduce costs by combining into a larger project.

Partnerships for Funding

Does the project leverage available partnership or grant opportunities for funding (e.g., GOCO, CPW, CDOT, History Colorado State Historic Fund, SCFD, the School District, County, private, etc.)

Ability to Leverage Resources

Are other projects occurring on or near the site that can be leveraged?

Ease of Implementation

Does the project capitalize on opportunities that are easily implemented (e.g., low cost project with large gains, available property, etc.)?

Economy of Scale

Does implementing several projects or portions of projects simultaneously save money or time (e.g., bulk purchase of materials, more efficient management, lower mobilization costs, etc.)?

PLAN MAINTENANCE

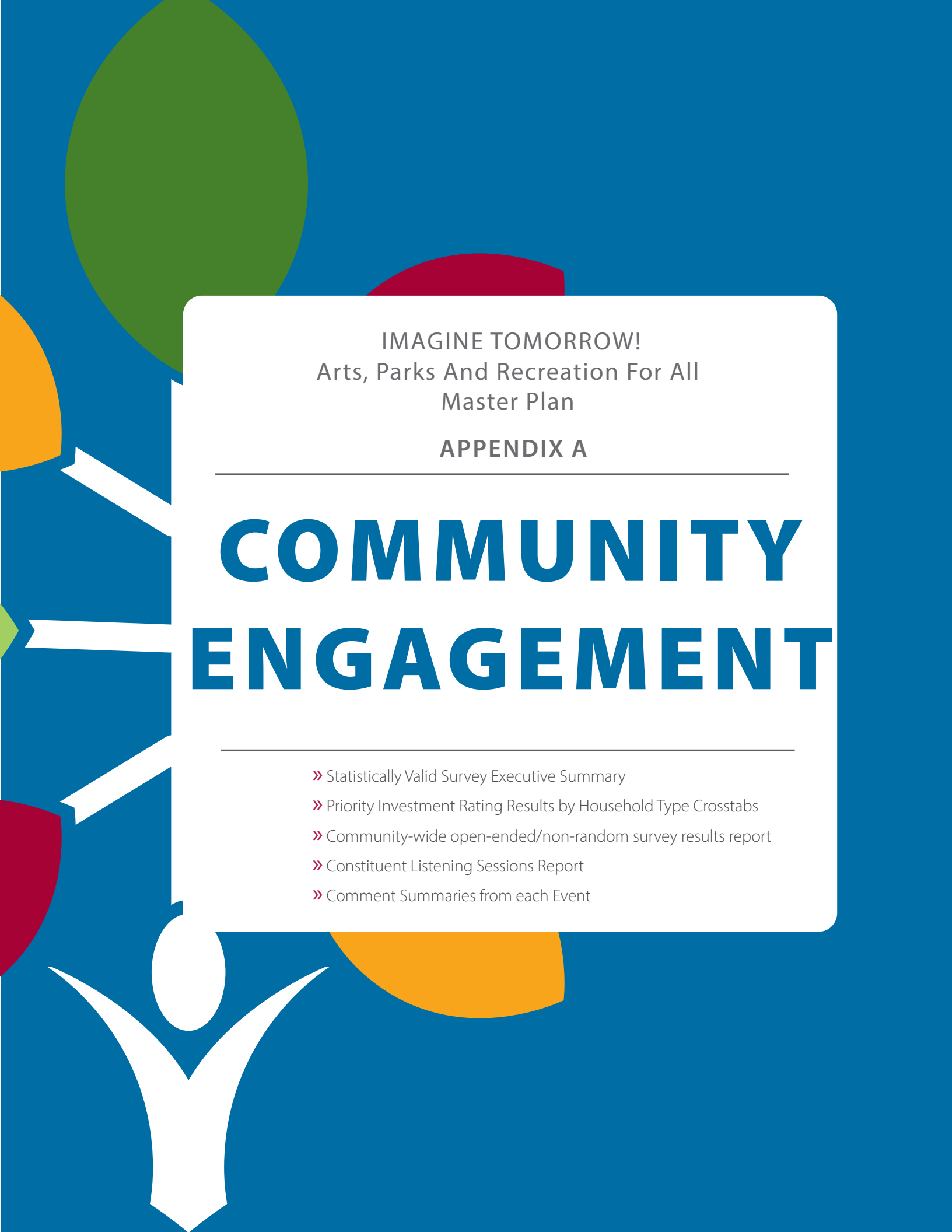
The plan recommends that city staff review progress on plan implementation each year when developing the annual budget and capital improvement plan.

The plan recommends that city staff regularly monitor progress toward achieving the plan's goals and update the Action Plans (Appendix I) annually to track implementation. The plan recommends that city staff update *Imagine Tomorrow!* in response to unanticipated challenges, opportunities, changes in community needs, technological innovations and the emergence of new best-practices in arts, parks and recreation.

Plan amendments should occur after careful consideration as the result of evaluating the plan's effectiveness, updating it to reflect completed actions, adding recommendations to assist in accomplishing stated goals, or incorporating the result of a more detailed study or site plan. The plan recommends that resident voices always be included in the conversation. After all, *Imagine Tomorrow!* is the result of a thoughtful, collective process involving residents, partners and community leaders.







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

APPENDIX A

COMMUNITY ENGAGEMENT

- » Statistically Valid Survey Executive Summary
- » Priority Investment Rating Results by Household Type Crosstabs
- » Community-wide open-ended/non-random survey results report
- » Constituent Listening Sessions Report
- » Comment Summaries from each Event

2022 City of Lakewood Community Resources Needs Assessment Survey Executive Summary

Overview

ETC Institute administered a Community Needs Assessment Survey for the City of Lakewood Community Resources Department during the months of spring 2022. The survey will help the Lakewood Community Resources Department plan for future recreation programs and facilities that meet the community's needs and preferences.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Lakewood. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at ICPRSsurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails, text messages, and placed phone calls to the households that received the survey to encourage participation. The emails and text messages contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Lakewood from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 400 completed surveys from City residents. The goal was exceeded with 467 completed surveys collected. The overall results for the sample of 467 households have a precision of at least +/-4.5 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Tabular data showing the overall results for all questions on the survey (Section 3)
- A copy of the survey instrument (Section 4)

The major findings of the survey are summarized on the following pages.

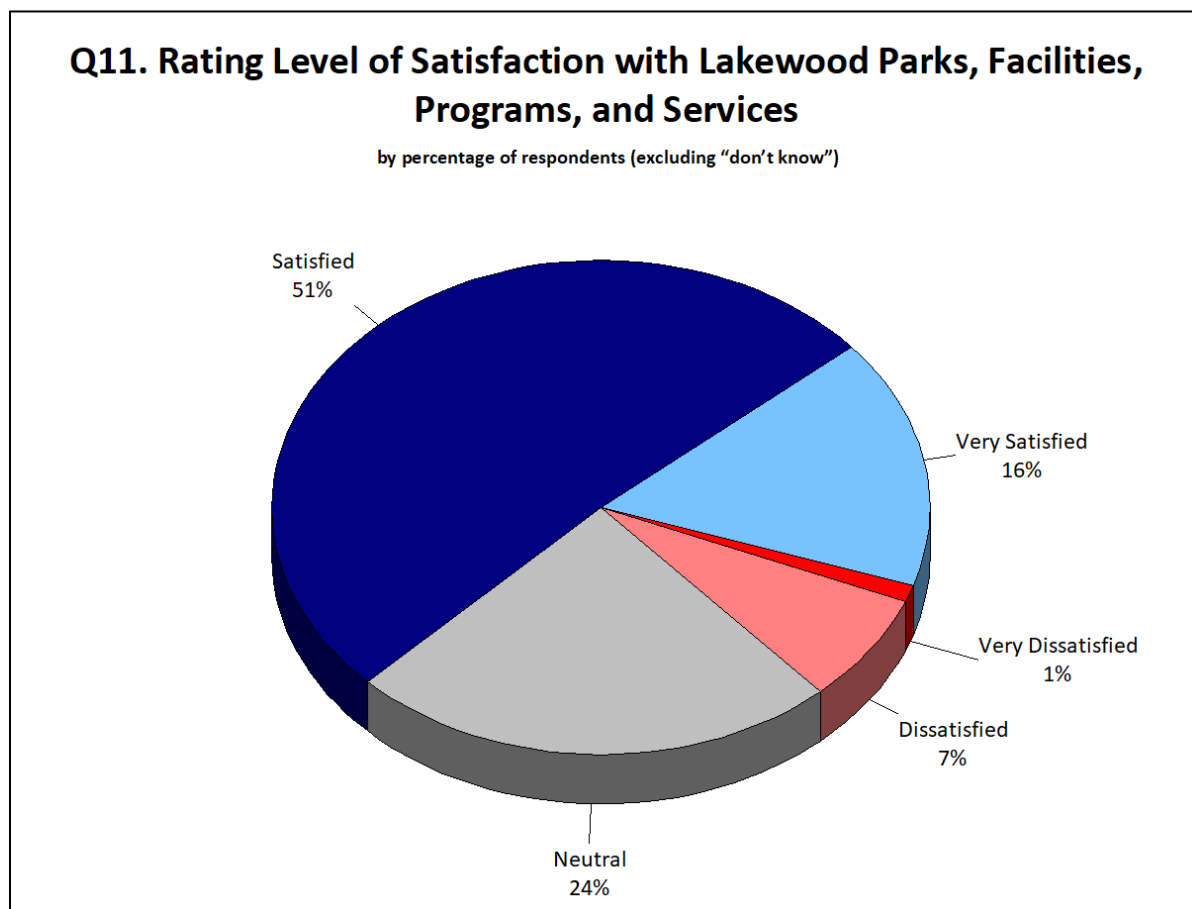
City Arts, Parks, and Recreation Facilities and Programs Use

Frequency of Use. Respondents were asked to indicate if their household does or does not use city arts, parks, or recreation facilities in a typical year. Ninety-six percent (96%) of respondents said they do use the facilities. Respondents were also asked about city arts, parks, or recreation programs. Seventy percent (70%) of respondents said they do use these programs.

Barriers to use. The top reason respondents did not utilize Lakewood facilities is because they use other city/state/private/HOA facilities (32%). Each of the other answers were selected at 16% or fewer. The top reasons respondents did not utilize Lakewood programs are because they didn't know what was offered (54%), busy schedules or not interested (30%), and preference for individual activities instead (29%).

Level of Satisfaction. Respondents were asked to indicate their level of satisfaction with Lakewood Parks, Facilities, Programs, and Services. Most respondents (67%) indicated they were either very satisfied (16%) or satisfied (51%). Only 8% responded either dissatisfied (7%) or very dissatisfied (1%).

The chart below shows the level of satisfaction with Lakewood programs and facilities.



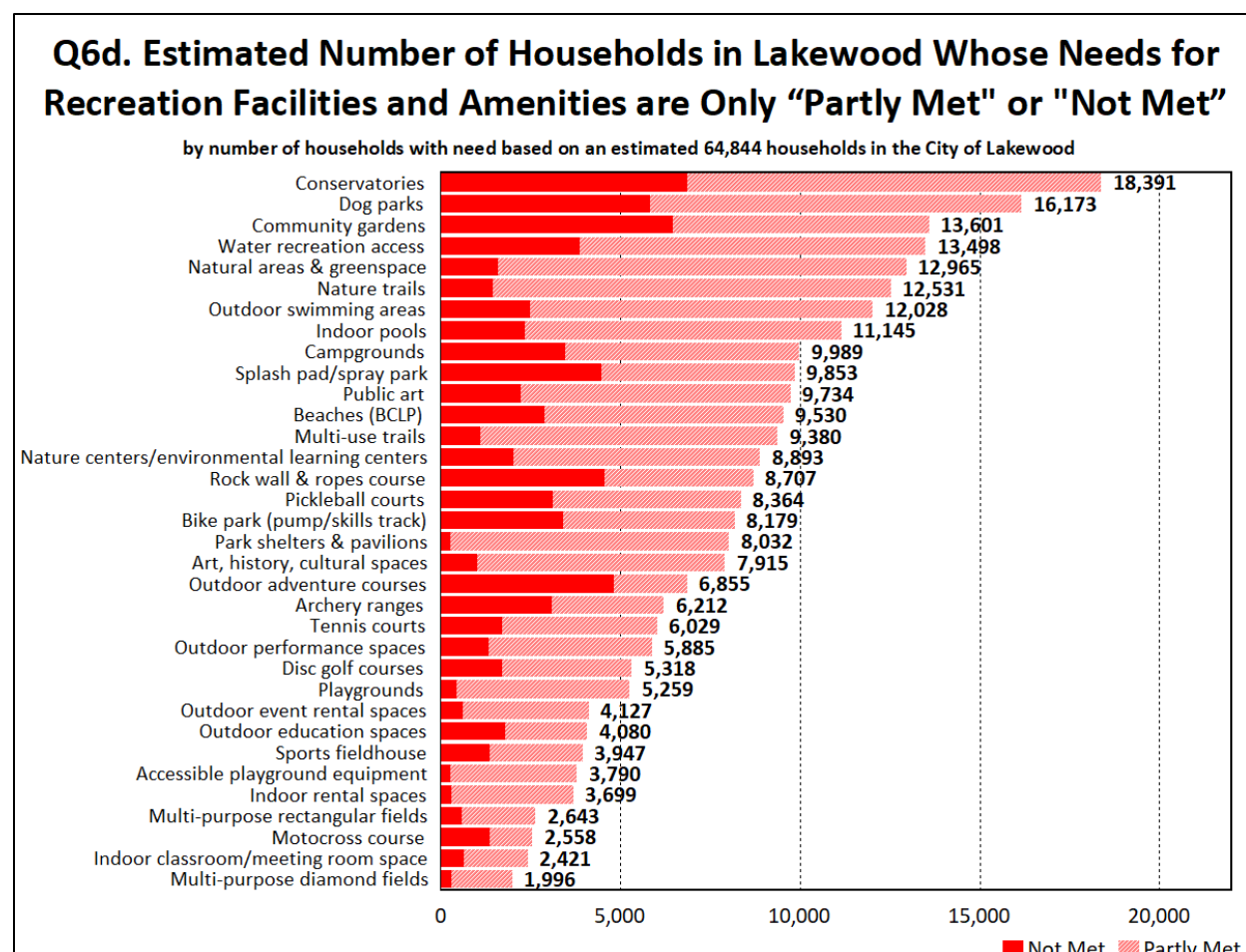
Parks and Recreation Facilities and Amenities Needs and Priorities

Facility/Amenity Needs: Respondents were asked to identify if their household had a need for 34 parks and recreation facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three parks and recreation facilities/amenities with the highest percentage of households that have an unmet need:

1. Conservatories – 18,391 households (28%),
2. Dog Parks – 16,173 households (25%), and
3. Community Gardens – 13,601 households (21%).

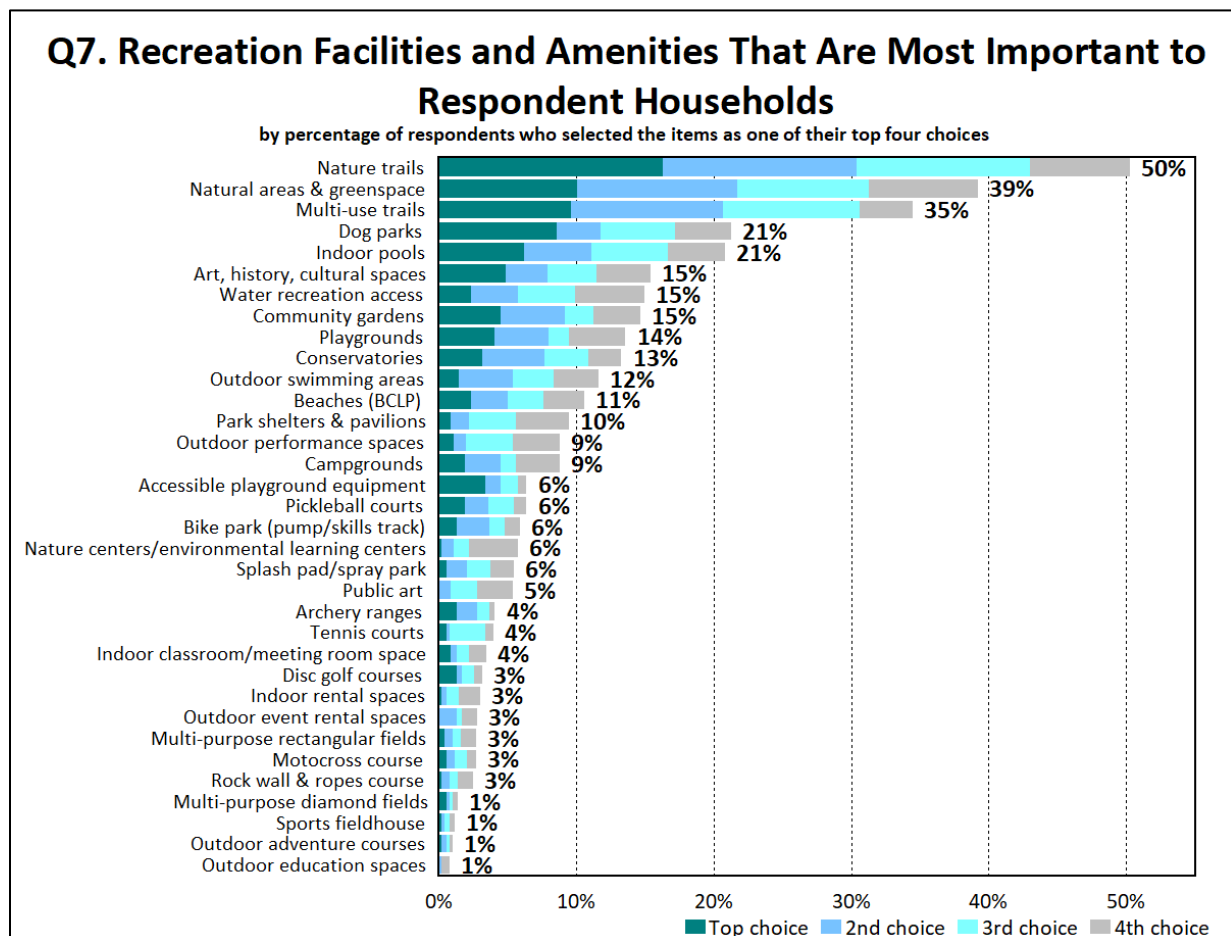
The estimated number of households that have unmet needs for each of the 34 parks and recreation center amenities assessed is shown in the chart below.



Facilities and Amenities Importance: In addition to assessing the needs for each parks and recreation amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the three most important amenities to residents:

1. Nature Trails (50%),
2. Natural areas & greenspace (39%), and
3. Multi-use trails (35%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

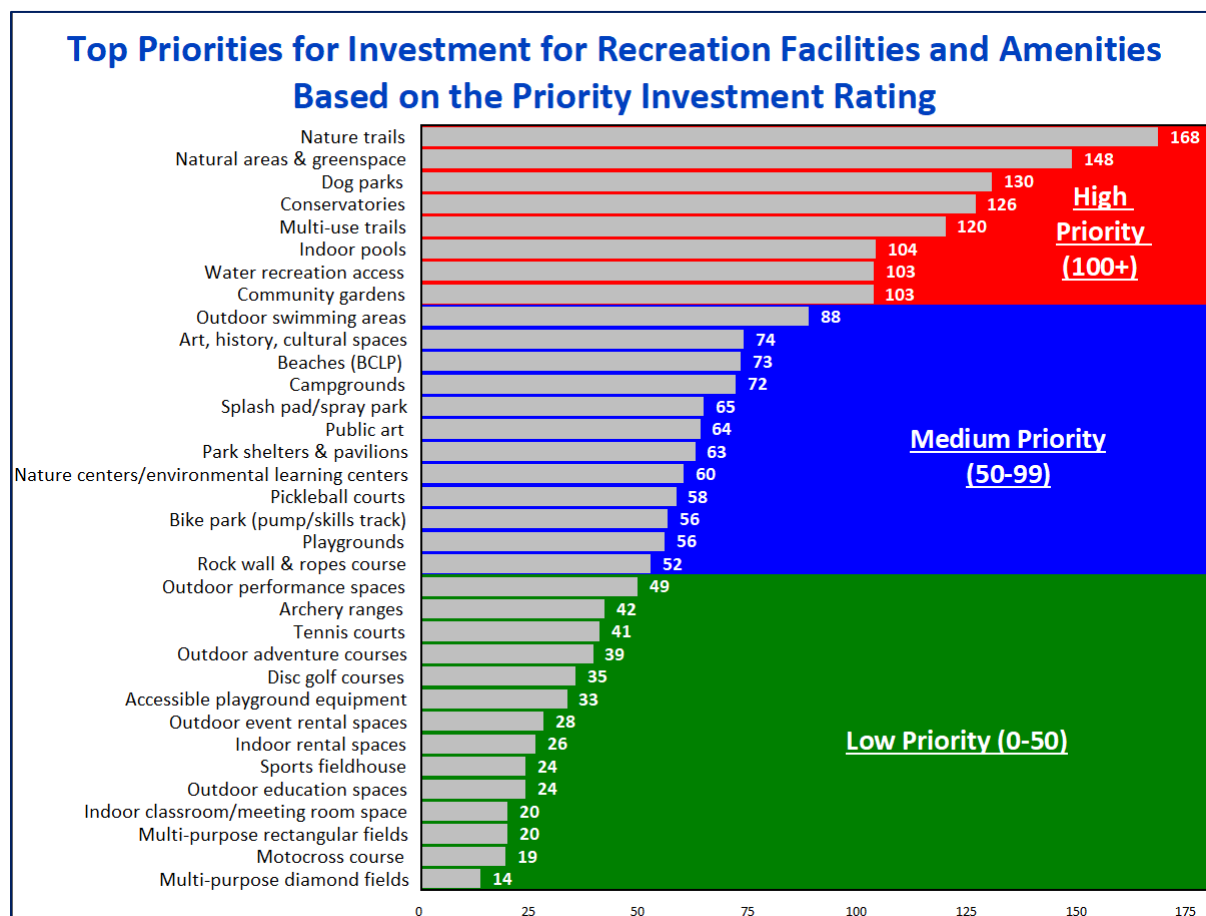


Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on amenities and (2) how many residents have unmet needs for the amenity. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Nature trails (PIR=168)
- Natural areas & greenspace (PIR=148)
- Dog parks (PIR=130)
- Conservatories (PIR=126)
- Multi-use trails (PIR=120)
- Indoor pools (PIR=104)
- Water recreation access (PIR=103)
- Community gardens (PIR=103)

The chart below shows the Priority Investment Rating for each of the 34 recreation facilities assessed on the survey.



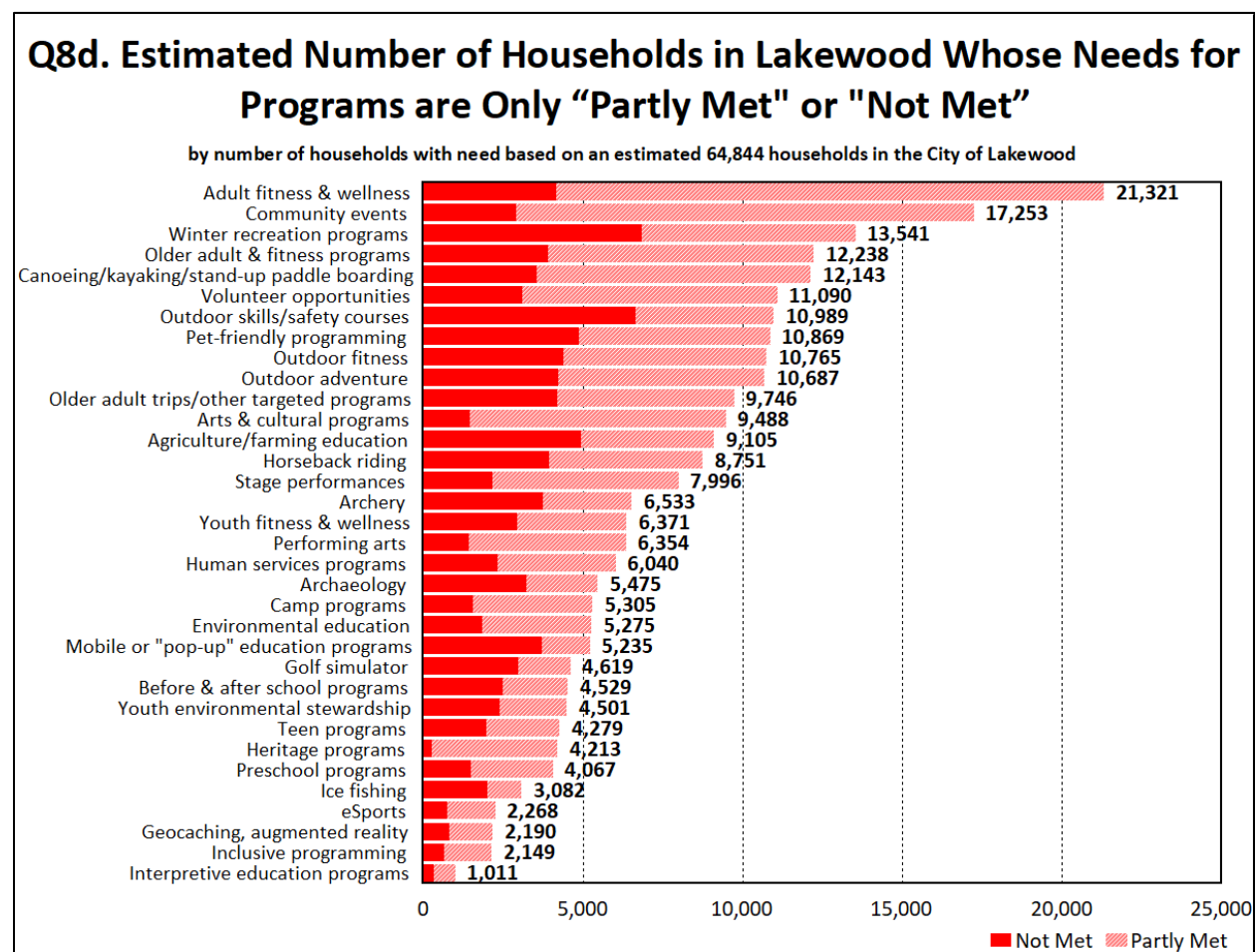
Lakewood Program Needs and Priorities

Program Needs: Respondents were asked to identify if their household had a need for 34 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three programs with the highest percentage of households that have an unmet need:

1. Adult fitness & wellness programs – 21,321 households (33%),
2. Community events – 17,253 households (27%), and
3. Winter recreation programs– 13,541 households (21%).

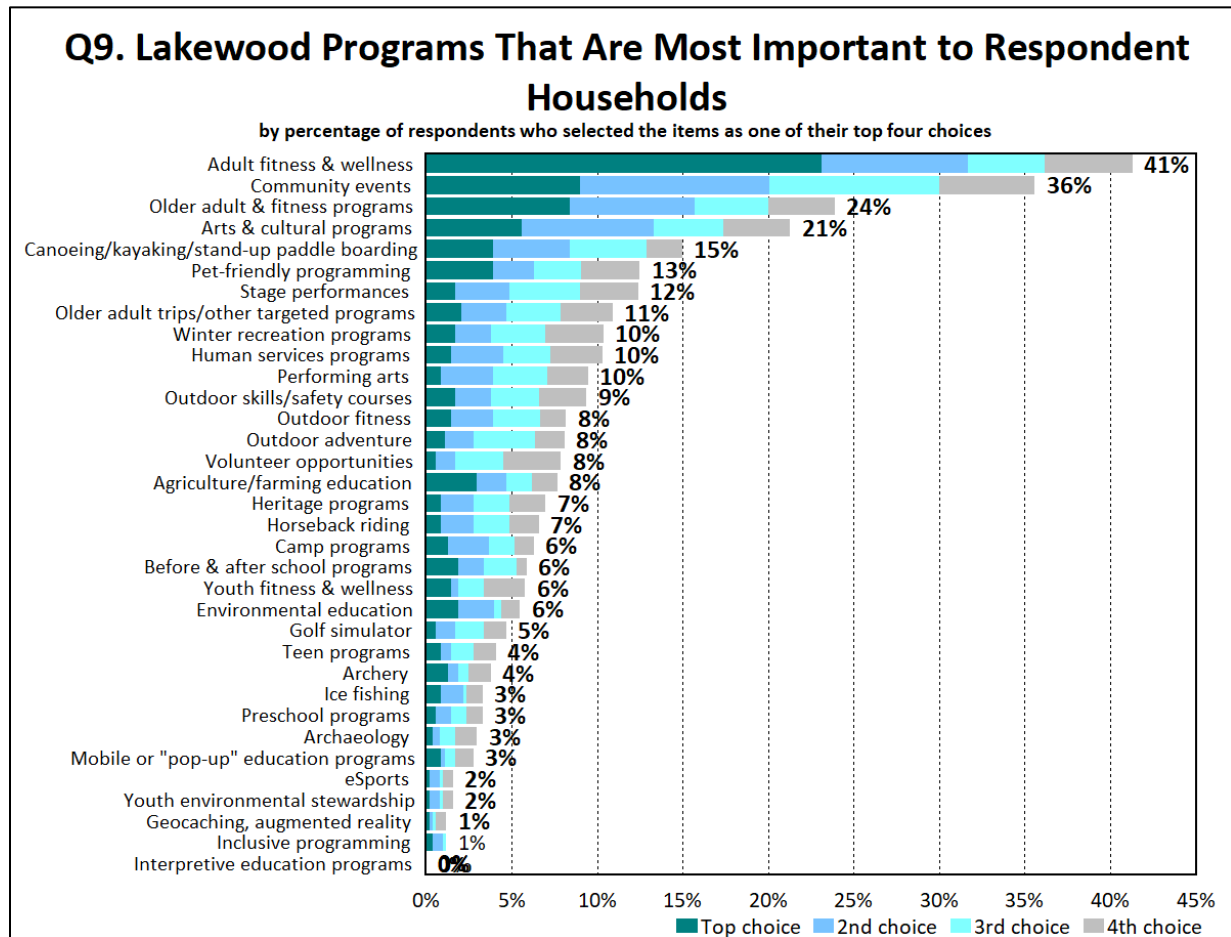
The estimated number of households that have unmet needs for each of the 34 parks and recreation center amenities assessed is shown in the chart below.



Programs Importance: In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the three most important programs to residents:

1. Adult fitness & wellness (41%),
2. Community Events (36%), and
3. Older adult & fitness programs (35%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.



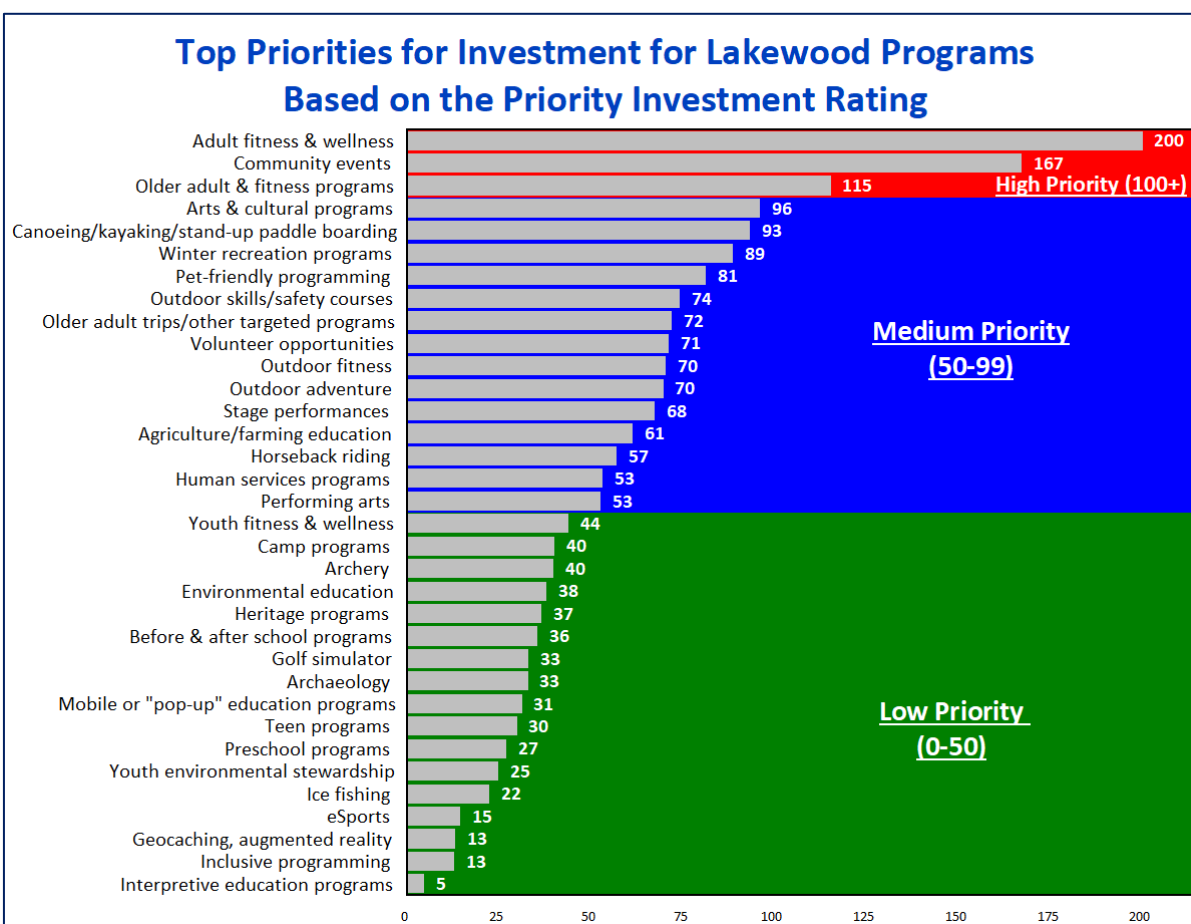
Program Roles and Services Importance. Respondents were asked to select the top three roles/services of highest importance in Lakewood heritage, culture, and arts programs. Most important was supporting local artists and art organizations (43%) followed by preserving and presenting local history at 40%. More than a quarter of respondents also selected providing opportunities to gather and celebrate (32%), exposure to local/regional artists and performers (31%), broadening exposure to arts/culture/history (30%), and contributing to the local economy (26%) as one of their top three choices.

Priorities for Program Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following Lakewood programs were rated as high priorities for investment:

- Adult fitness & wellness programs (PIR=200)
- Community events (PIR=167)
- Older adult & fitness programs (PIR=115)

The chart below shows the Priority Investment Rating for each of the 34 programs assessed.



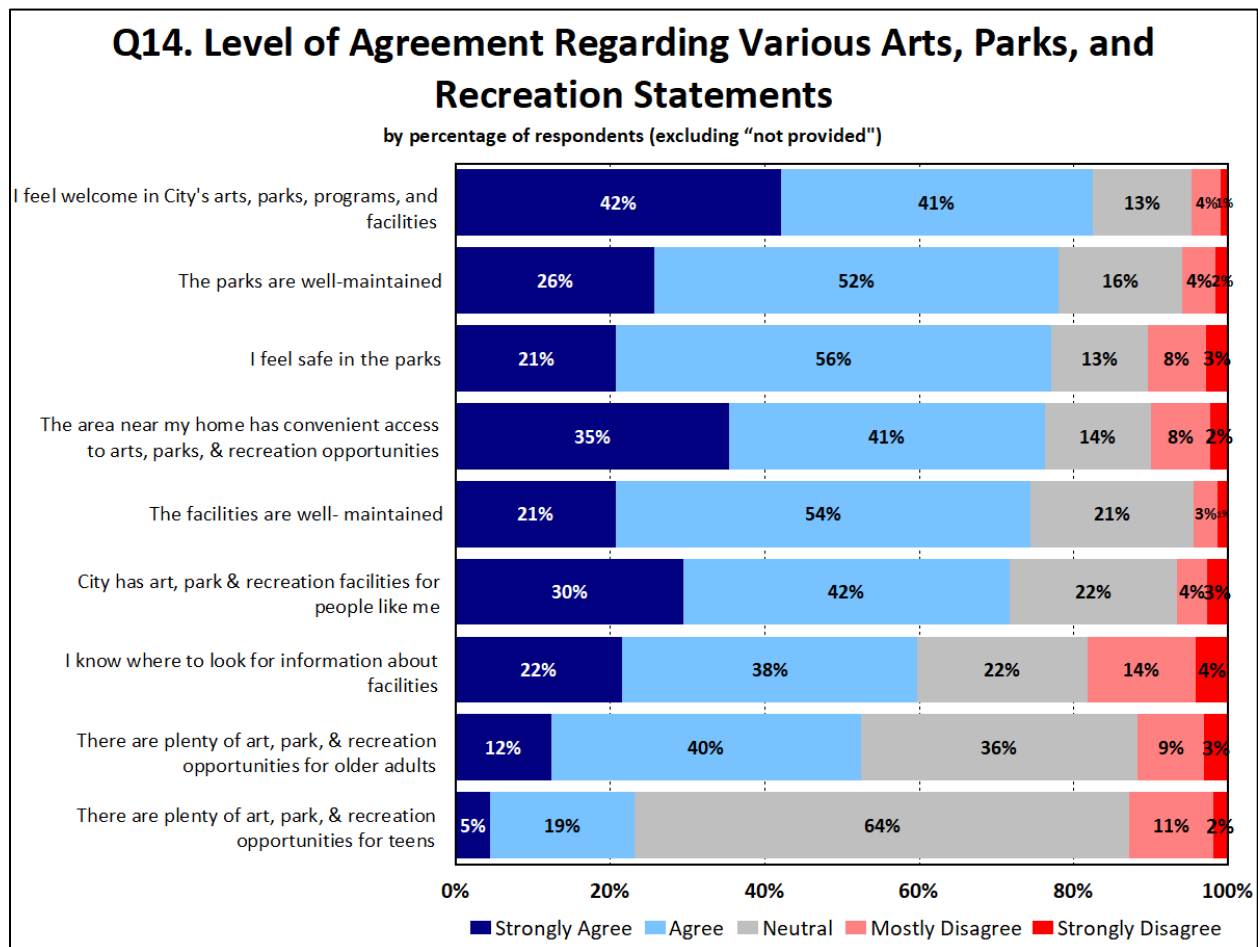
Arts, Parks, and Recreation Statement Beliefs

Level of Agreement Regarding Facilities. Respondents were asked to indicate their level of agreement regarding various statements about arts, parks, and recreation facilities. Most respondents either agreed or strongly agreed with each of the statements. The three statements with the highest level of agreement (either strongly agree or agree) were:

- Facilities in Lakewood provide access to greenspace & nature, or playgrounds (89%)
- Facilities in Lakewood preserve open space & protect the environment (86%)
- Facilities in Lakewood improve my/my household's physical health and fitness (85%)

Level of Agreement Regarding Overall Beliefs Statements. Respondents were asked to indicate their level of agreement regarding 9 overall belief statements on Lakewood arts, parks, and recreation. Most respondents either strongly agree or agree with each of the statements except "there are plenty of art, park, & recreation opportunities for teens", where the most common response was neutral (64%). Respondents most often agreed that they felt welcome at the city facilities and programs (83%).

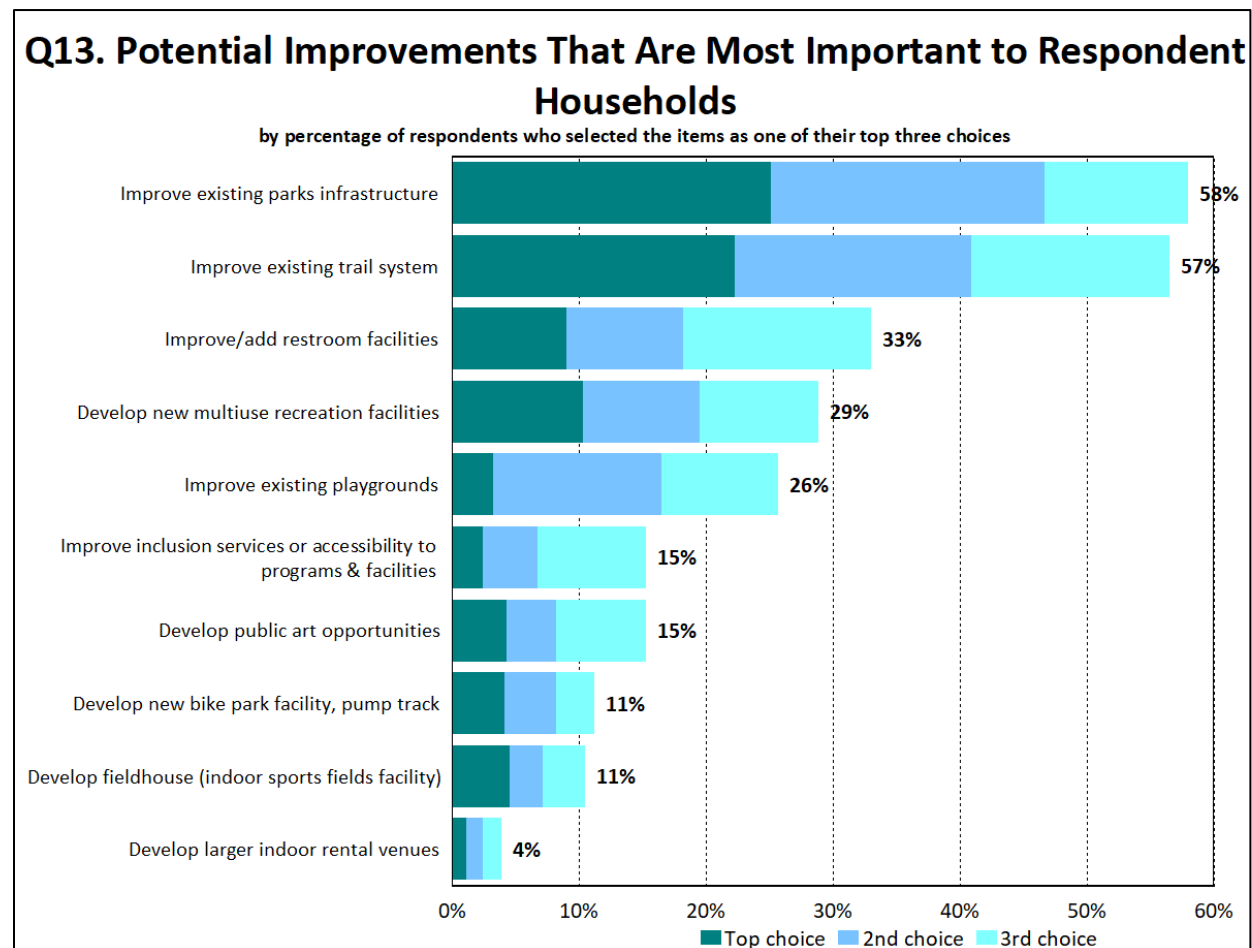
The graph below shows the level of agreement on Lakewood arts, parks, and recreation statements.



Improvement Actions by City

Level of Support for Potential Actions. Respondents were asked to rate their level of support regarding 10 actions the City of Lakewood could take to improve its parks and recreation system. All the questions had more respondents either very supportive or somewhat supportive of the action except “develop larger indoor rental venues,” where 67% of respondents were either not sure (50%) or not supportive (17%). The actions with the highest level of support (either very supportive or somewhat supportive) were improving existing parks infrastructure (88%), improving existing trail system (88%), and improve/add restroom facilities (85%).

Importance of Potential Actions. Respondents were asked to select which three potential action items from the previous question were most important to their household. The three items selected most often match the items with the highest level of support: improving existing parks infrastructure (58%), improving existing trail system (57%), and improve/add restroom facilities (33%).



Additional Findings

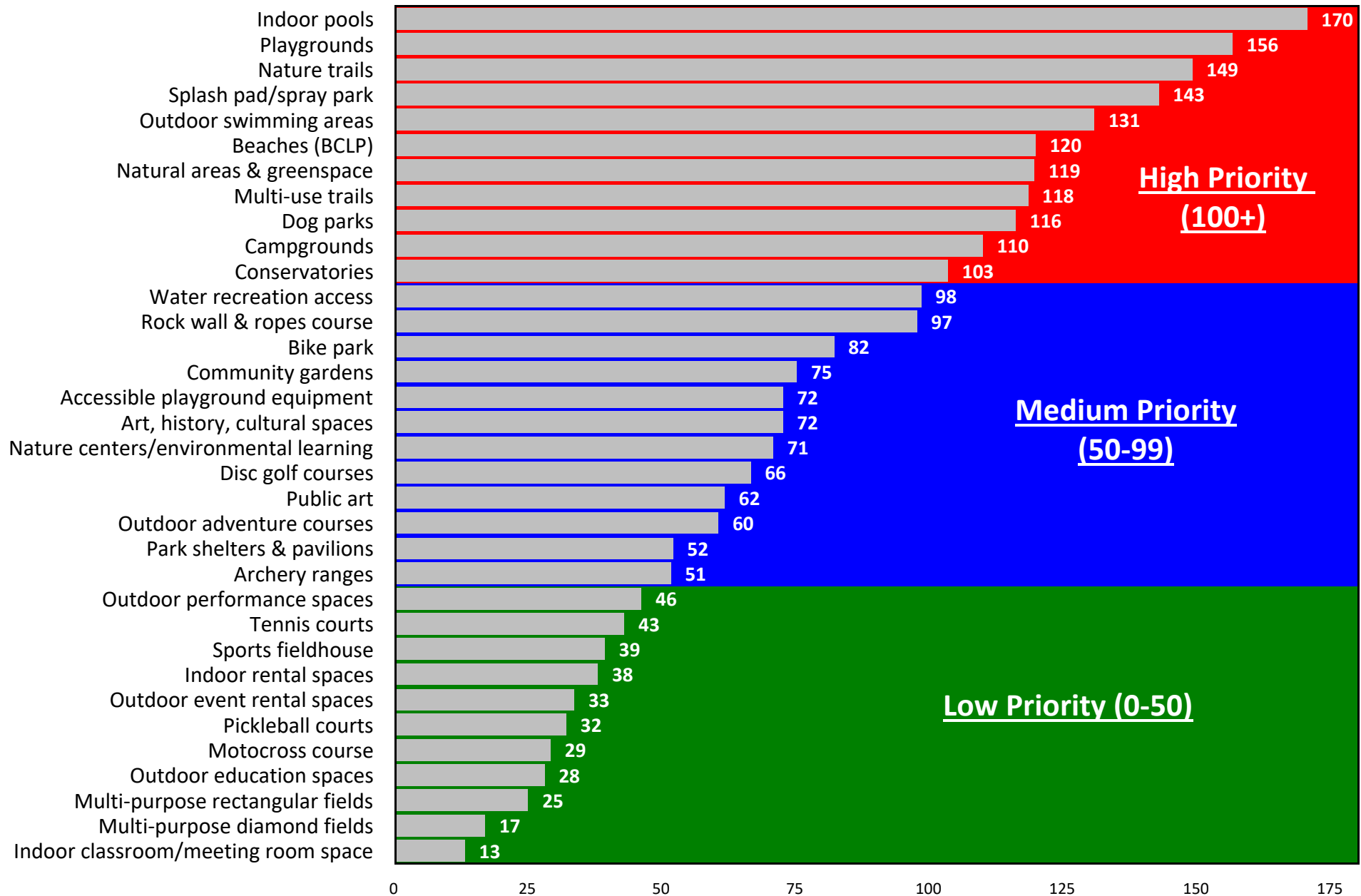
Event Concepts of Interest. Respondents were asked to indicate which event concepts their household would be interested in or enjoy. The highest number of respondents indicated outdoor entertainment as an interest (80%). More than half of respondents were also interested in festivals (61%), holiday celebrations (59%), and food/drink events (54%).

Household's Perception Change Due to COVID-19. Respondents were asked to indicate how their perception their use of arts, parks, trails, and recreation has changed due to COVID-19. The largest number of respondents felt it made no change (34%). Thirty-seven percent (37%) felt their use either somewhat increased (22%) or significantly increased (15%). Twenty-nine percent (29%) felt their usage either somewhat decreased (17%) or significantly decreased (12%).

Appendix A2 - Statistically Valid Survey Results by Household Type

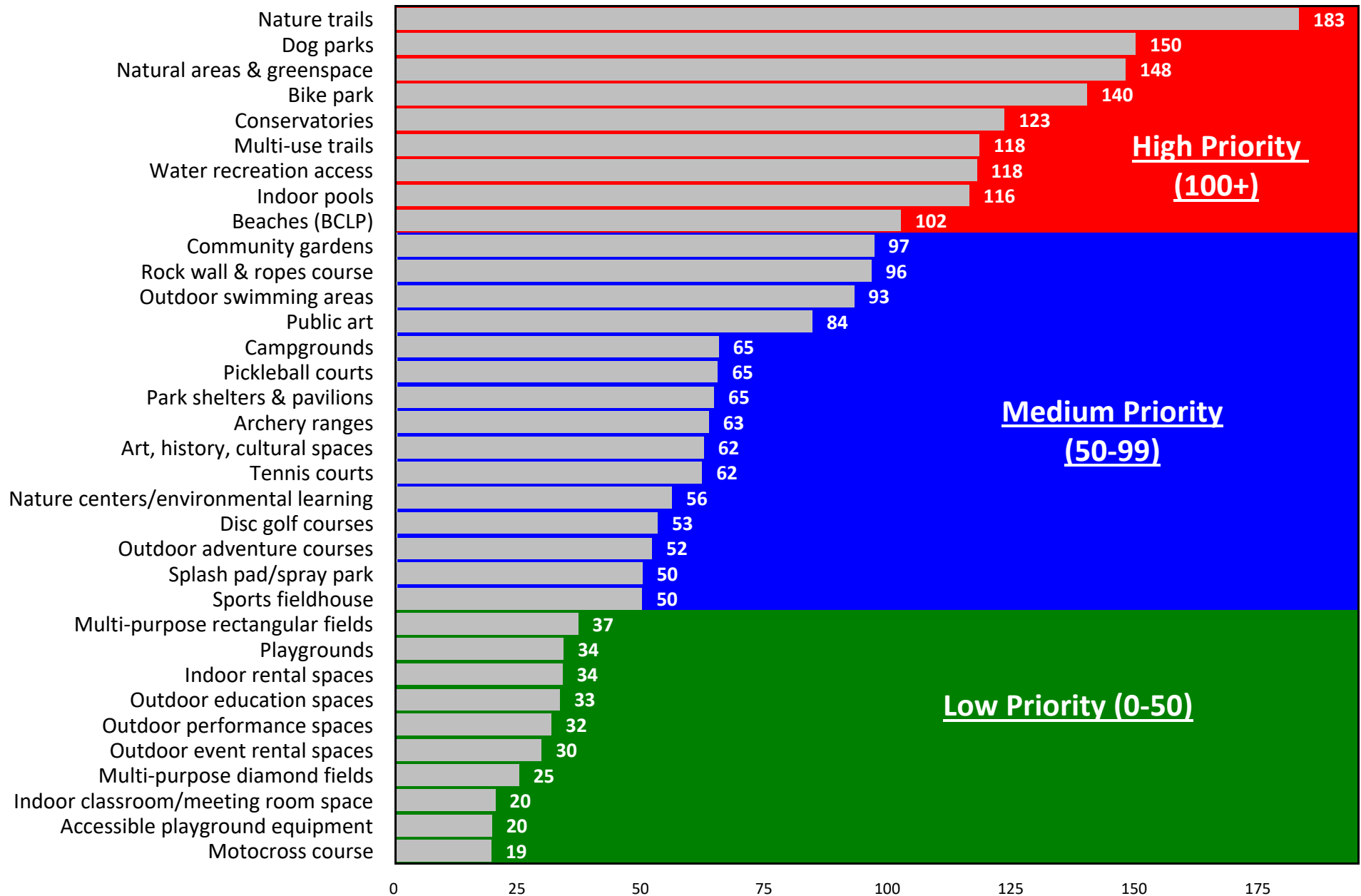
Top Priorities for Investment for Recreation Facilities and Amenities

Families with Kids 0-9

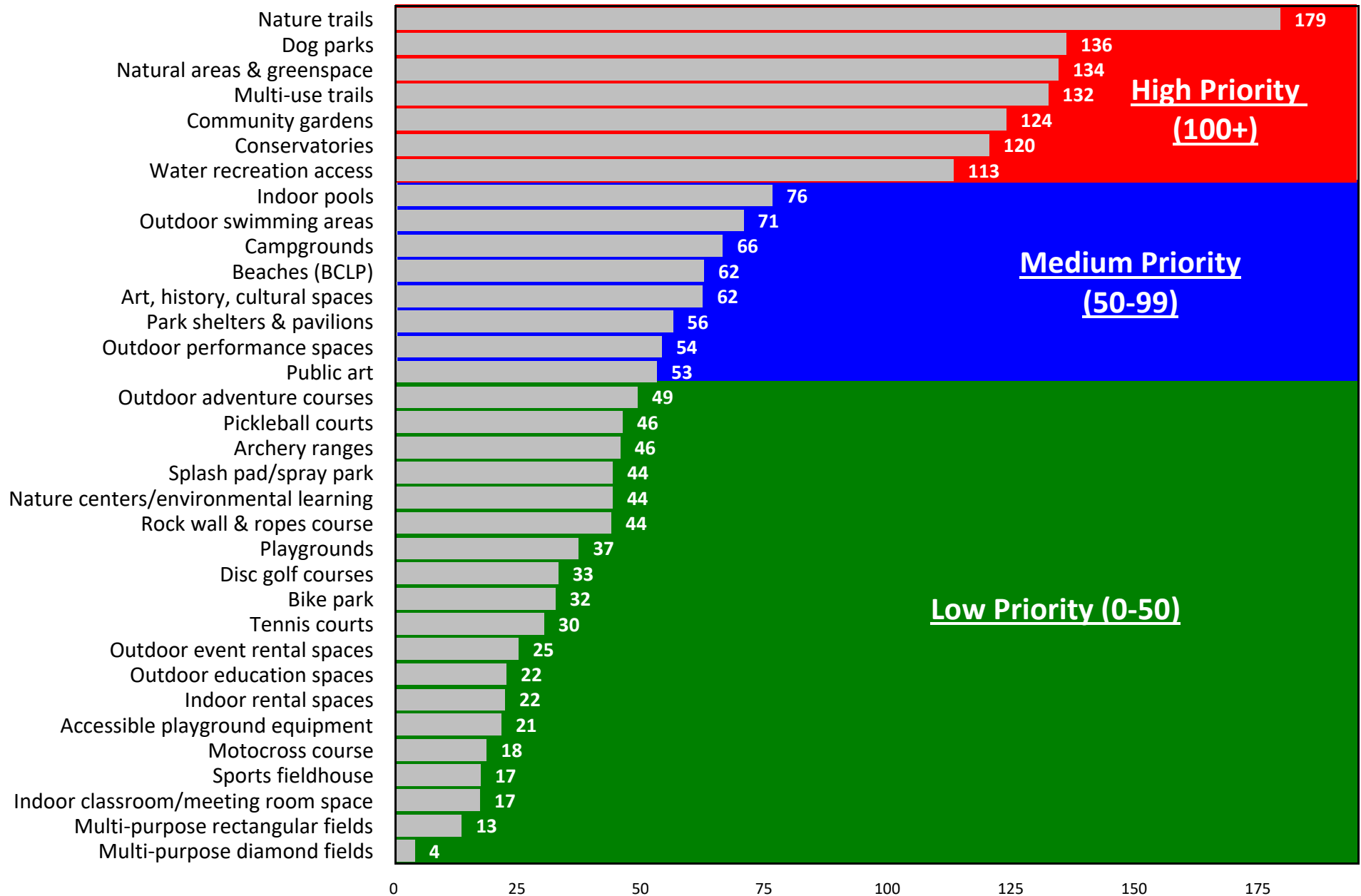


Top Priorities for Investment for Recreation Facilities and Amenities

Families with Kids 10-19

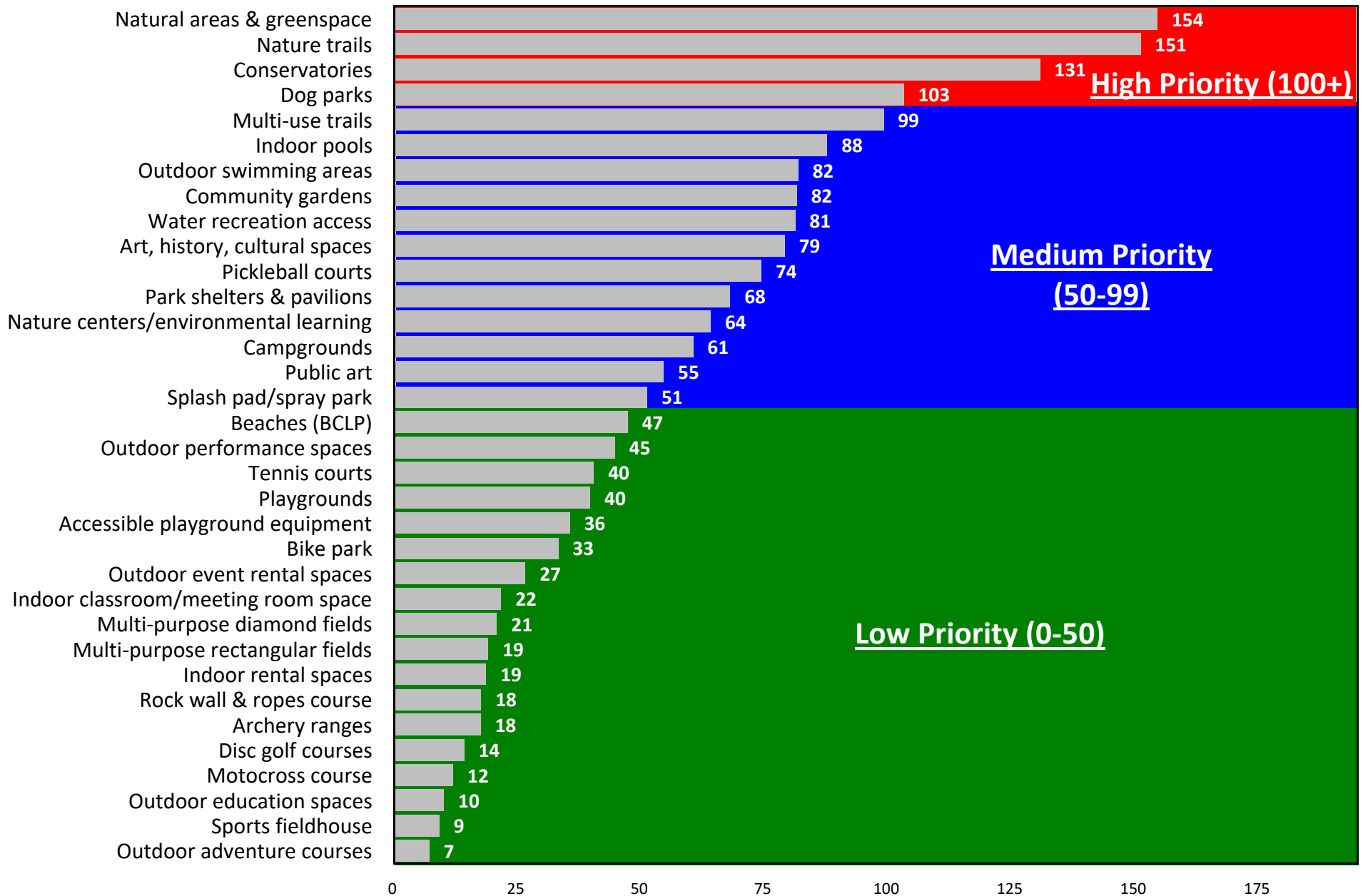


Top Priorities for Investment for Recreation Facilities and Amenities Households Without Kids Ages 18-54



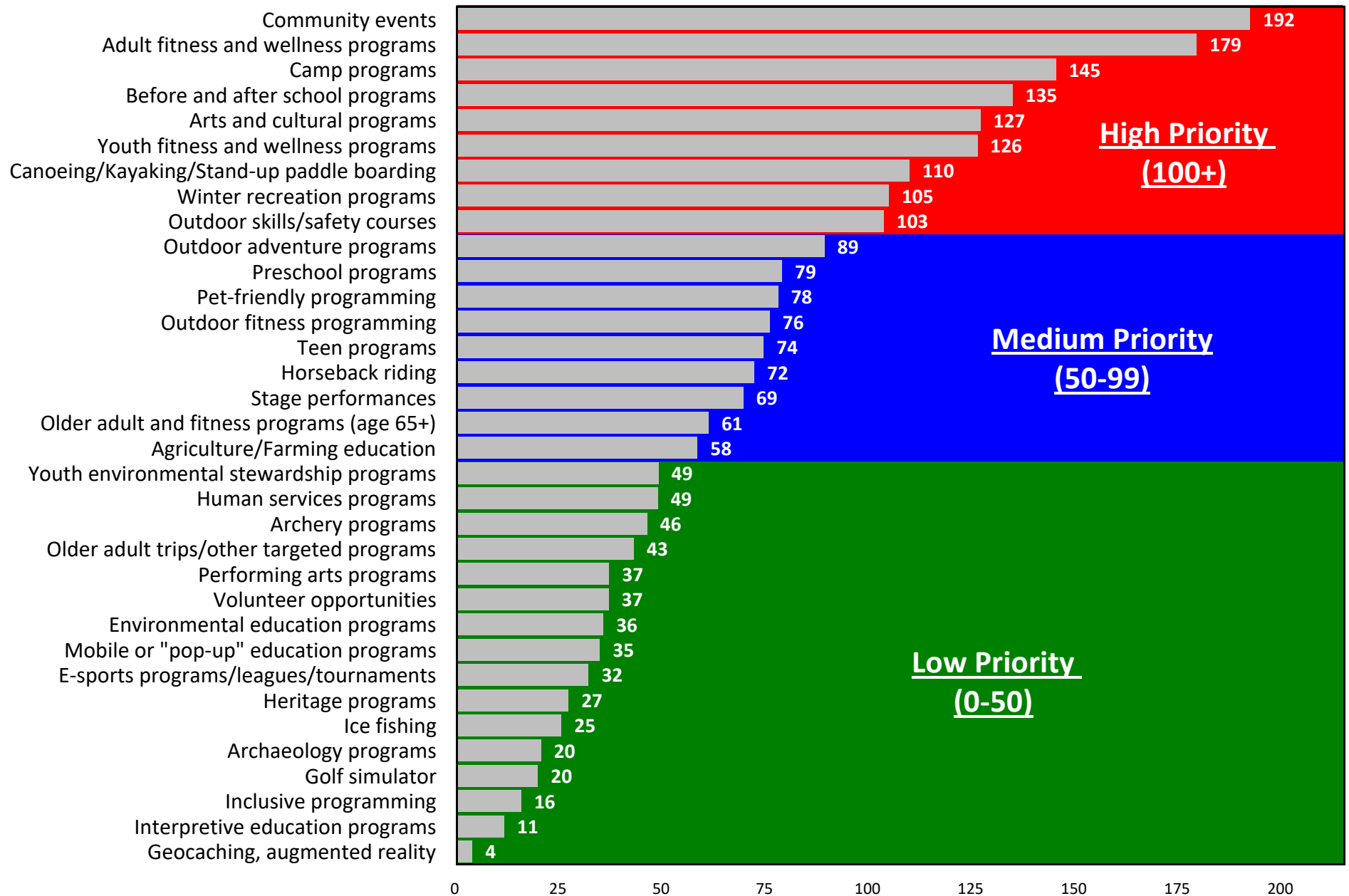
Top Priorities for Investment for Recreation Facilities and Amenities

Households Without Kids Ages 55+



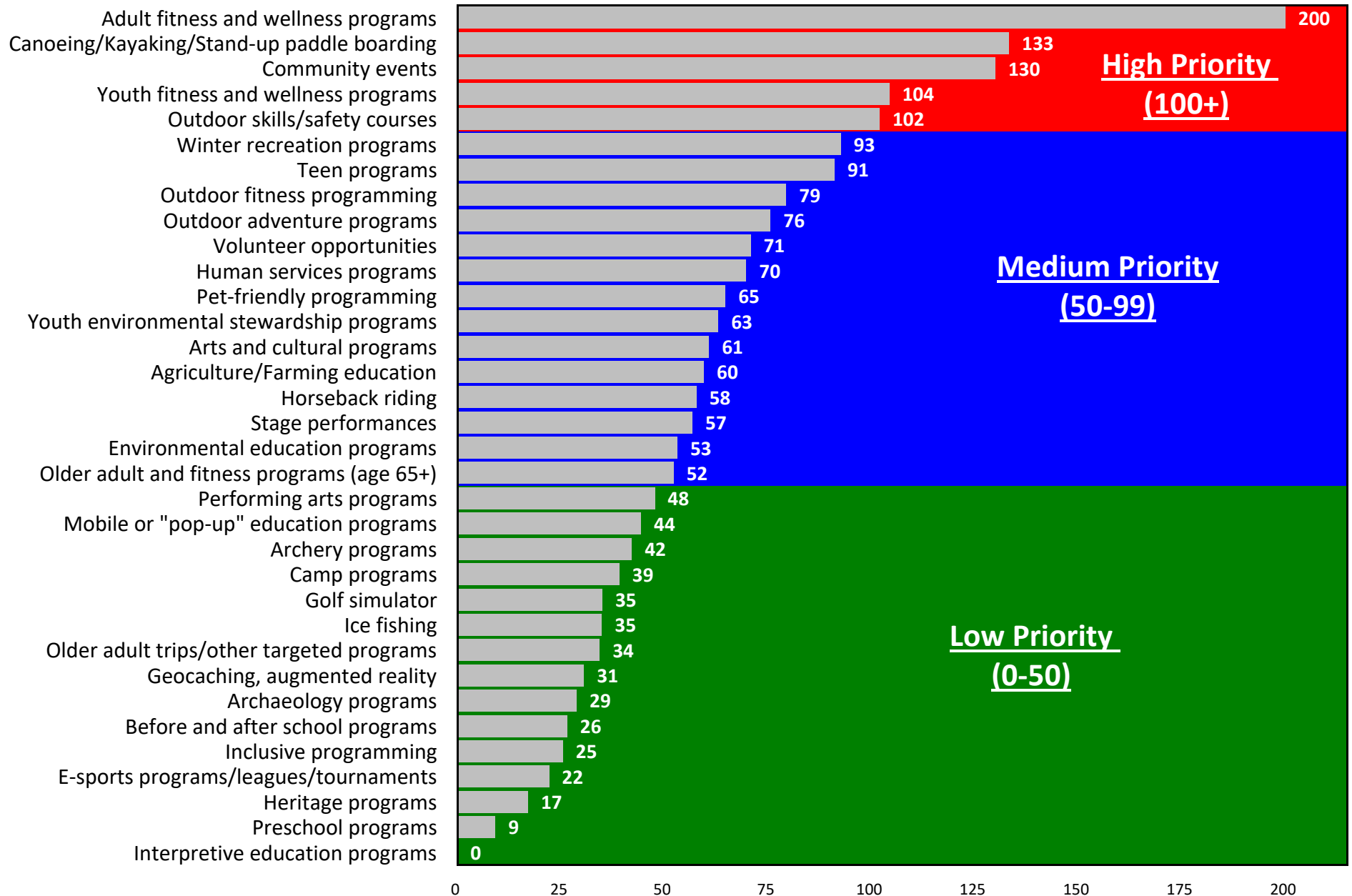
Top Priorities for Investment for Lakewood Programs

Families with Kids 0-9



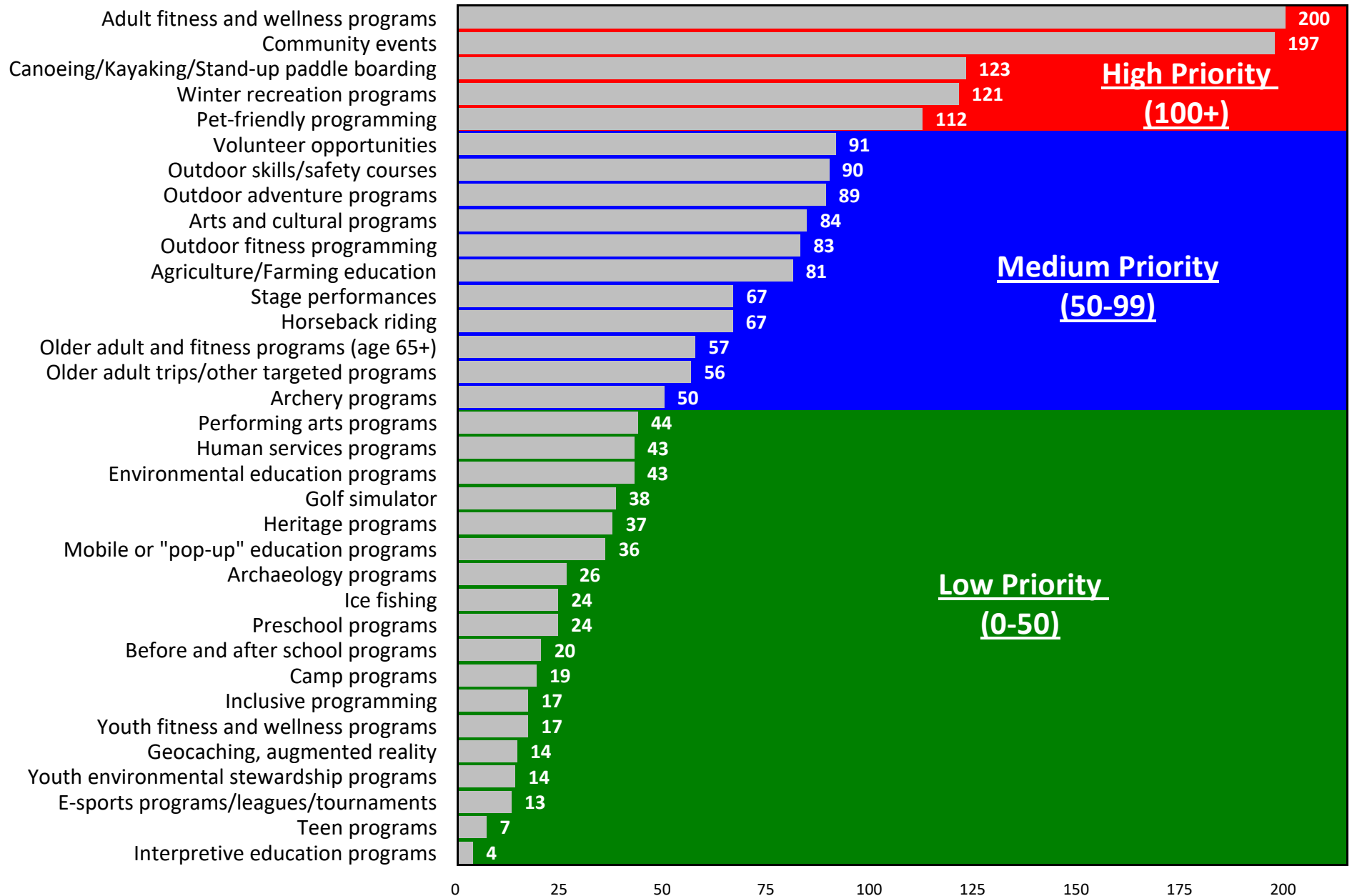
Top Priorities for Investment for Lakewood Programs

Families with Kids 10-19



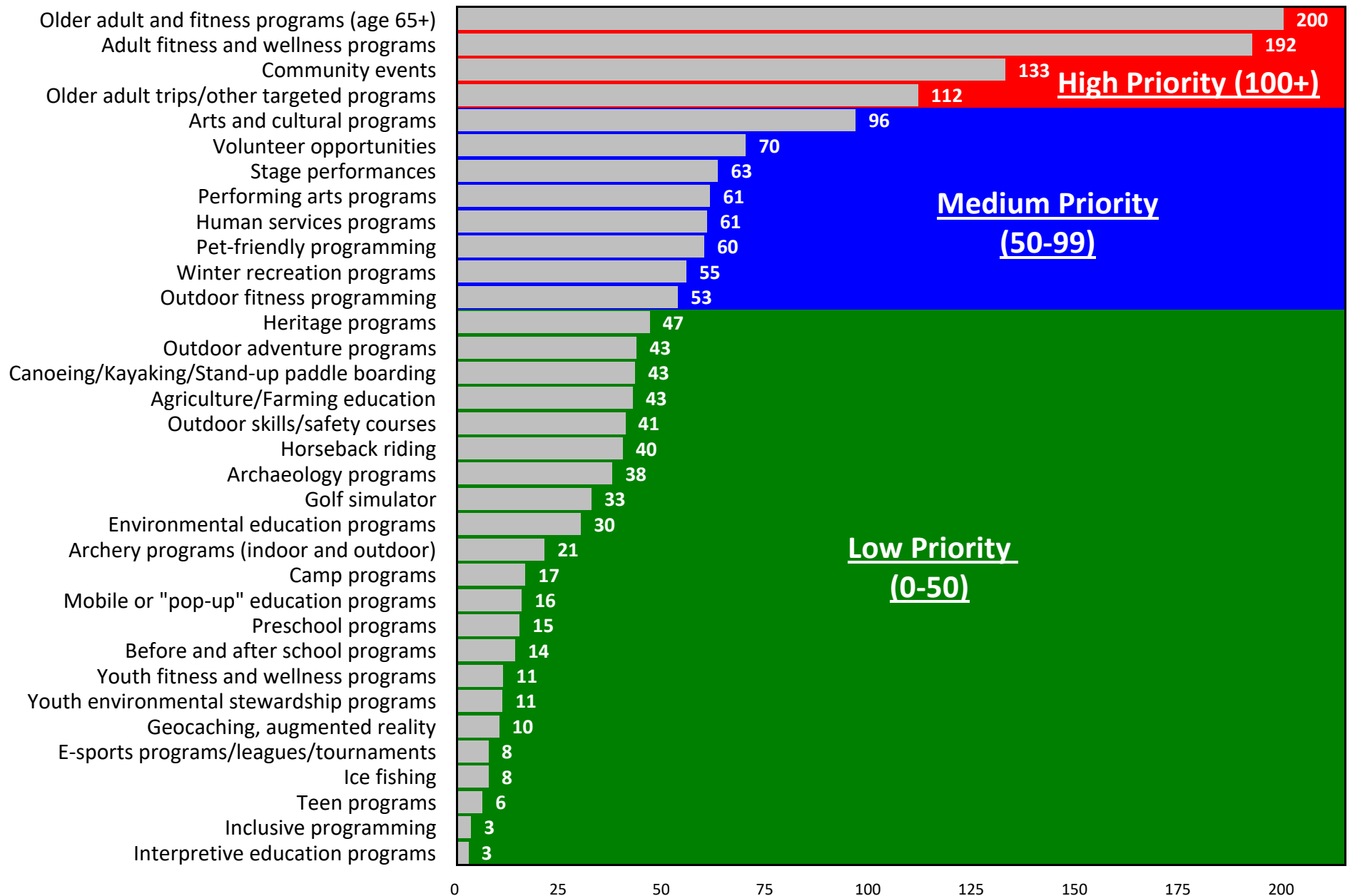
Top Priorities for Investment for Lakewood Programs

Households Without Kids Ages 18-54



Top Priorities for Investment for Lakewood Programs

Households Without Kids Ages 55+



Appendix A3

2022

City of Lakewood, Colorado

Community Resources Department Survey

Non-Random Survey Findings



ETC
INSTITUTE



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Tabular Results

Q1. During a typical year, do you or any member of your household visit any City of Lakewood arts, parks, and recreation facilities?

Q1. Does your household visit any City arts, parks, & recreation facilities during a typical year	Number	Percent
Yes	264	98.9 %
No	3	1.1 %
Total	267	100.0 %

Q2. During a typical year, do you or any member of your household participate in any arts, parks, and recreation programs or events offered and/or hosted by the City of Lakewood?

Q2. Does your household participate in any City arts, parks, & recreation programs or events during a typical year	Number	Percent
Yes	210	78.7 %
No	50	18.7 %
Not provided	7	2.6 %
Total	267	100.0 %

Q3. Please indicate whether you or members of your household use or are aware of each of the following services and programs offered by heritage, culture, and arts facilities.

(N=267)

	Use	Aware, but do not use	Not aware it was offered	Not provided
Q3-1. Camp programs	12.7%	62.2%	20.2%	4.9%
Q3-2. Community events (Cider Days, Rockin' Block Party, Big Boom Bash)	55.4%	27.0%	15.7%	1.9%
Q3-3. Art & history	34.5%	44.6%	16.1%	4.9%
Q3-4. Heritage Lakewood Visitor's Center & Museum (historic preservation, tours, research, Lakewood's history)	44.6%	41.6%	10.5%	3.4%
Q3-5. Lakewood Cultural Center performances	36.3%	47.2%	12.4%	4.1%
Q3-6. Performing arts classes (dance, theater, music)	16.9%	63.7%	14.6%	4.9%
Q3-7. Public art	41.9%	37.5%	16.1%	4.5%
Q3-8. Rental spaces (meetings, celebrations, events)	11.6%	63.7%	20.6%	4.1%
Q3-9. Visual art classes (painting, drawing, ceramics, fibers)	16.5%	59.9%	18.0%	5.6%
Q3-10. Volunteer opportunities (ushers, docents, museum store, events)	4.9%	56.2%	34.1%	4.9%
Q3-11. Washington Heights Arts Center studios & classes	12.4%	39.3%	41.6%	6.7%
Q3-12. Special interest classes (culinary, calligraphy, soap making, blacksmithing)	5.6%	53.9%	34.8%	5.6%

WITHOUT "NOT PROVIDED"

Q3. Please indicate whether you or members of your household use or are aware of each of the following services and programs offered by heritage, culture, and arts facilities. (without "not provided")

(N=267)

	Use	Aware, but do not use	Not aware it was offered
Q3-1. Camp programs	13.4%	65.4%	21.3%
Q3-2. Community events (Cider Days, Rockin' Block Party, Big Boom Bash)	56.5%	27.5%	16.0%
Q3-3. Art & history	36.2%	46.9%	16.9%
Q3-4. Heritage Lakewood Visitor's Center & Museum (historic preservation, tours, research, Lakewood's history)	46.1%	43.0%	10.9%
Q3-5. Lakewood Cultural Center performances	37.9%	49.2%	12.9%
Q3-6. Performing arts classes (dance, theater, music)	17.7%	66.9%	15.4%
Q3-7. Public art	43.9%	39.2%	16.9%
Q3-8. Rental spaces (meetings, celebrations, events)	12.1%	66.4%	21.5%
Q3-9. Visual art classes (painting, drawing, ceramics, fibers)	17.5%	63.5%	19.0%
Q3-10. Volunteer opportunities (ushers, docents, museum store, events)	5.1%	59.1%	35.8%
Q3-11. Washington Heights Arts Center studios & classes	13.3%	42.2%	44.6%
Q3-12. Special interest classes (culinary, calligraphy, soap making, blacksmithing)	6.0%	57.1%	36.9%

Q4. Which THREE of the following roles and services of the City's heritage, culture and arts programs are MOST IMPORTANT to you and members of your household?

Q4. Which following roles & services of City's heritage, culture & arts programs are most important to your household	Number	Percent
Provide opportunities to gather & celebrate	99	37.1 %
Preserve & present local history	92	34.5 %
Support local artists & art organizations	89	33.3 %
Exposure to local/regional artists & performers	76	28.5 %
Broaden exposure to arts, culture & history	75	28.1 %
Provide inspiring & safe learning environments	73	27.3 %
Provide access to culturally diverse programs & services	71	26.6 %
Offer programs & services that allow for creative self-expression	67	25.1 %
Contribute to local economy	55	20.6 %
Exposure to national/international artists & performers	33	12.4 %
Enhance local tourism	33	12.4 %
Total	763	

Q6. Please indicate if you or any member of your household has a need for each of the parks and recreation facilities/amenities in Lakewood listed alphabetically below.

(N=267)

	Yes	No
Q6-1. Accessible playground equipment	16.1%	83.9%
Q6-2. Archery ranges	15.4%	84.6%
Q6-3. Art, history, cultural spaces	42.3%	57.7%
Q6-4. Beaches (BCLP)	36.0%	64.0%
Q6-5. Bike park (pump/skills track)	33.0%	67.0%
Q6-6. Campgrounds	26.6%	73.4%
Q6-7. Community gardens	33.7%	66.3%
Q6-8. Conservatories (e.g., botanical gardens, plant libraries, etc.)	41.6%	58.4%
Q6-9. Disc golf courses	21.3%	78.7%
Q6-10. Dog parks	27.3%	72.7%
Q6-11. Indoor rental spaces	12.0%	88.0%
Q6-12. Indoor classroom/meeting room space	14.6%	85.4%
Q6-13. Indoor pools	49.1%	50.9%
Q6-14. Motocross course	2.6%	97.4%
Q6-15. Multi-purpose diamond fields	7.1%	92.9%
Q6-16. Multi-purpose rectangular fields	11.2%	88.8%
Q6-17. Multi-use trails	65.9%	34.1%
Q6-18. Natural areas & greenspace	75.3%	24.7%
Q6-19. Nature centers/environmental learning centers	37.5%	62.5%

Q6. Please indicate if you or any member of your household has a need for each of the parks and recreation facilities/amenities in Lakewood listed alphabetically below.

	Yes	No
Q6-20. Nature trails (walking, running, hiking, etc.)	80.1%	19.9%
Q6-21. Outdoor adventure courses (Ninja Warrior)	22.5%	77.5%
Q6-22. Outdoor education spaces	17.2%	82.8%
Q6-23. Outdoor event rental spaces	19.1%	80.9%
Q6-24. Outdoor performance spaces	29.6%	70.4%
Q6-25. Outdoor swimming areas	44.6%	55.4%
Q6-26. Park shelters & pavilions	44.9%	55.1%
Q6-27. Pickleball courts	21.3%	78.7%
Q6-28. Playgrounds	37.1%	62.9%
Q6-29. Public art	34.5%	65.5%
Q6-30. Rock wall & ropes course	24.3%	75.7%
Q6-31. Splash pad/spray park	31.8%	68.2%
Q6-32. Sports fieldhouse	10.5%	89.5%
Q6-33. Tennis courts	17.6%	82.4%
Q6-34. Water recreation access (boat, kayak, canoe launches, fishing piers)	40.4%	59.6%
Q6-35. Other	11.6%	88.4%

Q6. If "Yes," please rate how well your need for facilities/amenities of this type is being met using a scale of 1 to 4, where 4 means "Needs Are Fully Met" and 1 means "Does Not Meet Needs" of your household.

(N=267)

	Fully met	Mostly met	Partly met	Not met
Q6-1. Accessible playground equipment	28.6%	42.9%	23.8%	4.8%
Q6-2. Archery ranges	6.3%	25.0%	21.9%	46.9%
Q6-3. Art, history, cultural spaces	28.9%	42.3%	24.7%	4.1%
Q6-4. Beaches (BCLP)	18.2%	46.6%	22.7%	12.5%
Q6-5. Bike park (pump/skills track)	10.7%	18.7%	29.3%	41.3%
Q6-6. Campgrounds	16.9%	29.2%	33.8%	20.0%
Q6-7. Community gardens	16.2%	21.6%	36.5%	25.7%
Q6-8. Conservatories (e.g., botanical gardens, plant libraries, etc.)	9.5%	12.6%	36.8%	41.1%
Q6-9. Disc golf courses	0.0%	5.9%	49.0%	45.1%
Q6-10. Dog parks	3.0%	28.4%	37.3%	31.3%
Q6-11. Indoor rental spaces	30.4%	30.4%	30.4%	8.7%
Q6-12. Indoor classroom/meeting room space	21.9%	31.3%	28.1%	18.8%
Q6-13. Indoor pools	30.3%	38.7%	22.7%	8.4%
Q6-14. Motocross course	28.6%	14.3%	0.0%	57.1%
Q6-15. Multi-purpose diamond fields	29.4%	41.2%	23.5%	5.9%
Q6-16. Multi-purpose rectangular fields	36.0%	44.0%	20.0%	0.0%
Q6-17. Multi-use trails	21.2%	42.4%	33.9%	2.4%
Q6-18. Natural areas & greenspace	25.5%	45.7%	22.9%	5.9%
Q6-19. Nature centers/environmental learning centers	14.0%	26.7%	36.0%	23.3%

Q6. If "Yes," please rate how well your need for facilities/amenities of this type is being met using a scale of 1 to 4, where 4 means "Needs Are Fully Met" and 1 means "Does Not Meet Needs" of your household.

	Fully met	Mostly met	Partly met	Not met
Q6-20. Nature trails (walking, running, hiking, etc.)	27.1%	38.7%	31.2%	3.0%
Q6-21. Outdoor adventure courses (Ninja Warrior)	3.8%	1.9%	21.2%	73.1%
Q6-22. Outdoor education spaces	10.3%	33.3%	35.9%	20.5%
Q6-23. Outdoor event rental spaces	31.1%	40.0%	28.9%	0.0%
Q6-24. Outdoor performance spaces	26.6%	42.2%	28.1%	3.1%
Q6-25. Outdoor swimming areas	15.2%	38.4%	33.9%	12.5%
Q6-26. Park shelters & pavilions	39.6%	35.8%	24.5%	0.0%
Q6-27. Pickleball courts	4.4%	17.8%	44.4%	33.3%
Q6-28. Playgrounds	46.3%	30.5%	23.2%	0.0%
Q6-29. Public art	18.3%	32.9%	42.7%	6.1%
Q6-30. Rock wall & ropes course	5.3%	14.0%	29.8%	50.9%
Q6-31. Splash pad/spray park	18.7%	28.0%	36.0%	17.3%
Q6-32. Sports fieldhouse	7.4%	7.4%	33.3%	51.9%
Q6-33. Tennis courts	28.9%	28.9%	34.2%	7.9%
Q6-34. Water recreation access (boat, kayak, canoe launches, fishing piers)	14.7%	35.8%	36.8%	12.6%
Q6-35. Other	4.0%	8.0%	36.0%	52.0%

Q7. Which FOUR facilities/amenities from the list in Question 6 are MOST IMPORTANT to your household?

<u>Q7. Top choice</u>	<u>Number</u>	<u>Percent</u>
Accessible playground equipment	2	0.7 %
Archery ranges	1	0.4 %
Art, history, cultural spaces	11	4.1 %
Beaches (BCLP)	6	2.2 %
Bike park (pump/skills track)	11	4.1 %
Campgrounds	3	1.1 %
Community gardens	6	2.2 %
Conservatories (e.g., botanical gardens, plant libraries, etc.)	2	0.7 %
Disc golf courses	24	9.0 %
Dog parks	13	4.9 %
Indoor classroom/meeting room space	2	0.7 %
Indoor pools	18	6.7 %
Multi-purpose diamond fields	2	0.7 %
Multi-use trails	23	8.6 %
Natural areas & greenspace	33	12.4 %
Nature centers/environmental learning centers	1	0.4 %
Nature trails (walking, running, hiking, etc.)	42	15.7 %
Outdoor event rental spaces	1	0.4 %
Outdoor performance spaces	1	0.4 %
Outdoor swimming areas	4	1.5 %
Pickleball courts	5	1.9 %
Playgrounds	20	7.5 %
Public art	1	0.4 %
Splash pad/spray park	1	0.4 %
Sports fieldhouse	3	1.1 %
Tennis courts	2	0.7 %
Water recreation access (boat, kayak, canoe launches, fishing piers)	8	3.0 %
Other	18	6.7 %
None chosen	3	1.1 %
Total	267	100.0 %

Q7. Which FOUR facilities/amenities from the list in Question 6 are MOST IMPORTANT to your household?

<u>Q7. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Accessible playground equipment	5	1.9 %
Archery ranges	2	0.7 %
Art, history, cultural spaces	10	3.7 %
Beaches (BCLP)	8	3.0 %
Bike park (pump/skills track)	6	2.2 %
Campgrounds	4	1.5 %
Community gardens	8	3.0 %
Conservatories (e.g., botanical gardens, plant libraries, etc.)	8	3.0 %
Disc golf courses	4	1.5 %
Dog parks	10	3.7 %
Indoor classroom/meeting room space	3	1.1 %
Indoor pools	14	5.2 %
Multi-use trails	36	13.5 %
Natural areas & greenspace	34	12.7 %
Nature centers/environmental learning centers	2	0.7 %
Nature trails (walking, running, hiking, etc.)	37	13.9 %
Outdoor adventure courses (Ninja Warrior)	3	1.1 %
Outdoor performance spaces	1	0.4 %
Outdoor swimming areas	12	4.5 %
Park shelters & pavilions	2	0.7 %
Pickleball courts	6	2.2 %
Playgrounds	16	6.0 %
Public art	2	0.7 %
Rock wall & ropes course	3	1.1 %
Tennis courts	5	1.9 %
Water recreation access (boat, kayak, canoe launches, fishing piers)	14	5.2 %
Other	3	1.1 %
<u>None chosen</u>	<u>9</u>	<u>3.4 %</u>
Total	267	100.0 %

Q7. Which FOUR facilities/amenities from the list in Question 6 are MOST IMPORTANT to your household?

<u>Q7. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Accessible playground equipment	4	1.5 %
Archery ranges	2	0.7 %
Art, history, cultural spaces	9	3.4 %
Beaches (BCLP)	9	3.4 %
Bike park (pump/skills track)	3	1.1 %
Campgrounds	9	3.4 %
Community gardens	5	1.9 %
Conservatories (e.g., botanical gardens, plant libraries, etc.)	11	4.1 %
Disc golf courses	3	1.1 %
Dog parks	8	3.0 %
Indoor pools	15	5.6 %
Motocross course	1	0.4 %
Multi-purpose rectangular fields	5	1.9 %
Multi-use trails	30	11.2 %
Natural areas & greenspace	27	10.1 %
Nature centers/environmental learning centers	6	2.2 %
Nature trails (walking, running, hiking, etc.)	33	12.4 %
Outdoor adventure courses (Ninja Warrior)	3	1.1 %
Outdoor performance spaces	6	2.2 %
Outdoor swimming areas	14	5.2 %
Park shelters & pavilions	5	1.9 %
Pickleball courts	8	3.0 %
Playgrounds	7	2.6 %
Public art	4	1.5 %
Splash pad/spray park	7	2.6 %
Sports fieldhouse	2	0.7 %
Tennis courts	2	0.7 %
Water recreation access (boat, kayak, canoe launches, fishing piers)	15	5.6 %
None chosen	14	5.2 %
Total	267	100.0 %

Q7. Which FOUR facilities/amenities from the list in Question 6 are MOST IMPORTANT to your household?

Q7. 4th choice	Number	Percent
Accessible playground equipment	1	0.4 %
Archery ranges	4	1.5 %
Art, history, cultural spaces	11	4.1 %
Beaches (BCLP)	8	3.0 %
Bike park (pump/skills track)	3	1.1 %
Campgrounds	7	2.6 %
Community gardens	10	3.7 %
Conservatories (e.g., botanical gardens, plant libraries, etc.)	10	3.7 %
Dog parks	7	2.6 %
Indoor rental spaces	3	1.1 %
Indoor classroom/meeting room space	2	0.7 %
Indoor pools	8	3.0 %
Motocross course	2	0.7 %
Multi-purpose diamond fields	1	0.4 %
Multi-purpose rectangular fields	2	0.7 %
Multi-use trails	16	6.0 %
Natural areas & greenspace	25	9.4 %
Nature centers/environmental learning centers	10	3.7 %
Nature trails (walking, running, hiking, etc.)	29	10.9 %
Outdoor adventure courses (Ninja Warrior)	5	1.9 %
Outdoor education spaces	1	0.4 %
Outdoor event rental spaces	1	0.4 %
Outdoor performance spaces	7	2.6 %
Outdoor swimming areas	8	3.0 %
Park shelters & pavilions	12	4.5 %
Pickleball courts	3	1.1 %
Playgrounds	10	3.7 %
Public art	5	1.9 %
Rock wall & ropes course	3	1.1 %
Splash pad/spray park	10	3.7 %
Sports fieldhouse	2	0.7 %
Tennis courts	2	0.7 %
Water recreation access (boat, kayak, canoe launches, fishing piers)	7	2.6 %
Other	5	1.9 %
None chosen	27	10.1 %
Total	267	100.0 %

Q7. Which FOUR facilities/amenities from the list in Question 6 are MOST IMPORTANT to your household?
(top 4)

Q7. Top choice	Number	Percent
Accessible playground equipment	12	4.5 %
Archery ranges	9	3.4 %
Art, history, cultural spaces	41	15.4 %
Beaches (BCLP)	31	11.6 %
Bike park (pump/skills track)	23	8.6 %
Campgrounds	23	8.6 %
Community gardens	29	10.9 %
Conservatories (e.g., botanical gardens, plant libraries, etc.)	31	11.6 %
Disc golf courses	31	11.6 %
Dog parks	38	14.2 %
Indoor rental spaces	3	1.1 %
Indoor classroom/meeting room space	7	2.6 %
Indoor pools	55	20.6 %
Motocross course	3	1.1 %
Multi-purpose diamond fields	3	1.1 %
Multi-purpose rectangular fields	7	2.6 %
Multi-use trails	105	39.3 %
Natural areas & greenspace	119	44.6 %
Nature centers/environmental learning centers	19	7.1 %
Nature trails (walking, running, hiking, etc.)	141	52.8 %
Outdoor adventure courses (Ninja Warrior)	11	4.1 %
Outdoor education spaces	1	0.4 %
Outdoor event rental spaces	2	0.7 %
Outdoor performance spaces	15	5.6 %
Outdoor swimming areas	38	14.2 %
Park shelters & pavilions	19	7.1 %
Pickleball courts	22	8.2 %
Playgrounds	53	19.9 %
Public art	12	4.5 %
Rock wall & ropes course	6	2.2 %
Splash pad/spray park	18	6.7 %
Sports fieldhouse	7	2.6 %
Tennis courts	11	4.1 %
Water recreation access (boat, kayak, canoe launches, fishing piers)	44	16.5 %
Other	26	9.7 %
None chosen	3	1.1 %
Total	1018	

Q8. Please indicate if you or any member of your household has a need for each of the programs in Lakewood listed below.

(N=267)

	Yes	No
Q8-1. Adult fitness & wellness programs	59.9%	40.1%
Q8-2. Agriculture/farming education	16.5%	83.5%
Q8-3. Archaeology programs	9.7%	90.3%
Q8-4. Archery programs (indoor & outdoor)	15.7%	84.3%
Q8-5. Arts & cultural programs	46.4%	53.6%
Q8-6. Before & after school programs	17.6%	82.4%
Q8-7. Camp programs	20.2%	79.8%
Q8-8. Canoeing/kayaking/stand-up paddle boarding	33.0%	67.0%
Q8-9. Community events (concerts, festivals, races, walks)	52.8%	47.2%
Q8-10. Environmental education programs	21.3%	78.7%
Q8-11. eSports programs/leagues/tournaments	6.4%	93.6%
Q8-12. Geocaching, augmented reality	6.4%	93.6%
Q8-13. Golf simulator	8.6%	91.4%
Q8-14. Heritage programs	12.7%	87.3%
Q8-15. Horseback riding	14.2%	85.8%
Q8-16. Human services programs (e.g., transportation, meals, education, resource referral)	9.7%	90.3%
Q8-17. Ice fishing	4.1%	95.9%
Q8-18. Inclusive programming	8.2%	91.8%

Q8. Please indicate if you or any member of your household has a need for each of the programs in Lakewood listed below.

	Yes	No
Q8-19. Interpretive education programs	4.9%	95.1%
Q8-20. Mobile or "pop-up" education programs (i.e., programming brought directly to neighborhoods)	12.0%	88.0%
Q8-21. Older adult & fitness programs (age 65+)	20.2%	79.8%
Q8-22. Older adult trips/other targeted older adult programs	13.5%	86.5%
Q8-23. Outdoor adventure programs	26.2%	73.8%
Q8-24. Outdoor fitness programming	22.8%	77.2%
Q8-25. Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	21.3%	78.7%
Q8-26. Performing arts programs	29.6%	70.4%
Q8-27. Pet-friendly programming	19.9%	80.1%
Q8-28. Preschool programs	11.2%	88.8%
Q8-29. Stage performances (music, dance, theater)	26.6%	73.4%
Q8-30. Teen programs	11.6%	88.4%
Q8-31. Volunteer opportunities	21.7%	78.3%
Q8-32. Winter recreation programs (e.g., tubing, cross country skiing, etc.)	30.0%	70.0%
Q8-33. Youth environmental stewardship programs	13.1%	86.9%
Q8-34. Youth fitness & wellness programs	17.2%	82.8%
Q8-35. Other	6.4%	93.6%

Q8. If "Yes," please rate how well your need for programs of this type are being met using a scale of 1 to 4, where 4 means "Needs Are Fully Met" and 1 means "Does Not Meet Needs" of your household.

(N=252)

	Fully met	Mostly met	Partly met	Not met
Q8-1. Adult fitness & wellness programs	10.1%	40.3%	36.7%	12.9%
Q8-2. Agriculture/farming education	0.0%	11.4%	25.7%	62.9%
Q8-3. Archaeology programs	0.0%	0.0%	10.5%	89.5%
Q8-4. Archery programs (indoor & outdoor)	2.9%	20.0%	25.7%	51.4%
Q8-5. Arts & cultural programs	15.7%	50.4%	32.2%	1.7%
Q8-6. Before & after school programs	5.6%	16.7%	44.4%	33.3%
Q8-7. Camp programs	0.0%	37.2%	39.5%	23.3%
Q8-8. Canoeing/kayaking/stand-up paddle boarding	13.2%	34.2%	30.3%	22.4%
Q8-9. Community events (concerts, festivals, races, walks)	16.5%	38.6%	37.8%	7.1%
Q8-10. Environmental education programs	2.1%	29.2%	35.4%	33.3%
Q8-11. eSports programs/leagues/tournaments	14.3%	14.3%	42.9%	28.6%
Q8-12. Geocaching, augmented reality	0.0%	28.6%	28.6%	42.9%
Q8-13. Golf simulator	0.0%	9.1%	9.1%	81.8%
Q8-14. Heritage programs	10.0%	50.0%	33.3%	6.7%
Q8-15. Horseback riding	0.0%	6.1%	36.4%	57.6%
Q8-16. Human services programs (e.g., transportation, meals, education, resource referral)	13.6%	27.3%	50.0%	9.1%
Q8-17. Ice fishing	0.0%	10.0%	30.0%	60.0%
Q8-18. Inclusive programming	0.0%	26.3%	31.6%	42.1%

Q8. If "Yes," please rate how well your need for programs of this type are being met using a scale of 1 to 4, where 4 means "Needs Are Fully Met" and 1 means "Does Not Meet Needs" of your household.

	Fully met	Mostly met	Partly met	Not met
Q8-19. Interpretive education programs	8.3%	41.7%	16.7%	33.3%
Q8-20. Mobile or "pop-up" education programs (i.e., programming brought directly to neighborhoods)	0.0%	3.7%	22.2%	74.1%
Q8-21. Older adult & fitness programs (age 65+)	8.0%	42.0%	38.0%	12.0%
Q8-22. Older adult trips/other targeted older adult programs	0.0%	21.4%	39.3%	39.3%
Q8-23. Outdoor adventure programs	1.7%	15.3%	52.5%	30.5%
Q8-24. Outdoor fitness programming	6.4%	19.1%	51.1%	23.4%
Q8-25. Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	0.0%	8.7%	30.4%	60.9%
Q8-26. Performing arts programs	10.4%	55.2%	29.9%	4.5%
Q8-27. Pet-friendly programming	0.0%	10.9%	32.6%	56.5%
Q8-28. Preschool programs	0.0%	0.0%	40.0%	60.0%
Q8-29. Stage performances (music, dance, theater)	14.0%	45.6%	38.6%	1.8%
Q8-30. Teen programs	0.0%	0.0%	34.8%	65.2%
Q8-31. Volunteer opportunities	7.0%	27.9%	44.2%	20.9%
Q8-32. Winter recreation programs (e.g., tubing, cross country skiing, etc.)	0.0%	9.8%	23.0%	67.2%
Q8-33. Youth environmental stewardship programs	3.6%	10.7%	39.3%	46.4%
Q8-34. Youth fitness & wellness programs	2.5%	27.5%	37.5%	32.5%
Q8-35. Other	0.0%	0.0%	43.8%	56.3%

Q9. Which FOUR programs from the list in Question 8 are MOST IMPORTANT to your household?

Q9. Top choice	Number	Percent
Adult fitness & wellness programs	50	18.7 %
Agriculture/farming education	4	1.5 %
Archery programs (indoor & outdoor)	3	1.1 %
Arts & cultural programs	21	7.9 %
Before & after school programs	8	3.0 %
Camp programs	6	2.2 %
Canoeing/kayaking/stand-up paddle boarding	16	6.0 %
Community events (concerts, festivals, races, walks)	23	8.6 %
Environmental education programs	3	1.1 %
eSports programs/leagues/tournaments	5	1.9 %
Geocaching, augmented reality	1	0.4 %
Golf simulator	3	1.1 %
Horseback riding	9	3.4 %
Human services programs (e.g., transportation, meals, education, resource referral)	2	0.7 %
Ice fishing	1	0.4 %
Inclusive programming	1	0.4 %
Interpretive education programs	1	0.4 %
Older adult & fitness programs (age 65+)	11	4.1 %
Older adult trips/other targeted older adult programs	1	0.4 %
Outdoor adventure programs	5	1.9 %
Outdoor fitness programming	3	1.1 %
Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	3	1.1 %
Performing arts programs	6	2.2 %
Pet-friendly programming	9	3.4 %
Preschool programs	8	3.0 %
Stage performances (music, dance, theater)	3	1.1 %
Teen programs	2	0.7 %
Volunteer opportunities	1	0.4 %
Winter recreation programs (e.g., tubing, cross country skiing, etc.)	4	1.5 %
Youth environmental stewardship programs	3	1.1 %
Youth fitness & wellness programs	12	4.5 %
Other	9	3.4 %
None chosen	30	11.2 %
Total	267	100.0 %

Q9. Which FOUR programs from the list in Question 8 are MOST IMPORTANT to your household?

<u>Q9. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Adult fitness & wellness programs	26	9.7 %
Agriculture/farming education	6	2.2 %
Archery programs (indoor & outdoor)	4	1.5 %
Arts & cultural programs	18	6.7 %
Before & after school programs	8	3.0 %
Camp programs	8	3.0 %
Canoeing/kayaking/stand-up paddle boarding	15	5.6 %
Community events (concerts, festivals, races, walks)	24	9.0 %
Environmental education programs	4	1.5 %
eSports programs/leagues/tournaments	1	0.4 %
Geocaching, augmented reality	3	1.1 %
Golf simulator	2	0.7 %
Heritage programs	2	0.7 %
Horseback riding	3	1.1 %
Human services programs (e.g., transportation, meals, education, resource referral)	5	1.9 %
Ice fishing	2	0.7 %
Inclusive programming	2	0.7 %
Mobile or "pop-up" education programs (i.e., programming brought directly to neighborhoods)	4	1.5 %
Older adult & fitness programs (age 65+)	6	2.2 %
Older adult trips/other targeted older adult programs	8	3.0 %
Outdoor adventure programs	5	1.9 %
Outdoor fitness programming	4	1.5 %
Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	6	2.2 %
Performing arts programs	10	3.7 %
Pet-friendly programming	5	1.9 %
Preschool programs	5	1.9 %
Stage performances (music, dance, theater)	6	2.2 %
Teen programs	7	2.6 %
Volunteer opportunities	8	3.0 %
Winter recreation programs (e.g., tubing, cross country skiing, etc.)	4	1.5 %
Youth environmental stewardship programs	2	0.7 %
Youth fitness & wellness programs	7	2.6 %
Other	1	0.4 %
None chosen	46	17.2 %
Total	267	100.0 %

Q9. Which FOUR programs from the list in Question 8 are MOST IMPORTANT to your household?

<u>Q9. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Adult fitness & wellness programs	8	3.0 %
Agriculture/farming education	3	1.1 %
Archaeology programs	2	0.7 %
Archery programs (indoor & outdoor)	6	2.2 %
Arts & cultural programs	10	3.7 %
Before & after school programs	6	2.2 %
Camp programs	9	3.4 %
Canoeing/kayaking/stand-up paddle boarding	8	3.0 %
Community events (concerts, festivals, races, walks)	24	9.0 %
Environmental education programs	8	3.0 %
eSports programs/leagues/tournaments	1	0.4 %
Geocaching, augmented reality	1	0.4 %
Golf simulator	4	1.5 %
Heritage programs	5	1.9 %
Human services programs (e.g., transportation, meals, education, resource referral)	6	2.2 %
Inclusive programming	4	1.5 %
Interpretive education programs	1	0.4 %
Mobile or "pop-up" education programs (i.e., programming brought directly to neighborhoods)	1	0.4 %
Older adult & fitness programs (age 65+)	10	3.7 %
Older adult trips/other targeted older adult programs	7	2.6 %
Outdoor adventure programs	5	1.9 %
Outdoor fitness programming	11	4.1 %
Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	7	2.6 %
Performing arts programs	8	3.0 %
Pet-friendly programming	7	2.6 %
Preschool programs	3	1.1 %
Stage performances (music, dance, theater)	9	3.4 %
Teen programs	3	1.1 %
Volunteer opportunities	3	1.1 %
Winter recreation programs (e.g., tubing, cross country skiing, etc.)	13	4.9 %
Youth environmental stewardship programs	3	1.1 %
Youth fitness & wellness programs	10	3.7 %
Other	3	1.1 %
<u>None chosen</u>	<u>58</u>	<u>21.7 %</u>
Total	267	100.0 %

Q9. Which FOUR programs from the list in Question 8 are MOST IMPORTANT to your household?

Q9. 4th choice	Number	Percent
Adult fitness & wellness programs	10	3.7 %
Agriculture/farming education	2	0.7 %
Archaeology programs	2	0.7 %
Archery programs (indoor & outdoor)	4	1.5 %
Arts & cultural programs	17	6.4 %
Camp programs	6	2.2 %
Canoeing/kayaking/stand-up paddle boarding	7	2.6 %
Community events (concerts, festivals, races, walks)	13	4.9 %
Environmental education programs	7	2.6 %
eSports programs/leagues/tournaments	2	0.7 %
Golf simulator	2	0.7 %
Heritage programs	5	1.9 %
Horseback riding	3	1.1 %
Human services programs (e.g., transportation, meals, education, resource referral)	2	0.7 %
Inclusive programming	2	0.7 %
Mobile or "pop-up" education programs (i.e., programming brought directly to neighborhoods)	1	0.4 %
Older adult & fitness programs (age 65+)	6	2.2 %
Older adult trips/other targeted older adult programs	6	2.2 %
Outdoor adventure programs	8	3.0 %
Outdoor fitness programming	7	2.6 %
Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	6	2.2 %
Performing arts programs	11	4.1 %
Pet-friendly programming	9	3.4 %
Preschool programs	4	1.5 %
Stage performances (music, dance, theater)	12	4.5 %
Teen programs	2	0.7 %
Volunteer opportunities	11	4.1 %
Winter recreation programs (e.g., tubing, cross country skiing, etc.)	9	3.4 %
Youth environmental stewardship programs	4	1.5 %
Youth fitness & wellness programs	6	2.2 %
Other	4	1.5 %
None chosen	77	28.8 %
Total	267	100.0 %

Q9. Which FOUR programs from the list in Question 8 are MOST IMPORTANT to your household? (top 4)

Q9. Top choice	Number	Percent
Adult fitness & wellness programs	94	35.2 %
Agriculture/farming education	15	5.6 %
Archaeology programs	4	1.5 %
Archery programs (indoor & outdoor)	17	6.4 %
Arts & cultural programs	66	24.7 %
Before & after school programs	22	8.2 %
Camp programs	29	10.9 %
Canoeing/kayaking/stand-up paddle boarding	46	17.2 %
Community events (concerts, festivals, races, walks)	84	31.5 %
Environmental education programs	22	8.2 %
eSports programs/leagues/tournaments	9	3.4 %
Geocaching, augmented reality	5	1.9 %
Golf simulator	11	4.1 %
Heritage programs	12	4.5 %
Horseback riding	15	5.6 %
Human services programs (e.g., transportation, meals, education, resource referral)	15	5.6 %
Ice fishing	3	1.1 %
Inclusive programming	9	3.4 %
Interpretive education programs	2	0.7 %
Mobile or "pop-up" education programs (i.e., programming brought directly to neighborhoods)	6	2.2 %
Older adult & fitness programs (age 65+)	33	12.4 %
Older adult trips/other targeted older adult programs	22	8.2 %
Outdoor adventure programs	23	8.6 %
Outdoor fitness programming	25	9.4 %
Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	22	8.2 %
Performing arts programs	35	13.1 %
Pet-friendly programming	30	11.2 %
Preschool programs	20	7.5 %
Stage performances (music, dance, theater)	30	11.2 %
Teen programs	14	5.2 %
Volunteer opportunities	23	8.6 %
Winter recreation programs (e.g., tubing, cross country skiing, etc.)	30	11.2 %
Youth environmental stewardship programs	12	4.5 %
Youth fitness & wellness programs	35	13.1 %
Other	17	6.4 %
None chosen	30	11.2 %
Total	887	

Q10. Please rate your level of agreement with the following statements by circling the corresponding number.

(N=267)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q10-1. Help to attract new residents & businesses	20.6%	32.6%	26.6%	5.2%	3.7%	11.2%
Q10-2. Help to reduce crime in my neighborhood & keep kids out of trouble	21.3%	36.7%	23.2%	4.9%	3.0%	10.9%
Q10-3. Improve my (my household's) mental health & reduces stress	40.8%	42.7%	8.6%	1.1%	1.5%	5.2%
Q10-4. Improve my (my household's) physical health & fitness	37.8%	45.3%	9.7%	0.7%	0.7%	5.6%
Q10-5. Are age-friendly & accessible to all age groups	24.7%	38.2%	22.1%	4.5%	1.5%	9.0%
Q10-6. Offer childhood education opportunities to develop whole child	15.7%	25.8%	25.5%	2.2%	0.7%	30.0%
Q10-7. Positively impact economic/business development	20.2%	39.7%	19.1%	2.2%	1.5%	17.2%
Q10-8. Preserve open space & protect the environment	39.7%	40.8%	7.9%	3.0%	0.7%	7.9%
Q10-9. Provide access to greenspace & nature, or playgrounds	41.2%	43.8%	6.4%	1.1%	0.4%	7.1%

Q10. Please rate your level of agreement with the following statements by circling the corresponding number.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q10-10. Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	22.8%	40.1%	13.9%	8.6%	2.6%	12.0%
Q10-11. Provide information & assistance in navigating resources & social services	10.1%	24.3%	25.8%	6.0%	0.4%	33.3%
Q10-12. Provide jobs/professional development for youth	10.5%	23.6%	26.2%	3.7%	1.5%	34.5%
Q10-13. Provide positive social interactions for me (my household/family)	23.6%	49.4%	14.6%	2.6%	0.4%	9.4%
Q10-14. Provide preservation of historic structures & resources	22.5%	41.2%	16.9%	1.9%	0.7%	16.9%

WITHOUT "DON'T KNOW"

Q10. Please rate your level of agreement with the following statements by circling the corresponding number. (without "don't know")

(N=267)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q10-1. Help to attract new residents & businesses	23.2%	36.7%	30.0%	5.9%	4.2%
Q10-2. Help to reduce crime in my neighborhood & keep kids out of trouble	23.9%	41.2%	26.1%	5.5%	3.4%
Q10-3. Improve my (my household's) mental health & reduces stress	43.1%	45.1%	9.1%	1.2%	1.6%
Q10-4. Improve my (my household's) physical health & fitness	40.1%	48.0%	10.3%	0.8%	0.8%
Q10-5. Are age-friendly & accessible to all age groups	27.2%	42.0%	24.3%	4.9%	1.6%
Q10-6. Offer childhood education opportunities to develop whole child	22.5%	36.9%	36.4%	3.2%	1.1%
Q10-7. Positively impact economic/ business development	24.4%	48.0%	23.1%	2.7%	1.8%
Q10-8. Preserve open space & protect the environment	43.1%	44.3%	8.5%	3.3%	0.8%
Q10-9. Provide access to greenspace & nature, or playgrounds	44.4%	47.2%	6.9%	1.2%	0.4%
Q10-10. Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	26.0%	45.5%	15.7%	9.8%	3.0%
Q10-11. Provide information & assistance in navigating resources & social services	15.2%	36.5%	38.8%	9.0%	0.6%
Q10-12. Provide jobs/professional development for youth	16.0%	36.0%	40.0%	5.7%	2.3%
Q10-13. Provide positive social interactions for me (my household/ family)	26.0%	54.5%	16.1%	2.9%	0.4%
Q10-14. Provide preservation of historic structures & resources	27.0%	49.5%	20.3%	2.3%	0.9%

Q12. The following is a list of actions the City of Lakewood could take to improve its parks and recreation system. Please indicate your support for each potential action by circling the corresponding number to the right.

(N=267)

	Very supportive	Somewhat supportive	Not sure	Not supportive	Not provided
Q12-1. Develop fieldhouse (indoor sports fields facility)	19.5%	27.7%	30.0%	14.6%	8.2%
Q12-2. Develop larger indoor rental venues	7.1%	18.7%	40.1%	25.1%	9.0%
Q12-3. Develop new bike park facility, pump track	24.3%	30.7%	24.0%	14.2%	6.7%
Q12-4. Develop new multiuse recreation facilities	39.3%	39.0%	12.0%	3.4%	6.4%
Q12-5. Develop public art opportunities	27.0%	40.8%	16.1%	9.4%	6.7%
Q12-6. Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	58.1%	29.2%	6.0%	2.2%	4.5%
Q12-7. Improve existing playgrounds	42.7%	33.7%	13.1%	4.1%	6.4%
Q12-8. Improve existing trail system (increasing connectivity/ accessibility)	71.2%	16.9%	5.2%	1.1%	5.6%
Q12-9. Improve inclusion services or accessibility to programs & facilities	38.2%	31.8%	16.5%	4.5%	9.0%

Q12. The following is a list of actions the City of Lakewood could take to improve its parks and recreation system. Please indicate your support for each potential action by circling the corresponding number to the right.

	Very supportive	Somewhat supportive	Not sure	Not supportive	Not provided
Q12-10. Improve/ add restroom facilities	50.2%	33.0%	9.4%	2.2%	5.2%
Q12-11. Other	19.5%	0.7%	3.7%	0.4%	75.7%

Q12. The following is a list of actions the City of Lakewood could take to improve its parks and recreation system. Please indicate your support for each potential action by circling the corresponding number to the right. (without "not provided")

(N=267)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q12-1. Develop fieldhouse (indoor sports fields facility)	21.2%	30.2%	32.7%	15.9%
Q12-2. Develop larger indoor rental venues	7.8%	20.6%	44.0%	27.6%
Q12-3. Develop new bike park facility, pump track	26.1%	32.9%	25.7%	15.3%
Q12-4. Develop new multiuse recreation facilities	42.0%	41.6%	12.8%	3.6%
Q12-5. Develop public art opportunities	28.9%	43.8%	17.3%	10.0%
Q12-6. Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	60.8%	30.6%	6.3%	2.4%
Q12-7. Improve existing playgrounds	45.6%	36.0%	14.0%	4.4%
Q12-8. Improve existing trail system (increasing connectivity/accessibility)	75.4%	17.9%	5.6%	1.2%
Q12-9. Improve inclusion services or accessibility to programs & facilities	42.0%	35.0%	18.1%	4.9%
Q12-10. Improve/add restroom facilities	53.0%	34.8%	9.9%	2.4%
Q12-11. Other	80.0%	3.1%	15.4%	1.5%

Q13. Which THREE improvements from the list in Question 12 are MOST IMPORTANT to your household?

<u>Q13. Top choice</u>	<u>Number</u>	<u>Percent</u>
None chosen	267	100.0 %
Total	267	100.0 %

Q13. Which THREE improvements from the list in Question 12 are MOST IMPORTANT to your household?

<u>Q13. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
None chosen	267	100.0 %
Total	267	100.0 %

Q13. Which THREE improvements from the list in Question 12 are MOST IMPORTANT to your household?

<u>Q13. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
None chosen	267	100.0 %
Total	267	100.0 %

Q13. Which THREE improvements from the list in Question 12 are MOST IMPORTANT to your household?
(top 3)

Q13. Top choice	Number	Percent
None chosen	267	100.0 %
Total	267	

Number of Cases = 267

Number of Responses = 267

Average Number Of Responses Per Case = 1.0

Number Of Cases With At Least One Response = 267

Q14. Please indicate your level of agreement with each of the following statements about arts, parks, and recreation in the City of Lakewood. Please rate your level of agreement on a scale of 1 to 5, where 1 means "Strongly Disagree," and 5 means "Strongly Agree."

(N=267)

	Strongly agree	Mostly agree	Neutral	Mostly disagree	Strongly disagree	Not provided
Q14-1. I feel safe in the parks	24.3%	58.4%	9.0%	4.5%	1.1%	2.6%
Q14-2. I feel welcome in City's arts, parks, programs & facilities	42.7%	41.2%	7.5%	3.0%	0.7%	4.9%
Q14-3. I know where to look for information about arts, parks, trails, & recreation facilities	26.6%	44.6%	13.5%	10.5%	1.1%	3.7%
Q14-4. The area near my home has convenient access to arts, parks, & recreation opportunities	36.0%	37.1%	11.2%	7.5%	2.6%	5.6%
Q14-5. City has art, park & recreation facilities for people like me	31.1%	42.3%	15.4%	4.1%	1.9%	5.2%
Q14-6. The facilities are well-maintained	21.3%	52.8%	15.0%	3.4%	1.1%	6.4%
Q14-7. The parks are well-maintained	23.6%	56.2%	11.2%	4.1%	0.4%	4.5%
Q14-8. There are plenty of art, park, & recreation opportunities for teens	3.7%	16.9%	43.8%	7.9%	2.6%	25.1%
Q14-9. There are plenty of art, park, & recreation opportunities for older adults	13.1%	31.5%	28.5%	6.7%	2.2%	18.0%

WITHOUT "NOT PROVIDED"

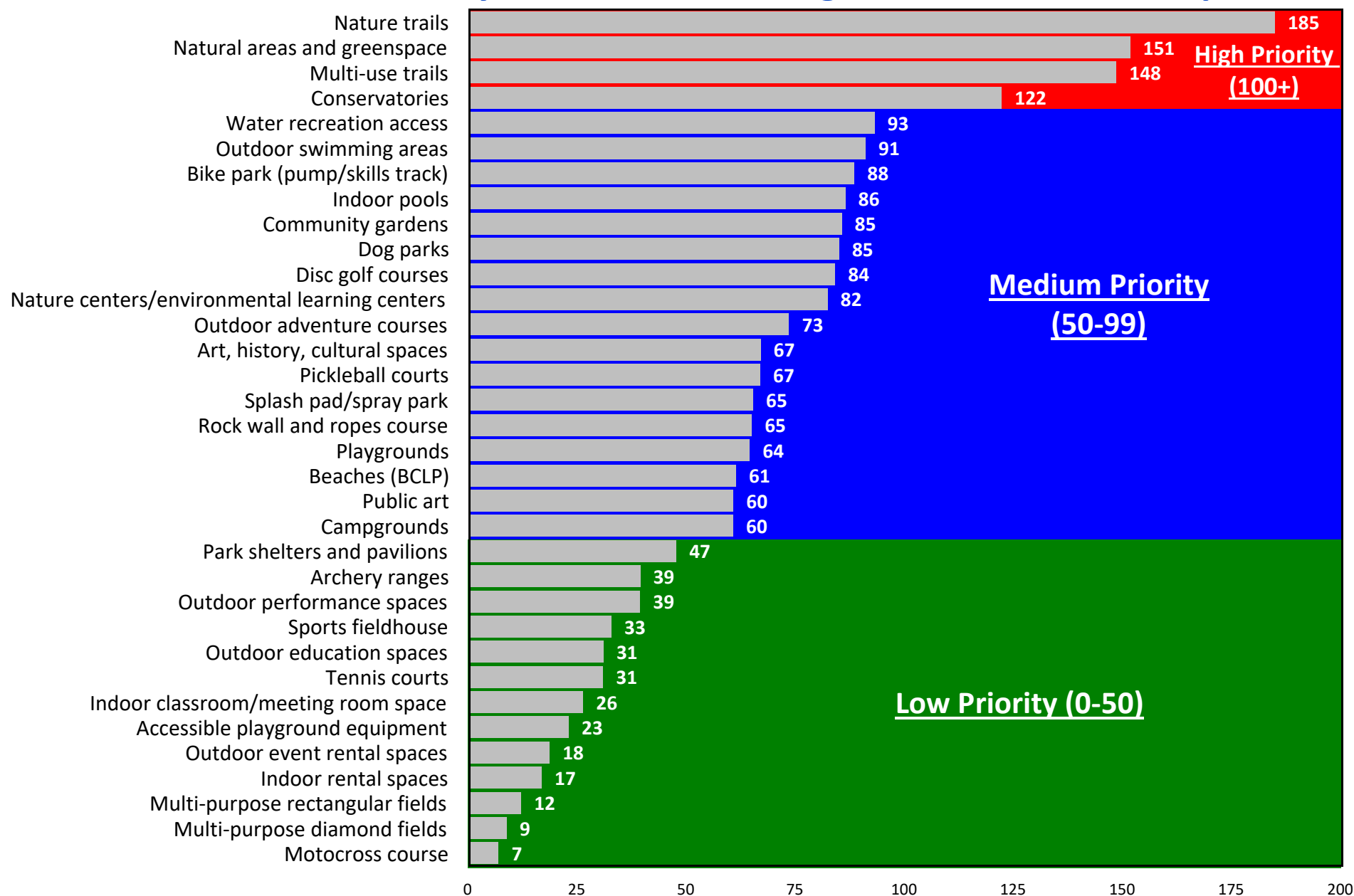
Q14. Please indicate your level of agreement with each of the following statements about arts, parks, and recreation in the City of Lakewood. Please rate your level of agreement on a scale of 1 to 5, where 1 means "Strongly Disagree," and 5 means "Strongly Agree." (without "not provided")

(N=267)

	Strongly agree	Mostly agree	Neutral	Mostly disagree	Strongly disagree
Q14-1. I feel safe in the parks	25.0%	60.0%	9.2%	4.6%	1.2%
Q14-2. I feel welcome in City's arts, parks, programs & facilities	44.9%	43.3%	7.9%	3.1%	0.8%
Q14-3. I know where to look for information about arts, parks, trails, & recreation facilities	27.6%	46.3%	14.0%	10.9%	1.2%
Q14-4. The area near my home has convenient access to arts, parks, & recreation opportunities	38.1%	39.3%	11.9%	7.9%	2.8%
Q14-5. City has art, park & recreation facilities for people like me	32.8%	44.7%	16.2%	4.3%	2.0%
Q14-6. The facilities are well-maintained	22.8%	56.4%	16.0%	3.6%	1.2%
Q14-7. The parks are well-maintained	24.7%	58.8%	11.8%	4.3%	0.4%
Q14-8. There are plenty of art, park, & recreation opportunities for teens	5.0%	22.5%	58.5%	10.5%	3.5%
Q14-9. There are plenty of art, park, & recreation opportunities for older adults	16.0%	38.4%	34.7%	8.2%	2.7%

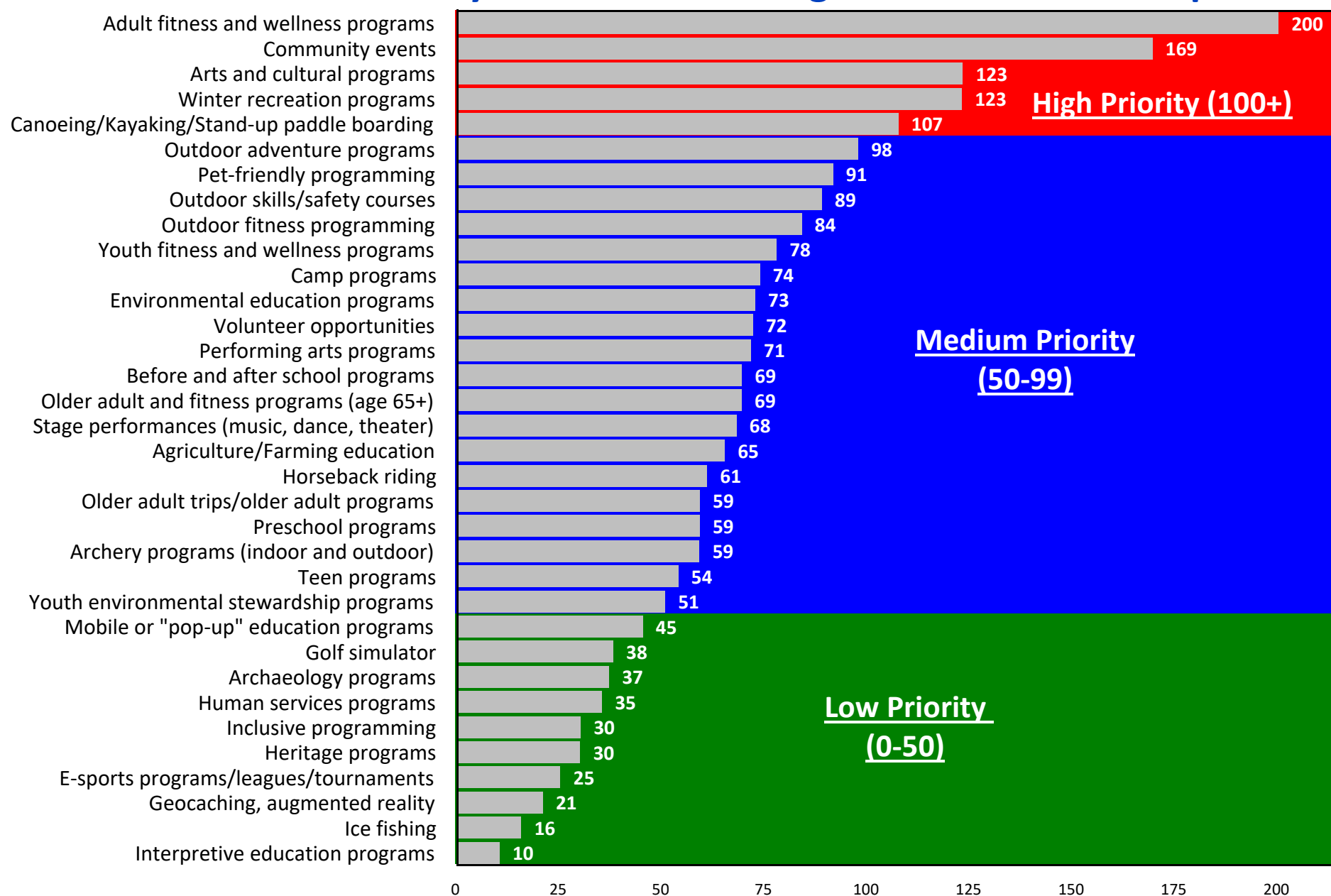
2 **Priority Investment Ratings**

Top Priorities for Investment for Recreation Facilities and Amenities Based on the Priority Investment Rating - Non-Random Sample



Top Priorities for Investment for Lakewood Programs

Based on the Priority Investment Rating - Non-Random Sample





Survey Instrument

Lakewood Imagine Tomorrow! Needs Assessment Survey

Let your voice be heard today!

The City of Lakewood would like your input to help determine arts, parks, and recreation priorities for the City to inform the Imagine Tomorrow! Master Plan. This survey will take 15-20 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. If you prefer, you can complete the survey online at LakewoodCitySurvey.org. We greatly appreciate and value your time!

1. During a typical year, do you or any member of your household visit any City of Lakewood arts, parks, and recreation facilities? ____ (1) Yes ____ (2) No [Answer Q1a.]

2. During a typical year, do you or any member of your household participate in any arts, parks, and recreation programs or events offered and/or hosted by the City of Lakewood?

____ (1) Yes ____ (2) No [Answer Q2a.]

3. Please indicate whether you or members of your household use or are aware of each of the following services and programs offered by the arts and cultural facilities.

	Use	Aware, but Do Not Use	Not Aware it Was Offered
01. Camp programs	3	2	1
02. Community Events (Cider Days, Rockin Block Party, Big Boom Bash)	3	2	1
03. Exhibitions and Public Art (in cultural facilities and parks)	3	2	1
04. Heritage Lakewood Visitor's Center and Museum (Historic preservation, tours, research, presentation of Lakewood's history)	3	2	1
05. Lakewood Cultural Center Performances	3	2	1
06. Performing arts classes (dance, theater, music)	3	2	1
07. Public Art	3	2	1
08. Rental spaces (meetings, celebrations, events)	3	2	1
09. Visual arts classes (painting, drawing, ceramics, digital arts, fibers)	3	2	1
10. Volunteer opportunities (ushers, docents, museum store, events)	3	2	1
11. Washington Heights Arts Center studios and classes	3	2	1

4. Which **THREE** of the following roles and services of the City's Heritage Culture and Arts programs are **MOST IMPORTANT** to you and members of your household? [Check up to THREE.]

- ____ (01) Provide access and support for local/regional talent through performances and/or exhibitions
 ____ (02) Provide public access to national/international artists through performances and/or exhibits
 ____ (03) Provide access to culturally diverse programs and services that reflect and celebrate the diversity of the community.
 ____ (04) Support arts and cultural education and literacy for children and adults
 ____ (05) Offer programs and services that broaden exposure to arts, culture and history
 ____ (06) Offer programs and services that allow for creative self-expression
 ____ (07) Provide access to education on and enhance awareness of Lakewood's history
 ____ (08) Foster civic engagement and pride through volunteer opportunities
 ____ (09) Support individuals in creating and sharing their art (music, videos, other mediums)
 ____ (10) Provide a safe and inspiring environment to learn a new skill or expand on a current skill
 ____ (11) Offer events, programs and spaces that build community through gatherings and celebrations

5. Please indicate if you or any member of your household has a need for each of the parks and recreation facilities/amenities in Lakewood listed alphabetically below by circling either "Yes" or "No." If "Yes," please rate how well your need for facilities/amenities of this type is being met using a scale of 1 to 4, where 4 means "Needs Are Fully Met" and 1 means "Does Not Meet Needs" of your household.

Type of Facility/Amenity	Do you have a need for this facility/amenity?		If Yes, how well are your needs met?			
	Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
01. Accessible playground equipment	Yes	No	4	3	2	1
02. Archery ranges	Yes	No	4	3	2	1
03. Art, history, cultural spaces	Yes	No	4	3	2	1
04. Beaches (BCLP)	Yes	No	4	3	2	1
05. Bike park (pump/skills track)	Yes	No	4	3	2	1
06. Campgrounds	Yes	No	4	3	2	1
07. Community gardens	Yes	No	4	3	2	1
08. Conservatories (e.g., botanical gardens, plant libraries, etc.)	Yes	No	4	3	2	1
09. Disc golf courses	Yes	No	4	3	2	1
10. Dog parks	Yes	No	4	3	2	1
11. Indoor Rental spaces	Yes	No	4	3	2	1
12. Indoor classroom/meeting room space	Yes	No	4	3	2	1
13. Indoor pools	Yes	No	4	3	2	1
14. Motocross Course	Yes	No	4	3	2	1
15. Multi-purpose diamond fields	Yes	No	4	3	2	1
16. Multi-purpose rectangular fields	Yes	No	4	3	2	1
17. Multi-use trails	Yes	No	4	3	2	1
18. Natural areas and greenspace	Yes	No	4	3	2	1
19. Nature centers/environmental learning centers	Yes	No	4	3	2	1
20. Nature trails (walking, running, hiking etc.)	Yes	No	4	3	2	1
21. Outdoor adventure courses (Ninja Warrior)	Yes	No	4	3	2	1
22. Outdoor education spaces	Yes	No	4	3	2	1
23. Outdoor event rental spaces	Yes	No	4	3	2	1
24. Outdoor performance spaces	Yes	No	4	3	2	1
25. Outdoor swimming areas	Yes	No	4	3	2	1
26. Park shelters and pavilions	Yes	No	4	3	2	1
27. Pickleball Courts	Yes	No	4	3	2	1
28. Playgrounds	Yes	No	4	3	2	1
29. Public art	Yes	No	4	3	2	1
30. Rock wall and ropes course	Yes	No	4	3	2	1
31. Splash pad/spray park	Yes	No	4	3	2	1
32. Sports Field House	Yes	No	4	3	2	1
33. Tennis Courts	Yes	No	4	3	2	1
34. Water Recreation Access (boat, kayak, canoe launches, fishing piers)	Yes	No	4	3	2	1
35. Other: _____	Yes	No	4	3	2	1

6. Which **FOUR** facilities/amenities from the list in Question 5 are **MOST IMPORTANT** to your household? [Write in your answers below using the numbers from the list in Question 5, or circle "NONE."]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

7. Please indicate if you or any member of your household has a need for each of the programs in Lakewood listed below by circling either "Yes" or "No." If "Yes," please rate how well your need for programs of this type are being met using a scale of 1 to 4, where 4 means "Needs Are Fully Met" and 1 means "Does Not Meet Needs" of your household.

Type of Program	Do you have a need for this program?		If Yes, how well are your needs met?			
	Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
01. Adult fitness and wellness programs	Yes	No	4	3	2	1
02. Agriculture/farming education	Yes	No	4	3	2	1
03. Archaeology programs	Yes	No	4	3	2	1
04. Archery programs (indoor and outdoor)	Yes	No	4	3	2	1
05. Arts and Cultural programs	Yes	No	4	3	2	1
06. Before and after school programs	Yes	No	4	3	2	1
07. Camp programs	Yes	No	4	3	2	1
08. Canoeing/kayaking/stand-up paddle boarding	Yes	No	4	3	2	1
09. Community events (concerts, festivals, races, walks)	Yes	No	4	3	2	1
10. Environmental education programs	Yes	No	4	3	2	1
11. E-sports programs/leagues/tournaments	Yes	No	4	3	2	1
12. Geocaching, interactive gaming Augmented reality	Yes	No	4	3	2	1
13. Golf simulator	Yes	No	4	3	2	1
14. Heritage/historic preservation programs	Yes	No	4	3	2	1
15. Horseback riding	Yes	No	4	3	2	1
16. Human services programs (e.g., transportation, meals, education, resource referral)	Yes	No	4	3	2	1
17. Ice fishing	Yes	No	4	3	2	1
18. Inclusive programming	Yes	No	4	3	2	1
19. Interpretive education programs	Yes	No	4	3	2	1
20. Mobile or "pop-up" education programs (i.e., programming brought directly to neighborhoods)	Yes	No	4	3	2	1
21. Older adult and fitness programs (age 65+)	Yes	No	4	3	2	1
22. Older Adult trips/other targeted senior programs	Yes	No	4	3	2	1
23. Outdoor adventure programs	Yes	No	4	3	2	1
24. Outdoor fitness programming	Yes	No	4	3	2	1
25. Outdoor skills/safety courses (survival skills, wilderness first aid, etc.)	Yes	No	4	3	2	1
26. Performing arts programs	Yes	No	4	3	2	1
27. Pet friendly programming	Yes	No	4	3	2	1
28. Preschool programs	Yes	No	4	3	2	1
29. Stage performances	Yes	No	4	3	2	1
30. Teen programs	Yes	No	4	3	2	1
31. Volunteer opportunities	Yes	No	4	3	2	1
32. Winter recreation programs (e.g., tubing, cross country skiing, etc.)	Yes	No	4	3	2	1
33. Youth environmental stewardship programs	Yes	No	4	3	2	1
34. Youth fitness and wellness programs	Yes	No	4	3	2	1
35. Other: _____	Yes	No	4	3	2	1

8. Which FOUR programs from the list in Question 7 are MOST IMPORTANT to your household?
[Write in your answers below using the numbers from the list in Question 7, or circle "NONE."]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

9. Please rate your level of agreement with the following statements by circling the corresponding number.

Arts, parks and recreation facilities in Lakewood...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01. Help to attract new residents and businesses	5	4	3	2	1	9
02. Helps to reduce crime in my neighborhood and keep kids out of trouble	5	4	3	2	1	9
03. Improve my (my household's) mental health and reduces stress	5	4	3	2	1	9
04. Improve my (my household's) physical health and fitness	5	4	3	2	1	9
05. Is age-friendly and accessible to all age groups	5	4	3	2	1	9
06. Offers childhood education opportunities to develop the whole child	5	4	3	2	1	9
07. Positively impacts economic/business development	5	4	3	2	1	9
08. Preserve open space and protects the environment	5	4	3	2	1	9
09. Provide access to greenspace and nature, or playgrounds	5	4	3	2	1	9
10. Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	5	4	3	2	1	9
11. Provide information and assistance in navigating resources and social services	5	4	3	2	1	9
12. Provide jobs/professional development for youth	5	4	3	2	1	9
13. Provide positive social interactions for me (my household/family)	5	4	3	2	1	9
14. Provides preservation of historical structures and resources	5	4	3	2	1	9

10. The following is a list of actions the City of Lakewood could take to improve its parks and recreation system. Please indicate your support for each potential action by circling the corresponding number to the right.

Types of Improvements	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
01. Develop fieldhouse (indoor sports fields facility)	4	3	2	1
02. Develop larger indoor rental venues	4	3	2	1
03. Develop new bike parks facility, pump track	4	3	2	1
04. Develop new multiuse recreation facilities	4	3	2	1
05. Develop public art opportunities	4	3	2	1
06. Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	4	3	2	1
07. Improve existing playgrounds	4	3	2	1
08. Improve existing trail system (increasing connectivity/accessibility)	4	3	2	1
09. Improve inclusion services or accessibility to programs and facilities	4	3	2	1
10. Improve/add restroom facilities	4	3	2	1
11. Other:	4	3	2	1

11. Please indicate your level of agreement with each of the following statements about arts, parks, and recreation in the City of Lakewood. Please rate your level of agreement on a scale of 1 to 5, where 1 means "Strongly Disagree," and 5 means "Strongly Agree."

Rate Your Level of Agreement	Strongly Agree	Mostly Agree	Neutral	Mostly Disagree	Strongly Disagree
1. I feel safe in the parks	5	4	3	2	1
2. I feel welcome in the City's arts, parks, programs, and facilities	5	4	3	2	1
3. I know where to look for information about arts, parks, trails, and recreation facilities	5	4	3	2	1
4. The area near my home has convenient access to recreation opportunities	5	4	3	2	1
5. The city has art, park and recreational facilities for people like me	5	4	3	2	1
6. The facilities are well-maintained	5	4	3	2	1
7. The parks are well-maintained	5	4	3	2	1
8. There are plenty of art, park, and recreation opportunities for teens	5	4	3	2	1
9. There are plenty of art, parks, and recreation opportunities for older adults	5	4	3	2	1

APPENDIX A4

CONSTITUENT LISTENING SESSIONS SUMMARY



March 14, 2022

INTRODUCTION

As part of the initial community engagement efforts, the Logan Simpson planning team conducted one-on-one constituent listening sessions over a three-week period from February 14th to March 8th. Subscribers to the Community Resources Department's e-newsletter updates were invited to sign up for a 20-30 minute phone interview to share their vision for Lakewood's arts, parks and recreation offerings; insight into any challenges they experience; and opportunities and ideas that they would like the plan to consider.

Seven constituents participated in the one-on-one listening sessions and represented a variety of organizations including: Lakewood Sustainable Neighborhoods, Colorado Mountain Bike Association, Runners' Roost, urban agriculture non-profit agencies, and ceramics class participants.

This report documents the key themes, ideas, and comments provided by listening session participants. Forthcoming opportunities for community participation will expand the narrative and further enhance the planning team's understanding of community preferences and priorities as the project advances.

CONSTITUENT COMMENTS

1. What are the things that the City of Lakewood does well, that it should continue doing or expand upon?
 - Biweekly farmers markets at Eaton Senior Communities and at Patterson Early Childhood Complex.
 - 16-week training course for beginner farmers through the Clements Senior Center.
 - Continue or expand operations of urban agriculture plots/ community gardens at city parks in partnership with agencies such as Sprout City Farms and Go Farm.
 - Continue or expand mobile farmers markets and CSA programs.
 - Teachers are very good at explaining ceramics process, especially for someone who is visually impaired, and are always willing to determine alternative ways to participate.
 - The people/staff are the asset. Their ability to think outside the box.
 - Continue allowing outside organizations to host running events and races in City parks such as Bear Creek Lake Park.
 - Arts and culture facilities and programs are top-notch and attract a regional audience.
 - Gathering spaces alongside other recreation amenities. E.g., picnic pavilion next to splash pad at Weir Gulch Gardens.
 - Maintenance staff do a great job and are personable and approachable to park patrons when they are working.
 - Outdoor fitness courts are appreciated.
 - Separating biking and walking uses on the multi-use path at Bear Creek Lake park has made a big improvement in user experience.
2. What specific issues or challenges are of greatest concern you; threats?
 - Funding is the biggest threat – discounted fresh produce for those in need requires a lot of funding and grants are a volatile source of funds.

CONSTITUENT LISTENING SESSIONS SUMMARY



- Challenges in exposing more diverse communities to local, healthy, organic produce. Breaking through cultural barriers and communication in neighborhoods that typically do not have access to a farmer's market.
 - Camping bans or homeless sweeps in Denver result in increases of unhoused individuals in Mountair Park which causes the City to react by shutting off water which is problematic. Unsure how to help.
 - Accessibility problems in Washington Heights building...stairs, narrow access to kilns.
 - City is receptive to partnering with outside organizations, but it would be helpful to have one point-person to coordinate with.
 - Green Mountain trail width allows for biker and runner to pass, but there are still major user conflicts with bikers dominating trails. Not as much of an issue on greenways. It's a space issue and an education issue on etiquette (speed, passing, riding 2 abreast).
 - Volume of users at Green Mountain trails has led to increased conflicts between hikers and bikers.
 - Green mountain trails not maintained well for beginner mountain bikers.
 - Disconnect between the City Council and Trail Community.
 - Goose poop.
 - Sledding hills typically mowed before winter season and they weren't mowed this year.
3. What specific trends, policies, programs, or general opportunities do you think the City should explore or pursue?
- Additional small-scale agricultural land for farm incubator programs.
 - Convert some parkland into permanent training farmland and education center.
 - Utilize parks for mobile farmers market locations for mobile markets, especially in underserved neighborhoods.
 - Utilize the City's communications infrastructure to spread the word about events or opportunities hosted by outside partner agencies, such as locations of farmers markets or farmer training opportunities.
 - Washington Heights has tons of different glaze options and samples that show you what it looks like. Would be great to have an electronic catalogue of glazes that can be read to someone with visual impairment or list in braille.
 - City running track – facility to host youth running programs that is specifically for the City of Lakewood rather than having to compete with using the Jefferson County stadium.
 - A space like the Apex Center in Arvada
 - Establish a signature running event or event series.
 - Fully tap into the potential of the mountain bike community of volunteers by authorizing maintenance work on existing trails and construction of new trails.
 - Expand mountain bike trails at Green Mountain.
 - Pump track at Green Mountain.
 - Expand purpose-built sustainable trails along existing Bear Creek Trail where social trails have been created.
 - Expanded width of trails to accommodate increases in ridership, especially e-bikes.
 - Establish safe crossings from new residential developments on north side of Morrison Road to Bear Creek Lake Park.

CONSTITUENT LISTENING SESSIONS SUMMARY



- Incorporate bike facilities (including off-road) into all parks and development planning. E.g., sidewalks – they are required for new development...consider building a soft-surface flow-line adjacent to the sidewalk corridor. Can help prevent user conflicts. See single-track sidewalks in Eagle, CO.
- Make park maintenance pesticide and herbicide free.
- Convert more landscaped acreage of parks to natural landscape and xeriscape. Include interpretive educational signage to explain why a landscape looks the way it does.
- Plan for different users from the outset (bike vs. ped) when developing facilities.
- More opportunities for pickleball.
- Expand bike paths.
- Pool with a lazy river.
- More community gardens.
- A place to take leaves for composting --- what does the parks department do with all of their leaves? Could citizens drop off leaves at a park and then have the City collect and dispose of them the same way they dispose of other leaves at City parks.
- Bring back the native plant sale.



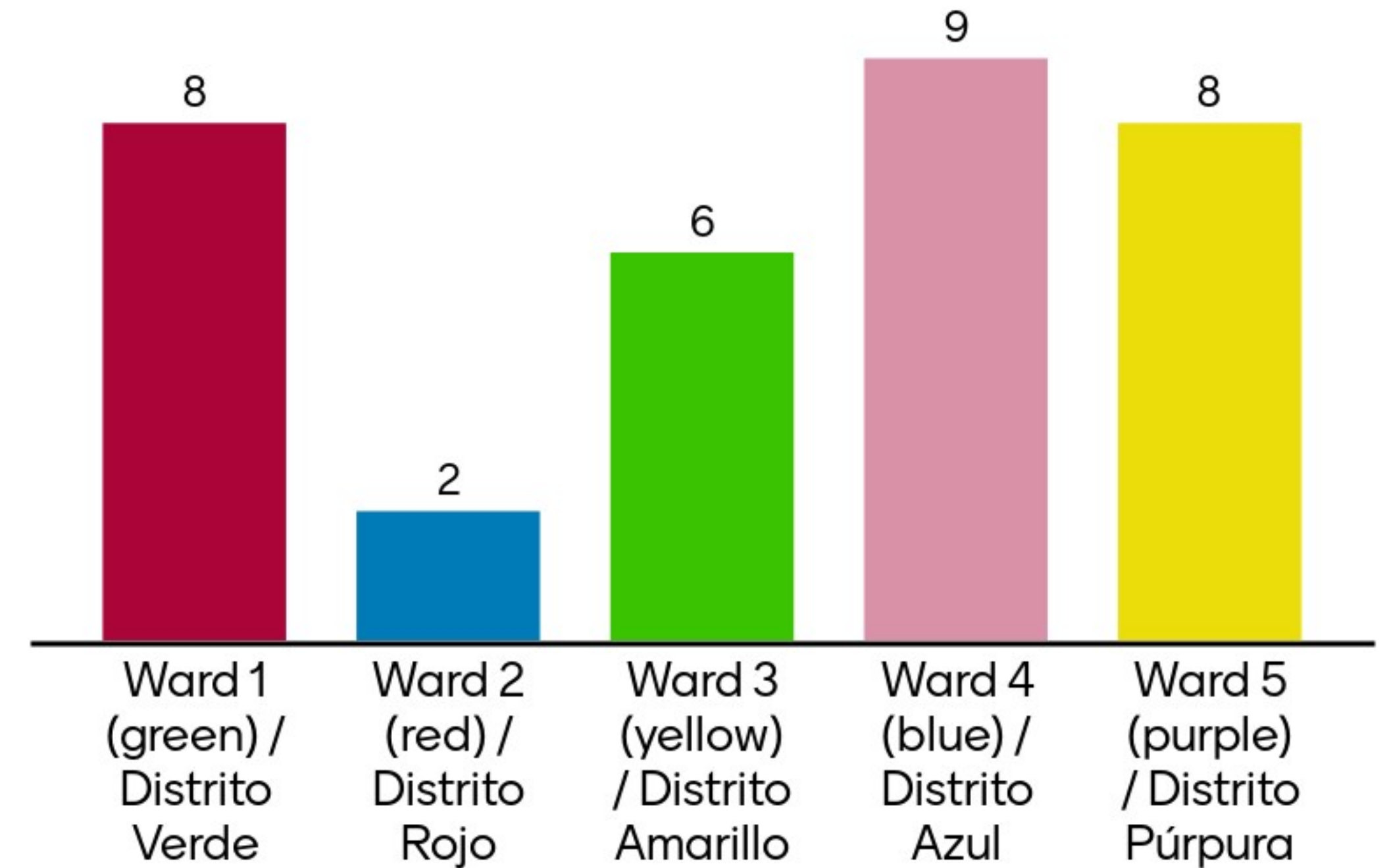
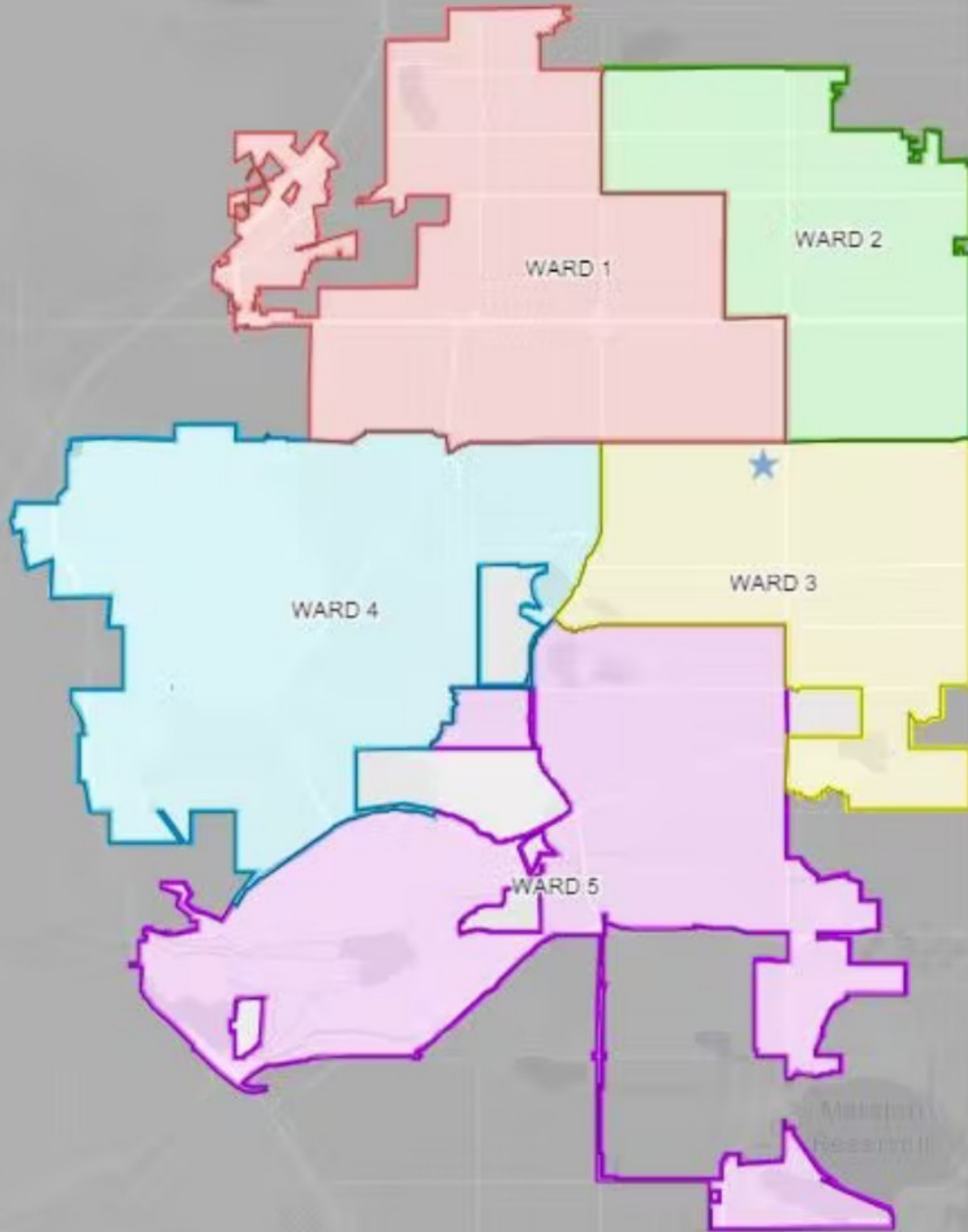
Appendix A5

Visioning Workshop Results | April 27, 2022

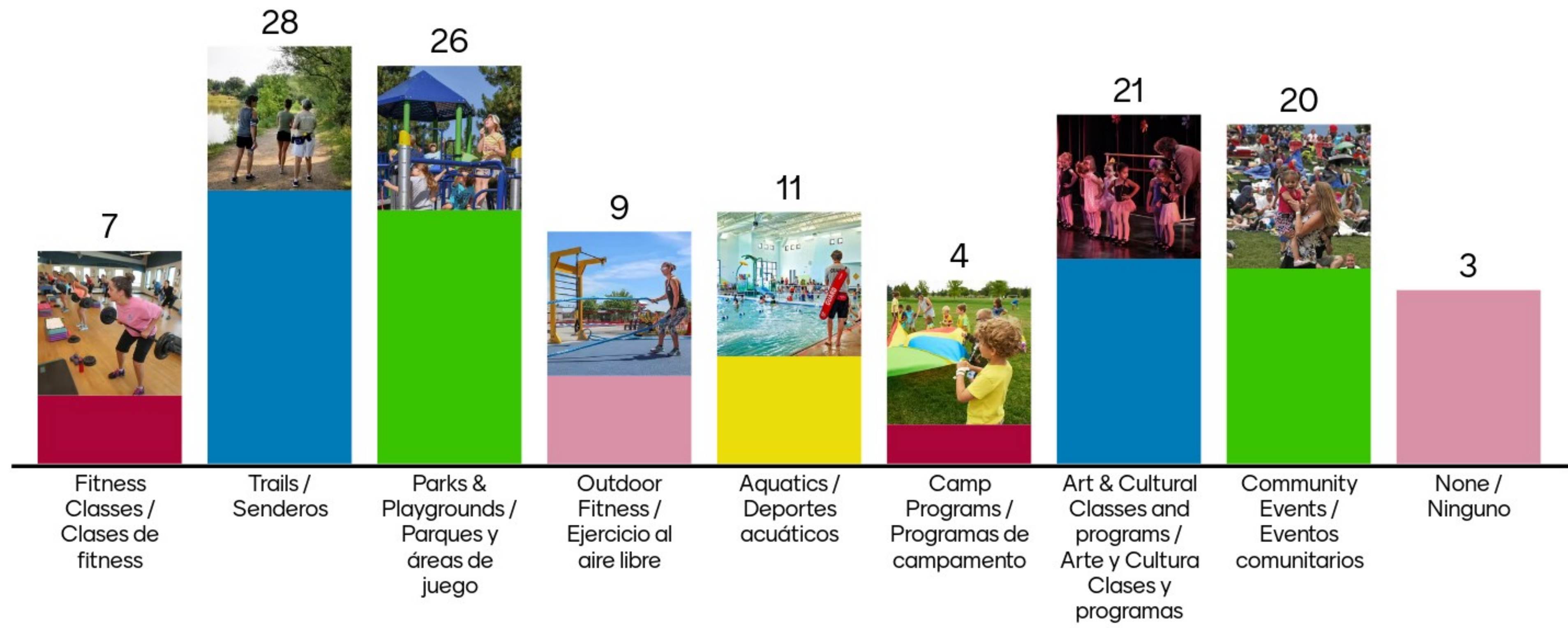
IMAGINE TOMORROW! / Imagina el Mañana

Lakewood Community Resources Master
Plan

What Council Ward do you live in? / ¿En qué distrito del consejo municipal vives?



Which services or programs do you and your household participate in? / ¿En qué servicios o programas participas tú o tu familia?



What do you prefer to do in Parks? / ¿Qué prefieres hacer en los Parques?



Self-guided recreation /
Recreación autoguiada



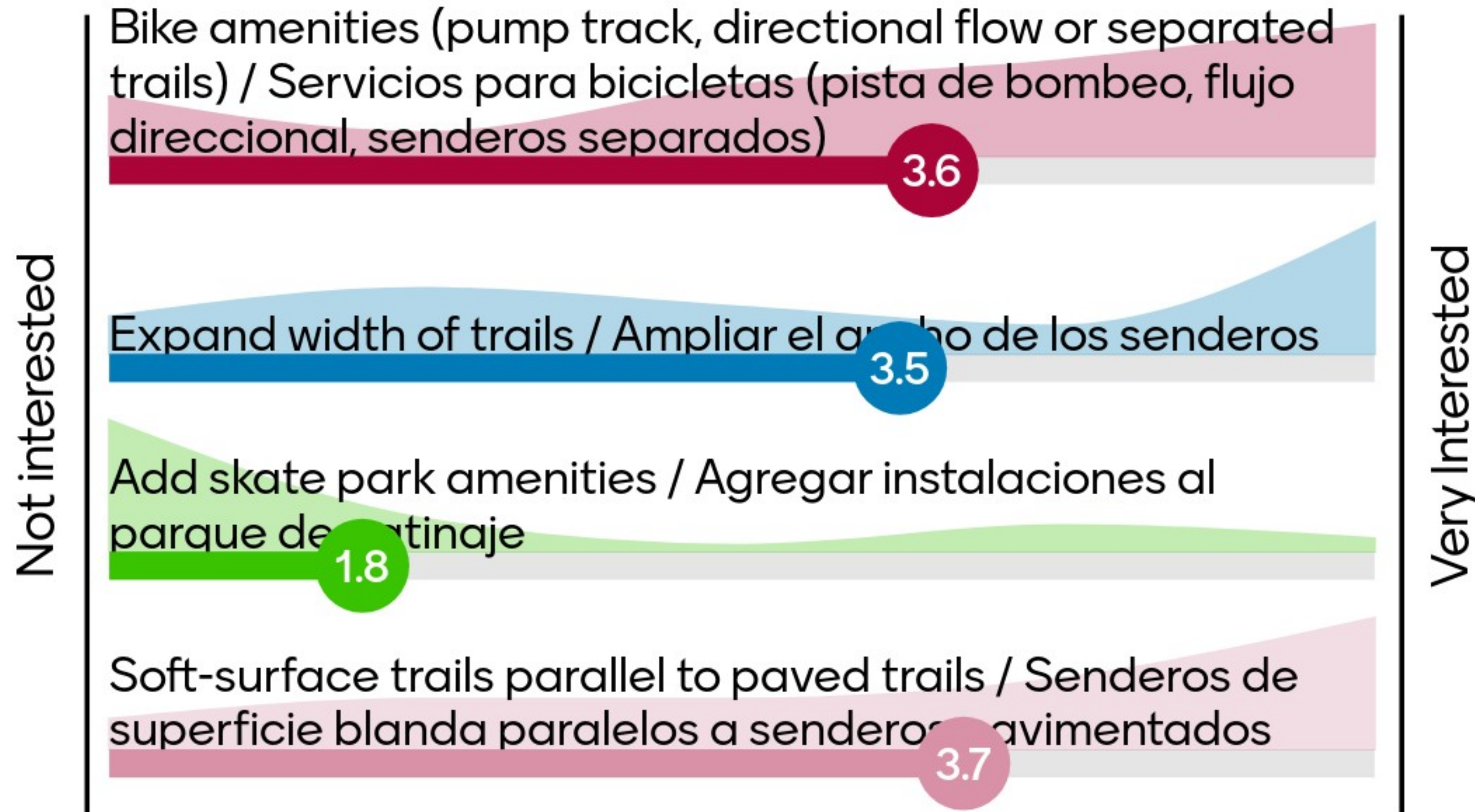
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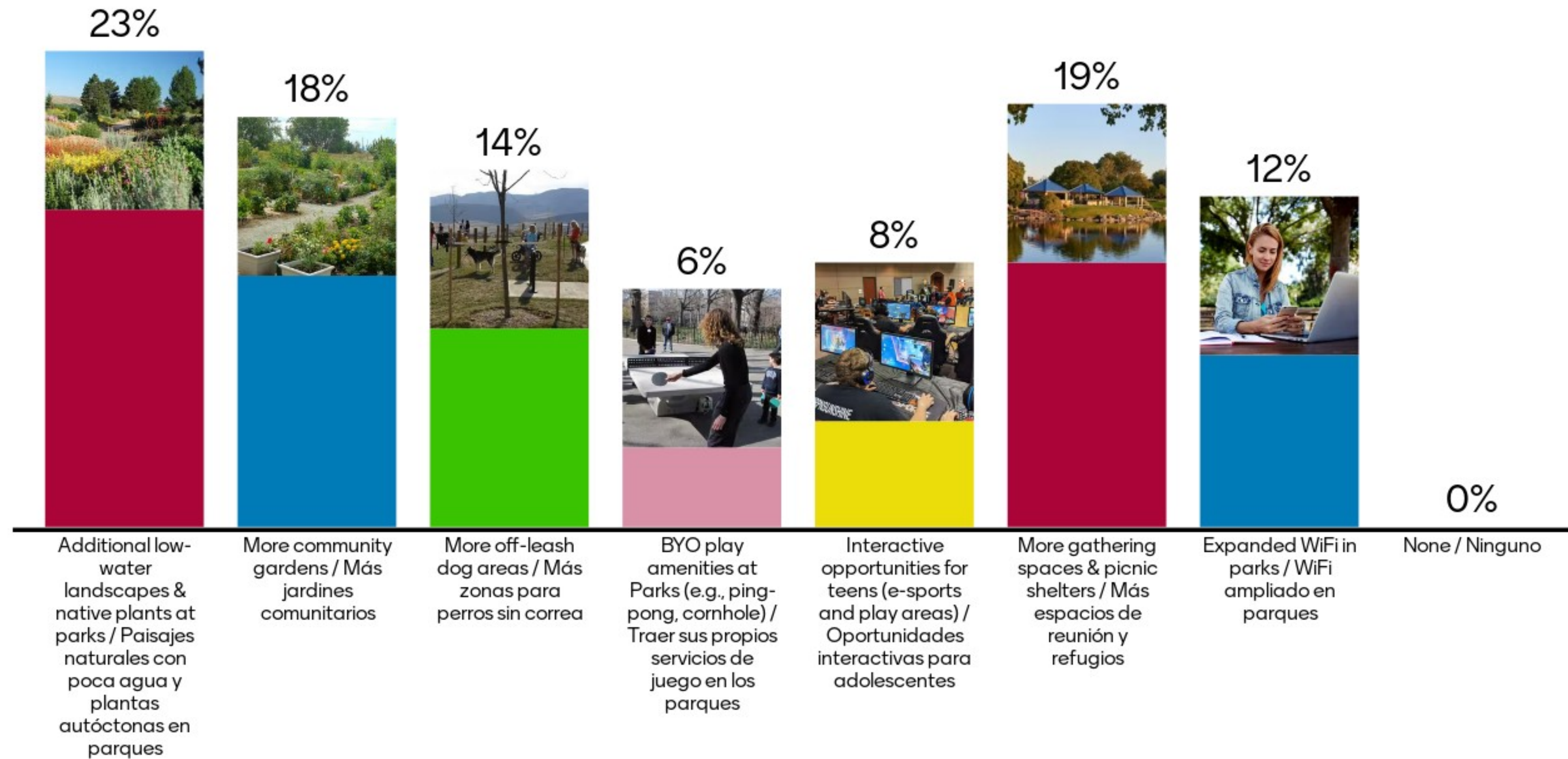
Organized programs /
Programas organizados



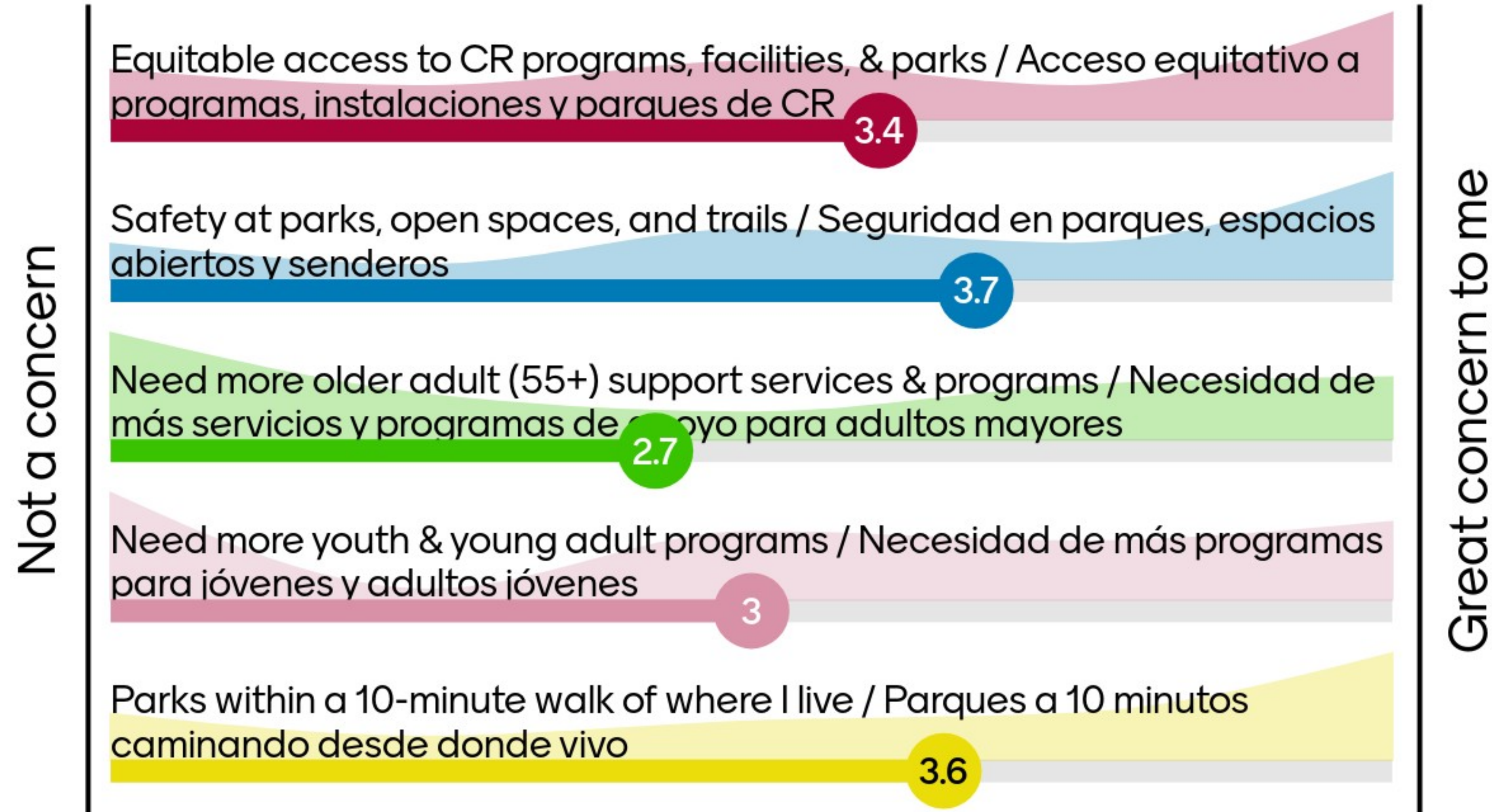
What actions should the City explore for active modes of movement? / ¿Qué acciones debería explorar la Ciudad para apoyar los modos activos?



What park programs/facilities should the City explore? (Add other ideas to the chat)/ ¿Qué programas o instalaciones de parques debería explorar más?



Which issues are of greatest concern to you? / ¿Cuáles son los temas que más te preocupan?



What tech-based programs or facilities should the City explore? / ¿Qué programas o instalaciones basados en tecnología debería explorar más la Ciudad?



E-sports / Deportes electrónicos



Continuing virtual classes / Clases virtuales continuas



Cardio Theater (e.g., Peleton or Zwiift) / Cardio Theatre



Technology upgrades (Wifi, easier online registration, etc.) / Actualizaciones tecnológicas (Wifi, registro en línea más fácil, etc.)

What is your interest in the following programs or services? / ¿Cuál es tu interés en los siguientes programas o servicios?



Appendix A5

IMAGINE TOMORROW! WORKSHOP IN THE PARK RESULTS AND COMMENTS

August 03, 2022 | Carmody Park

GENERAL FEEDBACK ON GOALS

- Revise goal language to be more “user-friendly”

DRAFT PLAN GOAL #1

What ideas do you have to help us achieve this goal?

- Art activities directed toward race
- More Hispanic outreach
- Splash park’s closure due to *long* maintenance
- Invite local schools to allow student groups to perform/display art
- Get new head coach at Dunstan for MSSP program that can welcome and engage the younger students
- Spay/Neuter and microchipping events
- City-hosted dog training classes
- Free splash pad (at parks, See Arvada)
- Agricultural land lease that combines local foods, emergency preparedness, sustainability, and parks and rec
 - Examples: Sprout City Farms
 - Boulder County Ag Lease Program
 - Community gardens allow individual residents to grow their own
 - Ag leases allow farmers to grow for the community
 - Contact: Jiayi Liu (jiayi@factorearth.com)
- Interpretation with AR/VR
 - More efficient communication with the community than conventional means
 - Historic sites, parks/rec facilities, public engagement in the planning/zoning process
 - Creative arts for youth as well as to offer art classes to senior population
- We love the festivals and events already!
 - Love then they are free or low cost
 - Looking forward to even more
 - Multi-cultural festivals

DRAFT PLAN GOAL #2

What ideas do you have to help us achieve this goal?

- More parks like Carmody so the whole family of different ages and abilities can enjoy
- Increase the efficiency of existing parks by allowing drone use during vacant times (w/o permit)
- Coordinate parks with police and transportation and ensure access to parks where increased traffic flow after new development has rendered access unsafe and an accident or fatality waiting to happen.
- Outdoor and indoor public tennis courts, more outdoor public pools, please fix Carmody Rec. outdoor pool
- Outdoor swimming pool not available at Carmody Rec Center. I enjoy it but it has been closed all year/summer
- Carmody Rec Center restrooms and handicapped shower fixtures need to be evaluated, repaired, and replaced
- More splash parks. Keep up with maintenance so there are shorter closing of facilities due to maintenance
- Designate the west portion of Addenbrooke Park for the use of hobby and commercial SUAV Drone use
- Text reminders for appointments (swim lessons, etc) so if people are not going to attend it can open slots for other people (efficiency)
- Better website for sign-ups
- New amenities = new parks

- Parks Dedication Ordinance so new parks are created by developers contributing land
 - Neighborhood watches near parks
- Resources for the needy/homeless in parks (more bathrooms, showers, info)
- Improve trails and benches around Main reservoir
- Mountain bike pump track
- Focus on native plants/pollinator friendly gardens, less use of pesticides
- No drones in parks, they scare horses and other pets
- More and better restrooms at all parks
- “Edible” plants—berry bushes, fruit trees, etc. in parks and natural areas
- Summer splash pads such as what they have in Arvada, not fenced in, and make them free
- We love the rock-jungle gym at Belmar Park, more open-ended, interesting play structures

DRAFT PLAN GOAL #3

What ideas do you have to help us achieve this goal?

- Community events like night out for parents
- Fenced areas at playgrounds for safety
- More Bear Creek programs, longer Jr. Ranger class
- Lack of police/security presence renders park unsafe to use at various times
- Sports leagues for children
- Wildlife/environmental/historical plaques
- Expand Jr. Ranger programs and outdoor education for adults—Bear Creek Park is a great venue for this
- Signage with family friendly yoga pose visuals and mindfulness activities—deep breathing and meditation benefits all
- Provide crosswalks for all residents that have a major street to get to neighborhood parties
- Installation for the public to create/display temporary art—a wall that can be painted, spray painted but then covered after a year for the next artist
- No e-bikes or motorized skate boards on trails and Bear Creek Lake Park (?)
- Trash clean up community meet ups
- Public art installations, encourage chalk art for kids
- Bubble festival will be popular for younger kids
- We love the haunted trail adventure—more themed programs like this
- Craft-tea program is great but could be less
- Art classes for free/low price

DRAFT PLAN GOAL #4

What ideas do you have to help us achieve this goal?

- ***What does this goal mean? Unclear.**
- Monthly news letters about upcoming events in Lakewood—bi-weekly would be better, e-newsletters and no paper
- Recruit “ambassadors” from youth groups
 - Re: How to reach underserved community groups and residents
 - Re: How to increase use of existing online communication methods
- Improve internet
- Advertise on replacement bags for single use plastic
- Advertise more on social media
- Create an app for parks/rec programs for easy info sharing, signups, push notifications, etc.
- Social media presence
- E-bike checkout at libraries

- Birding spotting scope checkout at libraries
- The cost to use the park for a neighborhood/citizens event is shameful. We should be able to reserve without paying for a permit. Deposit fine and ensure clean-up after oneself but the high price to use the park for an event is sad.
- Please put back the pickleball courts at 6MRC
- QR codes are useful and convenient
- Send text reminders to people who have signed up for lessons (swim lessons). If they can't attend, this is an easy way to decline to open up more spots for other people.
- Provide incentives to recycle
- Create a community pass for local activities not charge admission to Bear Creek Lake, rec centers, class passes, art classes at rec center
- Language exchange groups through the library
- Advertise in rec center newsletters and community catalogs well in advance
- Provide more summer classes for teens
- Monthly newsletter
- Work with schools to get kids more involved in parks and programs—specially in underserved communities

DRAFT PLAN GOAL #5

What ideas do you have to help us achieve this goal?

- Improve recycling and composting in all parks and open space areas
- Reduce turf grass areas except when needed for playfields
- Maintain Bear Creek
- Less development and allow nature to do its thing
- Education: wildlife in the area, how to better recycle and compost
- No e-bikes on trails—dangerous to walkers
 - Disagree as e-bikes serve as a mobility device for many who would not be physically able to enjoy the long-distance trails without electric-assist bikes
- Pollinator gardens to replace grass
 - Work with partners
 - Wilderness/butterfly pavilion
- Reduce irrigation on non-functional turf grass
- Make crosswalk timing a little longer for groups to cross Kipling Bypass at several lights

DRAFT PLAN GOAL #6

What ideas do you have to help us achieve this goal?

- Expand on programs like “Let’s go camping” at Bear Creek Lake Park
- Provide free/discounted rentals of equipment like paddleboards, kayaks, etc.
- Ensure public transport to and from parks
- Add crosswalks at intersections used to access parks
- Increase social-emotional resources for public schools
 - Social-emotional groups for teens at library
- Family-friendly signage on trails
- Education about mental health, wellness (nutrition, exercise, mindfulness, self-care)
- Public self-defense classes
- Events to benefit the needy/homeless
- Free/inexpensive events
 - Discount rates/group rates
- Free days (like SEFD days) at local museums, parks, pools, etc.

SHOULD THERE BE A DOG PARK AT BEAR CREEK GREENBELT?

- Yes = 17
- No = 1
- **Total = 18**

COMMENTS:

- No because people don't pick up their dog poop
- Dr. Lee O. would love for his land to be used for dog park!
- This is the perfect spot!
- Highly in favor!

SHOULD THERE BE A DOG PARK AT SOUTH SHERIDAN FIELDS?

- Yes = 13
- No = 0
- **Total = 13**

COMMENTS:

- Of course there should!
- I'm all in!
- We support.
- More dog parks!

LAKEWOOD RESIDENTS' TOP PRIORITIES FOR FACILITIES

Do you agree with the priorities shown below?

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Total
Nature Trails	2	1	6	4	8	21
Natural Areas	3	1	7	6	7	24
Dog Parks			2			2
Flower or pollinator gardens	2		2	4	4	12
Multi-Use Trails	1		5	5	4	15
Pools or Water Play	1	1	6	2	11	21
OTHER:						
Ice Skating				1	1	
More regulations for dog walkers					1	
Electric Bike Access			1	1		
More equestrian trails and facilities						
Public Fitness Equipment	2					

LAKESIDE RESIDENTS' TOP PRIORITIES FOR PROGRAMS

Do you agree with the priorities shown below?

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Total
Adult Fitness	3		4	5	4	16
Community Events	3	2	9	3	7	24
Older Adult Fitness	4	1	3	3	4	15
Arts and Cultural Programs	6	1	4	1	8	20
Water Recreation Programming	3		9	6	10	28
OTHER:						
Programs for children with disabilities		1	1		2	4
More information about programs					2	2
Live streaming of live events			1			1
Make easier to register for classes				2	1	3
E-bike rebate program				3		3
More equestrian programs				1		1
Increased fines for littering					2	2

CITY OF LAKEWOOD GENERAL MAP COMMENTS

Comments:

- Add a Path along Kipling St. and Morrison Rd.
- Add Playground at greenbelt
- Need safe crossing at Yale Ave/Eldridge Ct.
- Dig for additional acre-feet instead of just flooding Bear Creek Reservoir
- Rework trail system that is flooded around Bear Creek Lake Park
- Add Restroom along northern trail (near Ward Canal)
- Develop a maintained path around East Reservoir

Appendix A5

IMAGINE TOMORROW! CLEMENTS CENTER OPEN HOUSE

January 25, 2023 | Clements Center

Community members were asked to place a sticker next to the strategies that are most important to them or that they feel should be prioritized. The number of stickers placed by each strategy are totaled at the end of each line and highlighted. – indicating priorities within each Goal.

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.

STRATEGIES

- 1.1. Plan for future program development that responds to community needs and priorities. **6**
- 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. **12**
- 1.3. Continue to meet arts and cultural needs throughout the community. **8**
- 1.4. Continue implementing the Lakewood Heritage Center (now, Heritage Lakewood Belmar Park) Master Plan 2017-2027. Begin plan update process in 2026. **7**
- 1.5. Evaluate and continue best practices related to volunteerism and support community efforts to expand volunteer base and integrate volunteers in meaningful ways. **7**
- 1.6. Seek the resources to achieve staffing levels necessary to deliver high quality programs, services, events and facilities that meet community needs. **6**

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.

STRATEGIES

- 2.1. Thoughtfully consider new amenities that align with our core services. **1**
- 2.2. Analyze ongoing maintenance investment and resources for maximum benefit to the community. **3**
- 2.3. Reinvest in existing park infrastructure and trail system to ensure the longest life-cycle possible. **11**
- 2.4. Maximize usage of available programming space. **3**
- 2.5. Expand the City's community garden program and support Comprehensive Plan and Sustainability Plan goals for increased access to local and healthy food. **8**
- 2.6. Identify and implement opportunities to add desired amenities to existing parks. **4**
- 2.7. Identify and implement opportunities to add water amenities and access to existing facilities and parks while ensuring proper maintenance of existing aquatic facilities. **0**
- 2.8. Expand opportunities for sanctioned off leash dog experiences. **8**
- 2.9. Utilize a variety of funding strategies for large scale capital projects and land acquisition. **3**
- 2.10. Provide adequate, functional space for high-demand arts and cultural programs. **2**
- 2.11. Provide adequate, functional space for recreation programming and fitness classes that meet the needs and priorities of the community. **9**

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

STRATEGIES

- 3.1. Continue offering an exceptional outdoor recreation experience at Bear Creek Lake Park. **14**
- 3.2. Continue providing an outstanding venue for outdoor recreation and trail users at William F. Hayden Park on Green Mountain. **12**
- 3.3. Evaluate use of the City's trails and multi-use path system including, connectivity, user conflicts, design, safety and activity levels. **13**
- 3.4. Address the unique challenges associated with assisting people experiencing homelessness in City parks, open space and trails. **20**

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.

STRATEGIES

- 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. **12**
- 4.2. Maximize efficiency and effectiveness of department's family of publications. **11**
- 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. **1**
- 4.4. Continue implementing consistent visual messaging at all parks, facilities and trails. **13**

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

STRATEGIES

- 5.1. Coordinate Park operations and management to support the City of Lakewood Sustainability Plan. **10**
- 5.2. Conserve arts and cultural resources that represent Lakewood's identity and uniqueness through preservation, education, advocacy and partnerships. **17**
- 5.3. Continue as a leader in the metro area in low water landscapes in parks. **13**
- 5.4. Continue implementation of Natural Areas Management Plan to include entire park system native areas. **14**
- 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. **12**

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.

STRATEGIES

- 6.1. Establish best practices related to diversity and inclusivity to promote use of and participation in Community Resources facilities, activities and events. **11**
- 6.2. Remove financial barriers to participation by educating residents on various financial assistance opportunities available for all Community Resources facilities and programs. **7**
- 6.3. Provide arts, parks and recreation facilities that are inclusive and accessible to all abilities. **16**
- 6.4. Strive for equitable geographic distribution of parks. **17**

- 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. **8**

Results of Budgeting Activity:

Community members were provided with “money” stickers totaling \$90 in \$10, \$15, and \$20 increments and tasked with allocating their funding to the projects listed below.

	Project	Total Allocated
1	Existing Park Maintenance and Improvements	\$410
2	Existing Facility Maintenance and Improvements	\$380
3	Increased Staffing for park maintenance, lifeguards, etc.	\$350
4	Trail Connections and Improvements	\$360
5	New Dog Parks	\$290
6	Upgrade Park Restrooms	\$270
7	New Playgrounds	\$260
8	Bike Amenities	\$205
8	New Outdoor Pools/Water Play Features	\$205

Comment Cards:

Comments: Thank you for hosting—I am looking forward to reading the results. Great Event!

Comments: I hope that the arts, parks, and open space and community ____ are all coordinating and taking into consideration “Lakewoods” unique opportunity to preserve open space, create community through school/public and small farm garden food sources, and applying regenerative practices for small economic development

Comments: Parks and arts are really important! We need them.

Comments: Plan goal card #5 was cryptic in some ways and overly specific in others. For example, 5.5 requires the reader to know what the 2015 Sustainability Plan specifics are while 5.1 just says “coordinate operations and management.” It is not clear how 5.1 and 5.5 differ from each other. Otherwise, fantastic event and well run. Thank you for allowing us to provide input.

Comments: Sustainability (water, energy, transportation, buildings) is very important! We all need to do more to address climate change, and the loss of biological diversity.

Comments: Hope they get the dog park—thank you for the food!

Comments: Thank you for the drinks and food!

Appendix A5

ROCKIN BLOCK PARTY POP-UP ENGAGEMENT BOOTH RESULTS

June 4, 2022 | Heritage Lakewood at Belmar Park

1. HOW DO YOU FIND OUT ABOUT ARTS, PARKS AND RECREATION PROGRAMS NOW?

- Instagram (2 responses)
- Facebook (2 responses)
- 9 news
- Flyer
- Online
- Drive by
- Word of mouth
- Carmody rec center
- Sign
- Mail

2. HOW DO YOU WANT TO FIND OUT IN THE FUTURE?

- Email (4 responses)
- Text message (5 responses)
- Mailed notice
- E-newsletter
- Signs in buildings
- Mobile app (2 responses)

3. WOULD YOU SUPPORT A SMALL OFF LEASH DOG PARK IN EACH WARD?

- Yes = 41
- No = 2
- On the fence = 2

4. TOP INVESTMENT PRIORITIES FOR FACILITIES

- #1 = Nature Trails (21 votes and consistent with SSV Survey results)
- #2 = Open Space (12 votes)
- #3 = Multi Use Trails (9 votes and up 2 places from SSVS)
- #4 & #5 tie = Dog Parks and Conservatories
- #6 write-in = Splash Pads

5. TOP INVESTMENT PRIORITIES FOR PROGRAMS

- #1 = Canoe/Kayak/SUP (14 votes)
- #2 = Community events (12 votes)
- #3 = Arts & Cultural programs (5 votes)
- #4 = Older adult fitness (4 votes)
- #5 = Adult fitness (2 votes)

Appendix A5

CIDER DAYS POP-UP ENGAGEMENT BOOTH RESULTS

October 01, 2022 | Heritage Lakewood Belmar Park

What dog park Amenities are most important to you?

AMENITY	SUPPORTING VOTES
Shade	14
Dog Waste Stations	17
Water Access	12
Trees	8
Walking Trail	10
Separate Large and Small Dog Play Areas	9
Natural Landscape	8
Shelter for Shade	4
Benches	4
Off-street Parking	6
Dog Agility and Play Features	5

OTHER (write in):

- Doggers who pick up after their dogs [3 votes supporting this comment]
- Dog police
- Restrooms [1 votes supporting this comment]
- Obedience training area separate from general play field [1 votes supporting this comment]
- Reservable times for dogs who are reactive and need space to explore and play in a fenced environment! [1 votes supporting this comment]
- Small dog area [1 votes supporting this comment]
- More energetic area vs chill area [1 votes supporting this comment]

Would you support the following strategies if implemented by the Lakewood community resources department?

STRATEGY	SUPPORTING VOTES
1. Proactively consider the specialized needs of residents, such as activities that can be enjoyed by older adults, teens and those with disabilities.	23
2. Provide adequate, functional space for recreation programming and fitness classes that meet the needs and priorities of the community.	12
3. Continue offering an exceptional outdoor recreation experience at Bear Creek Lake Park.	19
4. Develop a Community Resources department marketing plan to ensure continued delivery of impactful messaging through standardized practices and new communication tools.	3
5. Continue as a leader in the metro area in providing low water landscapes in parks.	18
6. Remove financial barriers to participation by educating residents on financial assistance opportunities available for Community Resources facilities and programs.	5

OTHER (write in):

- More trash cans in park and along trails
- Outdoor fitness court [2 votes supporting this comment]
- Open water swimming at Soda Lake! [2 votes supporting this comment]

Comment ID	Date posted	Page	Comment	Bubble location number	Agree	Disagree																		
9706	04/05/2023 - 4:55pm	9	This is true. 20th Ave from Wads east to about Pierce has little to no sidewalks. It's a bus route and main thoroughfare. Kids walk to Jefferson HS daily. It's unsafe, and hard to access parks/trails. Aviation Park is messy and usually there's lots of homeless. It would be nice to see the rough half of it be actual green grass. or a dog park.	#001	2	0																		
9696	04/04/2023 - 10:29am	18	This last point is critical, particularly in the context of events that preclude access to open parks for large amounts of time. For example- the Camp Christmas event in Belmar prevents visitors from entering the public space from October to February, and makes it very difficult to access the surrounding lake trails. On top of that, the workers of this event have been known to harass and threaten community members who mistakenly encroach on the area while they are setting up.	#002	0	0																		
9697	04/04/2023 - 10:33am	22	Do we have any previous data on this? I'd be curious to see a time-series analysis of this indicator as it seems like very recently Lakewood has seen an influx of younger newer homeowners.	#003	0	0																		
9883	04/16/2023 - 5:54pm	25	Residents were not asked about their support for the acquisition of additional park/open space in under served areas of the City and their support for additional park/open space as infill development occurs. Because they were not asked, support for these actions cannot be compared to support for other actions such as support for a new central recreation center.	#004	2	0																		
9884	04/16/2023 - 6:45pm	26	<p>It is regrettable that Wheat Ridge was not included as a benchmark. Many residents of northern Lakewood patronize the Wheat Ridge rec center because it is such a stellar facility. It would be informative to be able to compare Wheat Ridge’s operating and capital improvement budgets to Lakewood’s.</p> <p>There are seven benchmark agencies. Lakewood is not a benchmark agency and by including Lakewood in the statistics for the seven benchmark agencies, Lakewood is being compared to Lakewood.</p> <p>For instance, in the Total Park Acreage table it is stated “In total acres, the benchmark agencies range from 3093 acres to 46,800 acres. Lakewood ranks fifth out of the benchmark agencies in total park acreage and is well below the benchmark median of 16,824 acres.” This statement is incorrect.</p> <p>A correct statement would be: In total acres, the benchmark agencies range from 3093 acres to 46,800 acres. The median of the seven benchmark agencies in total acres is Broomfield at 8319 acres. At 7474 total park acres, Lakewood is slightly below the median of 8319 acres for the seven benchmark agencies.</p> <p>Here is a possibility of how to change the tables. Lakewood is separated from the benchmarks. The average and the median of the benchmarks are presented first, then data from the actual benchmarks are presented.</p> <table><tr><th></th><th>Acres of Parkland</th></tr><tr><td>Lakewood</td><td>7,474</td></tr><tr><td>Average of Benchmarks</td><td>18,160</td></tr><tr><td>Median of Benchmarks</td><td>8,319</td></tr><tr><td>Apex</td><td>3,584</td></tr><tr><td>Boulder</td><td>46,800</td></tr><tr><td>Broomfield</td><td>8,319</td></tr><tr><td>Denver</td><td>20,000</td></tr><tr><td>East Colli...</td><td>28,319</td></tr></table>		Acres of Parkland	Lakewood	7,474	Average of Benchmarks	18,160	Median of Benchmarks	8,319	Apex	3,584	Boulder	46,800	Broomfield	8,319	Denver	20,000	East Colli...	28,319	#005	2	0
	Acres of Parkland																							
Lakewood	7,474																							
Average of Benchmarks	18,160																							
Median of Benchmarks	8,319																							
Apex	3,584																							
Boulder	46,800																							
Broomfield	8,319																							
Denver	20,000																							
East Colli...	28,319																							
9887	04/17/2023 - 1:22am	26	<p>Wheat Ridge does need to be included as a benchmark. Wheat Ridge Recreation Center is by far the preferred recreation center to Many northern Lakewood residents. Northern Lakewood residents actually pay an increased rate for membership to the Wheat Ridge Rec Center, but are willing to pay the increased rate due to the quality of the facility & programs/leagues. A WR Rec Center membership also provides access to the Anderson Center on 44th/Garrison, which has both an outdoor pool & lap pool.</p>	#005	0	0																		

9885	04/16/2023 - 7:27pm	27	A segment of the population which is not fully addressed in the Equity Analysis is the segment of the population which lives in high density neighborhoods. Household density varies widely across Lakewood. For instance Census block 1004-tract 105800 is single family residential and has 16 households spread over 5.2 acres for a density of 3.1 households per acre. Census block 1011-census tract 015800 is multistory apartments and has 312 households on 10.3 acres for a density of 30.3 households per acre. Higher density areas are more in need of public park/open space than lower density areas and this need should be fully accounted for in the Equity Analysis.	#006	2	0
9700	04/05/2023 - 10:28am	32	It would be nice to see language specifically addressing the lack of dog parks and off-leash-friendly areas in the city.	#007	2	0
9703	04/05/2023 - 2:28pm	32	Please! This park has become overcrowded and dangerous since the pandemic. I would like to see even/odd days to separate mountain bikers and hikers. It is almost impossible to bring a young kid or dog on this trail without having an altercation with a mountain biker. I think all outdoor enthusiasts would have a better experience if this measure were taken.	#008	1	0
9698	04/04/2023 - 9:20pm	32	This in particular is important. Having a paved trail system that provides safe access for pedestrians with or without dogs, with or without strollers/children, and with or without walkers/wheelchairs is key. In addition, the other wheeled types of use (bike, scooter, skate board, roller blade) need consideration. In my experience these are the main conflicts and anything that can be done to ensure all trail users can be safe is key.	#009	2	0
9704	04/05/2023 - 3:03pm	32	Please re-open the Green Mountain Rec on Sundays. Indoor pool access is already limited and having access (again) to this pool on Sundays would be helpful.	#010	1	0
9699	04/04/2023 - 9:25pm	32	Planning out regularly spaced trash/recycle bins along the trail system is important. I have seen the area I use most go from good coverage to bad and recently to worse. Keeping the parks and trails clean of trash and dog poo is in everyone's best interest.	#011	2	0
9886	04/16/2023 - 7:55pm	42	Despite the difficulties, the City also has a true need to invest in parks/open space in infill areas as development occurs so the City is not creating new under served areas.	#012	1	0

A stylized graphic on the left side of the page features a blue tree trunk with several horizontal branches. To the left of the tree are three semi-circular shapes representing the sun or moon in orange, red, and orange. The background is a solid light green color.

APPENDIX B

BENCHMARK ANALYSIS

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BENCHMARK COMMUNITIES ANALYSIS

The planning team identified metrics to benchmark against communities on the Front Range of Colorado with similar park and recreation systems. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios to provide objective information that is relevant and accurate, as best as possible. The goal of benchmarking is to evaluate how Lakewood's Community Resources Department is positioned among peer agencies as it applies to the delivery of its parks system through data that offers a view of each system's park acreage, funding and indoor facility inventory.

Note that benchmark analysis is only one evaluation tool for Lakewood's performance based on the information provided. The attributes considered for selecting the communities in this benchmark study included:

- » Jurisdiction population size
- » Jurisdiction land area size
- » Parks and Recreation services offered
- » Parks and Recreation funding

The benchmark analysis included the following agencies:

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Apex Park and Recreation District/Arvada	CO	District/City	133,538	54	2,473
Boulder	CO	City	108,250	27	4,009
Broomfield	CO	City	74,112	34	2,180
Denver	CO	City	715,522	155	4,616
Fort Collins	CO	City	169,810	58	2,928
Lakewood	CO	City	157,481	45	3,500
South Suburban Park and Recreation District	CO	District	151,000	46	3,283
Westminster	CO	City	116,317	34	3,421



A summary of Lakewood's ranked position when compared to the seven benchmark communities in five key categories is provided in the following tables. Lakewood is generally in the middle of the seven communities except in four areas where the city is

ranked 6th or 7th: dog parks, playgrounds, operational funding and capital improvement funding. For detailed results, see the full Benchmark Analysis Report on the following pages.

Total Park Acres

Metric	Lakewood's Ranking
Total Park Acreage	5th
Total Park Acres per 1,000 Residents	5th

Developed Parks

Metric	Lakewood's Ranking
Total Developed Park Acreages	3th
Total Residents per Developed Acre	4th
Level of Service of Developed Parks	4th
Develop Park Acres as Percentage of Overall City Land Area	3th

Open Space

Metric	Lakewood's Ranking
Open Space Acreage as Percentage of all City Parkland	4th

Park System Amenities

Metric	Lakewood's Ranking
Trail Miles	3th
Community Gardens	4th
Dog Parks	7th
Outdoor Aquatic Facilities	4th
Pickleball Courts	3th
Recreation Centers	3th
Playgrounds	6th

Parks and Recreation Funding

Metric	Lakewood's Ranking
Annual Operational Budget Per Capita	6th
Five-Year Capital Improvement Budget Per Capita	7th

APPENDIX B

CITY OF LAKEWOOD, CO | BENCHMARK COMMUNITIES ANALYSIS | 2022

INTRODUCTION

The Consulting Team identified metrics to be benchmarked against comparable park and recreation systems as provided by Lakewood staff. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios in order to provide objective information that is relevant and accurate, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided. The information sought was a combination of metrics based on jurisdiction size and park inventories. The attributes considered for selection in this benchmark study included:

- Jurisdiction population size
- Jurisdiction land area size
- Parks and Recreation service delivery
- Parks and Recreation funding

Benchmark analysis incorporates a mix of systems that are similar based on population served. The benchmark includes the following agencies:

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Apex Park and Recreation District/Arvada	CO	District/City	133,538	54	2,473
Boulder	CO	City	108,250	27	4,009
Broomfield	CO	City	74,112	34	2,180
Denver	CO	City	715,522	155	4,616
Fort Collins	CO	City	169,810	58	2,928
Lakewood	CO	City	157,481	45	3,500
South Suburban Park and Recreation District	CO	District	151,000	46	3,283
Westminster	CO	City	116,317	34	3,421

Due to difference in how each system collects, maintains, and reports data, variances exist. These variations have an impact on the per capita and percentage allocations; hence the overall comparison must be viewed with this in mind.

The benchmark data collection for all systems was obtained in May 2022. Population figures used for analysis reflect data from the 2020 US Census. While it is possible that there may have been changes or updates in the data provided, to ensure consistency only the original figures obtained at that time have been used in the benchmark. The goal is to evaluate how Lakewood's Community Resources Department is positioned among peer agencies as it applies to the delivery of its parks system through data that offers a view of each system's park acreage, funding and indoor facility inventory.

COMPARISON OF TRUST FOR PUBLIC LANDS 10 MINUTE WALK ANALYSIS

The Trust for Public Land's (TPL) 10 Minute Walk to a Park analysis measures the accessibility and walkability of park systems. The table below shows the percentage of population for each agency that is within a 10 minute walk of a park.

As noted above, 89% of Lakewood's population lives within a 10 minute walk to a park, which aligns with the median for

Agency	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	10 Minute Walk to Park Percentage
Apex Park and Recreation District/Arvada	133,538	54	2,473	97%
Boulder	108,250	27	4,009	94%
Broomfield	74,112	34	2,180	89%
Denver	715,522	155	4,616	88%
Fort Collins	169,810	58	2,928	74%
Lakewood	157,481	45	3,500	89%
South Suburban Park and Recreation District	151,000	46	3,283	98%
Westminster	116,317	34	3,421	85%

the benchmark agencies (89%).

COMPARISON OF TOTAL PARK ACRES

This section provides a general overview of each system within the benchmark analysis. The table below describes the total park acreage, and total acres per 1,000 residents.

TOTAL PARK ACREAGE

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	Total Park Acres	Total Acres per 1,000 Residents
Apex Park and Recreation District/Arvada	CO	District/City	133,538	54	2,473	3,584	26.8
Boulder	CO	City	108,250	27	4,009	46,800	432.3
Broomfield	CO	City	74,112	34	2,180	8,319	112.2
Denver	CO	City	715,522	155	4,616	20,000	28.0
Fort Collins	CO	City	169,810	58	2,928	38,713	228.0
Lakewood	CO	City	157,481	45	3,500	7,474	47.5
South Suburban Park and Recreation District	CO	District	151,000	46	3,283	3,093	20.5
Westminster	CO	City	116,317	34	3,421	6,610	56.8

In total acres, the benchmark agencies range from 3,093 acres – 46,800 acres. The median of the seven benchmark agencies in total acres is Broomfield at 8,319 acres. At 7,474 total park acres, Lakewood is slightly below the median of 8,319 acres for the seven benchmark agencies.

TOTAL PARK ACRES PER 1,000 RESIDENTS

Acres of parkland per 1000 population range from 20.5 to 432.2. Of the seven benchmark agencies, Westminster is the median benchmark agency at 56.8 acres of parkland per 1000 population. At 47.5 acres of parkland per 1000 population, Lakewood is slightly below the median.

COMPARISON OF DEVELOPED PARK ACRES

This section provides an analysis of the developed park acres for each benchmark agency. The table below describes the total park acreage, total developed park acres, number of residents per developed park acre, number of developed park acres per 1,000 residents and developed park acres as a percentage of overall land mass.

TOTAL DEVELOPED PARK ACREAGES

Agency	Population	Total Park Acres	Total Developed Acres	Total Residents per Developed Acre	Total Developed Acres per 1,000 Residents	Developed Park Acres as Percentage of Overall Land Mass
Apex Park and Recreation District/Arvada	133,538	3,584	2,039	65.5	15.27	6%
Boulder	108,250	46,800	1,800	60.1	16.63	10%
Broomfield	74,112	8,319	700	105.9	9.45	3%
Denver	715,522	20,000	6,000	119.3	8.39	6%
Fort Collins	169,810	38,713	985	172.4	5.80	3%
Lakewood	157,481	7,474	2,289	68.8	14.54	8%
South Suburban Park and Recreation District	151,000	3,093	953	158.4	6.31	3%
Westminster	116,317	6,610	2,910	40.0	25.02	13%

In developed acres, the benchmark agencies range from 700 acres – 6,000 acres. Lakewood ranks third out of the eight benchmark agencies in total developed park acreage with 2,071 acres and is slightly below the benchmark median of 2,281 developed acres.

TOTAL RESIDENTS PER DEVELOPED ACRE

In total residents per developed acre, the benchmark agencies range from residents per acre 31.4 – 172.4 residents per acre. Lakewood ranks fourth out of the eight benchmark agencies in residents per developed park acre (76) and is well above the benchmark median of 98.6 residents per developed acre.

LEVEL OF SERVICE – DEVELOPED PARK ACRES

When comparing a population based level of service for developed park acreage, there is a wide range of coverage among the benchmark agencies, from 5.8 to 31.81 acres per 1,000 residents. Lakewood's 14.54 acres per 1,000 residents ranks fourth and is above that of the benchmark median (12.67 acres per 1,000).

DEVELOPED PARK ACRES AS A PERCENTAGE OF OVERALL LAND MASS

When analyzing the developed park acres provided to residents as a percentage of overall jurisdictional land mass, Lakewood ranks third with 8% and is slightly above the benchmark median of 7%.

COMPARISON OF OPEN SPACE PARK ACRES

This section provides an analysis of the open space park acres for each benchmark agency. The table below describes the total park acreage, total open space park acres, and open space park acres as a percentage of each system's total park acreage. The definition utilized to categorize open space/natural areas is as follows:

Open space/natural area parks are undeveloped but may include natural or paved trails. Open space/natural area parks contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/natural area parks also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as biking, walking, swimming and nature viewing.

- *Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities. etc.*
- *Signage: Interpretive kiosks as deemed appropriate.*
- *Landscape Design: Generally, none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.*

Agency	Population	Total Park Acres	Total Open Space Park Acres	Open Space Park Acres as a Percentage of Total Acres
Apex Park and Recreation District/Arvada	133,538	3,584	1,546	43%
Boulder	108,250	46,800	45,000	96%
Broomfield	74,112	8,319	7,619	92%
Denver	715,522	20,000	14,000	70%
Fort Collins	169,810	38,713	36,424	94%
Lakewood	157,481	7,474	5,185	69%
South Suburban Park and Recreation District	151,000	3,093	2,140	69%
Westminster	116,317	6,610	3,700	56%

OPEN SPACE PARK ACREAGE

When comparing open space park acres, the benchmark agencies range from 1,546 acres – 45,000 acres. Lakewood ranks fourth out of the eight benchmark agencies in total open space park acreage (5,403) and in percentage of open space park acreage (69%). Lakewood's ranking does align with the high priority that the community places on natural areas and open space. The benchmark median for open space park acres as percentage of total park acres is 74%. Please note: Lakewood inventory includes: Bear Creek Regional Park (2,624 acres), Bear Creek Greenbelt (379 acres) and William F. Hayden Park (2,400 acres) as well as ravine areas, reservoirs, and other small undeveloped park properties.

COMPARISON OF PARK SYSTEM AMENITIES

This section provides a general overview of sampling of park amenities available to residents as provided by the benchmark agencies. The table on the following page describes the amenities, total number available to residents of each agency and the benchmark median for each amenity.

AMENITY POPULATION BASED LEVEL OF SERVICE

The following table provides a snapshot of the level of service provided by each agency for the park amenities that were benchmarked (1 amenity per X population).

Lakewood Level of Service Rankings by Amenity

- Trail Miles – 3rd and above the benchmark median
- Community Gardens – 4th and above benchmark median
- Dog Parks – 7th and below benchmark median
- Outdoor Aquatic Facilities – 4th and well above benchmark median
- Pickleball Courts – 3rd and well above benchmark median
- Recreation Centers – 3rd and above the benchmark median
- Playgrounds – 6th and below the benchmark median

FUNDING THE PARK AND RECREATION SYSTEM

This section provides a general overview of the funding appropriated to operate and develop the parks and recreation systems of the benchmark agencies. The table below describes the annual operational budget per capita and the projected capital improvement budget per capita for the next five years.

Agency	Population	Trail Miles Level of Service (1 per # of people)	Dog Parks Level of Service (1 per # of people)	Outdoor Aquatic Facilities Level of Service (1 per # of people)	Pickleball Courts (1 per # of people)	Recreation Centers (1 per # of people)	Playgrounds (1 per # of people)
Apex Park and Recreation District/Arvada	133,538	890	133,538	22,256	5,564	33,385	1,829
Boulder	108,250	445	36,083	54,125	7,217	36,083	2,849
Broomfield	74,112	475	24,704	24,704	18,528	74,112	1,647
Denver	715,522	1,669	59,627	29,813	102,217	23,851	4,901
Fort Collins	169,810	410	42,453	24,259	21,226	42,453	3,859
Lakewood	157,481	556	78,741	26,247	8,749	31,496	3,028
South Suburban Park and Recreation District	151,000	1,317	75,500	37,750	25,167	37,750	2,603
Westminster	116,317	1,113	38,772	38,772	116,317	16,617	2,705
BENCHMARK MEDIAN		859	61,177	32,241	38,123	35,170	2,928

PLEASE NOTE: Only operational funding for FY2022 for the Community Resources Department were included for the City of Lakewood. This includes operational funding for the provision of parks, recreation, arts/culture, golf, administration and planning. It does not include resources appropriated for the operations and maintenance of facilities that house other city departments (i.e. police stations, fire stations, etc.).

ANNUAL OPERATIONAL BUDGET PER CAPITA SPENDING

The annual operational budget per capita spending of the benchmark agencies ranges from \$134 per capita to \$540 per capita. Lakewood ranks sixth out of the eight benchmark agencies in operational budget per capita spending (provides \$231 of services per resident) and is below the benchmark median of \$306 per capita.

Agency	State	Jurisdiction Type	Population	FY 2022 Annual Operating Budget per capita	Capital Budget per capita (FY 2022-2026)
Apex Park and Recreation District/Arvada	CO	District/City	133,538	\$ 268	\$ 119
Boulder	CO	City	108,250	\$ 453	\$ 384
Broomfield	CO	City	74,112	\$ 268	\$ 431
Denver	CO	City	715,522	\$ 320	\$ 391
Fort Collins	CO	City	169,810	\$ 134	\$ 253
Lakewood	CO	City	157,481	\$ 231	\$ 203
South Suburban Park and Recreation District	CO	District	151,000	\$ 540	\$ 596
Westminster	CO	City	116,317	\$ 238	\$ 206

PROJECTED CAPITAL IMPROVEMENT BUDGET PER CAPITA SPENDING– NEXT FIVE YEARS

When comparing the projected capital improvement budget per capita for the next five years, there is a wide range of expected spending among the benchmark agencies, from \$119 per capita to \$596 per capita. Lakewood ranks seventh out of the eight benchmark agencies in projected capital improvement spending per capita for the next five years (\$203) and is well below the benchmark median of \$323.



APPENDIX C

MARKET TRENDS

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MARKET TRENDS

The Market Trends Analysis provides an understanding of national and local recreational trends. Through understanding local and national participation trends in recreation activities, the Department can gain general insight into the lifecycle stage of recreation programs and activities as either emerging, stable or declining; and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Lakewood.

Trends data used for this analysis was obtained from Sports & Fitness Industry Association (SFIA), NRPA and Environmental Systems Research Institute, Inc. (ESRI). The SFIA's Sports, Fitness & Leisure Activities Topline Participation Report 2022 and NRPA data were used to evaluate national trends, and local trends relied on ESRI reporting.

A summary of trends and Lakewood's metrics are reported on the next seven pages. Full results and analysis are included at the end of this summary..

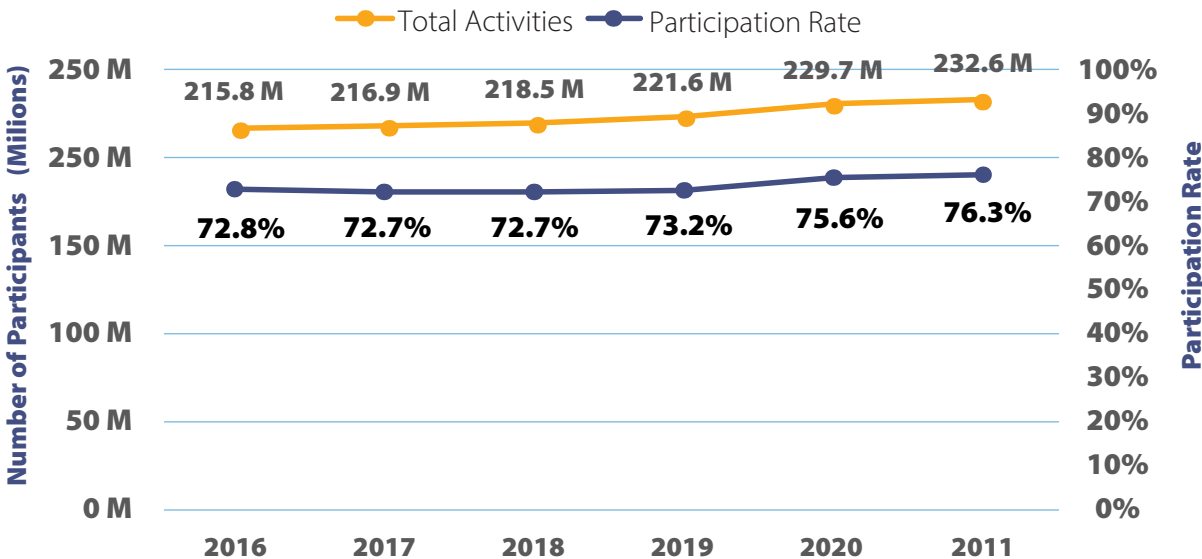
NATIONAL TREND OVERVIEW

Approximately 232.6 million people ages six and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years. There were more things to do as outdoor activities thrived, fitness at home became more popular and team sports started back up after the COVID-19 disruption.

Americans continued to practice yoga, Pilates and workout with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started indoor climbing, while others took to the hiking trail. Waterways saw an increase in stand-up paddlers, kayaks and jet skis. Gymnastics, swimming on a team, court volleyball and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in national participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2% increase. Outdoor sports continued to grow with 53.9% of the U.S. population participating. This rate remains higher than pre-pandemic levels, having 6.2% gain over 50.7% participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6% in one year and 13.9% from 2019.

TOTAL ACTIVITIES NATIONAL SIX YEAR TREND



SOURCE: SFIA Sports, Fitness & Leisure Activities Topline Participation Report 2022

NATIONAL TRENDS BY AGE SEGMENT

Non-Participant Interest by Age Segment

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: camping, bicycling, fishing and swimming for fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Generation X, and Millennials. Over half of Generation X, Millennials, and Generation Z participated in one type of outdoor activity. Team sports were heavily dominated by Generation Z.

PARTICIPATION BY GENERATION

Boomers (1945 – 1964)

	2019	2020	2021
Fitness Sports	59.8%	59.9%	64.4%
Individual Sports	23.1%	22.3%	22.9%
Outdoor Sports	39.4%	39.5%	41.9%
Racquet Sports	5.5%	6.4%	6.8%
Team Sports	4.3%	4.9%	5.1%
Water Sports	7.4%	7.8%	8.2%
Winter Sports	3.9%	3.5%	3.7%

Millennials (1980~1999)

	2019	2020	2021
Fitness Sports	68.3%	68.7%	70.0%
Individual Sports	39.8%	41.5%	41.3%
Outdoor Sports	57.5%	59.4%	60.5%
Racquet Sports	17.6%	19.3%	19.3%
Team Sports	27.2%	30.4%	30.6%
Water Sports	15.0%	17.1%	17.2%
Winter Sports	14.9%	14.5%	14.0%

Gen X (1965~1979)

	2019	2020	2021
Fitness Sports	65.1%	66.0%	64.2%
Individual Sports	29.9%	31.5%	29.6%
Outdoor Sports	50.4%	52.2%	50.4%
Racquet Sports	10.1%	12.2%	11.8%
Team Sports	12.0%	15.5%	15.2%
Water Sports	10.9%	13.0%	12.3%
Winter Sports	8.6%	8.7%	8.2%

Gen Z (2000+)

	2019	2020	2021
Fitness Sports	53.5%	55.2%	55.8%
Individual Sports	42.0%	44.3%	44.0%
Outdoor Sports	59.1%	60.6%	60.8%
Racquet Sports	18.1%	22.4%	22.6%
Team Sports	56.3%	56.6%	55.8%
Water Sports	12.9%	16.3%	15.8%
Winter Sports	18.9%	19.4%	19.1%

SOURCE: SFIA Sports, Fitness & Leisure Activities Topline Participation Report 2022

TRENDS FOR OLDER ADULTS (55+)

A research report produced by the NRPA affirms that parks and recreation agencies are vital providers of programs, amenities, and services for older adults, and that there is more that can be provided than is traditionally offered. Activities that are provided across the United States vary greatly and generally include chances to socialize with others, ways to stay healthy and active, and opportunities to serve others in their communities. Following is a list of activities that are among those most commonly offered for older adults:

- » Exercise classes
- » Field trips, tours, vacations
- » Arts and crafts classes
- » Opportunities to volunteer
- » Special events and festivals targeted to older adults
- » Group walks
- » Paid job opportunities to lead exercise classes, work in recreation centers or at parks

Additionally, some agencies are offering chronic disease prevention and/or management programs that keep older adults healthy and active, including enhanced fitness, diabetes management, living with arthritis and improving balance. The wide breadth of service offerings for older adults should consider the range of ages and abilities of the population served. The Department can be a critical, lifesaving resource

for lower and/or fixed income segments of the older adult population. This could include transportation to and from activities and facilities and low-cost or free fitness programs.

Lakewood could consider increasing programming for older adults with key partners to include:

- » Area agencies on aging
- » Retirement communities
- » Older Adult meals providers
- » Hospitals and doctors' offices
- » Local health departments
- » Health insurance companies
- » Community-based organizations (e.g., faith-based)

Despite these partnerships, Lakewood may face challenges in providing more services to older adults. The most common challenges are the result of inadequate resources, including facility space shortages, insufficient funding and inadequate staffing. Presumably, these resource constraints will become even more acute as the older adult population grows and the demand for these services increases.

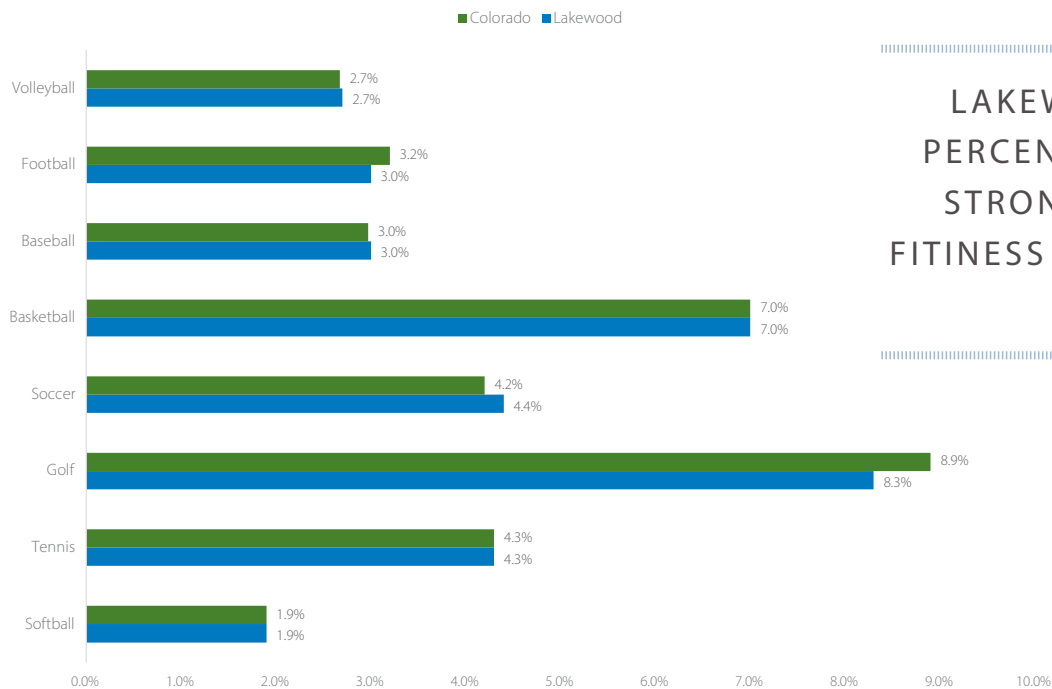


LOCAL TRENDS: MARKET POTENTIAL INDICES

ESRI's 2022 Sports and Leisure Market Potential Indices (MPI) measures the likely demand for recreation activities as well as expected consumer attitudes towards these activities by Lakewood residents. The MPI shows the likelihood that a resident of Lakewood will participate in certain activities when compared to the State of Colorado average. Lakewood is compared to Colorado averages in five categories – general sports, fitness, outdoor recreation, and art and culture programs, and annual recreation and entertainment household expenditures. It is important to note that participation by Lakewood residents in these activities is not restricted geographically to the City of Lakewood. For example, a Lakewood resident may participate in an activity offered by the City of Denver.

The *General Sports MPI* graph demonstrates that Lakewood has average to above average market potential index numbers. When reviewing the graph, note that 1% of Lakewood's population represents approximately 1,600 residents. Looking at the four categories (general sports, fitness, outdoor activity, and arts and culture), Lakewood's MPI percentages show that Lakewood has strong participation rates when it comes to general sports and fitness activities; outdoor recreation activities and participation in art and culture programs generally align with Colorado averages.

GENERAL SPORTS - MARKET POTENTIAL INDEX



LAKEWOOD'S MPI
PERCENTAGES SHOW
STRONG SPORTS &
FITNESS PARTICIPATION
RATES

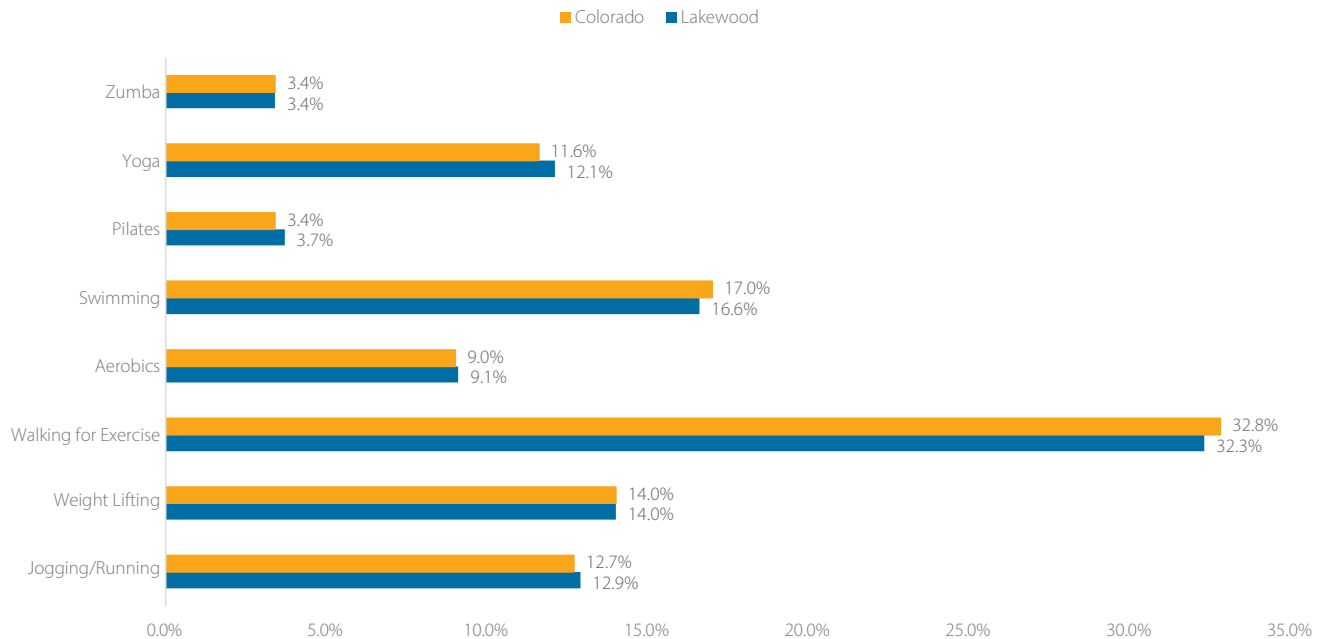
SOURCE: ESRI Sports and Leisure Market Potential Indices, 2022

Activities with MPI numbers greater than the Colorado average are significant because they demonstrate that there is a greater potential that Lakewood residents will actively participate in offerings if these activities were provided by the city or surrounding communities. Activities with MPI numbers lower than the Colorado average are also significant because they demonstrate that there is either a lower potential that Lakewood

residents will participate in these activities or the opportunity to participate in these activities is not available to them. Lakewood is consistent with or below the state MPI for all general sports, except soccer. Lakewood is slightly above the Colorado MPI for soccer, indicating that residents would likely participate if opportunities to play soccer were expanded.

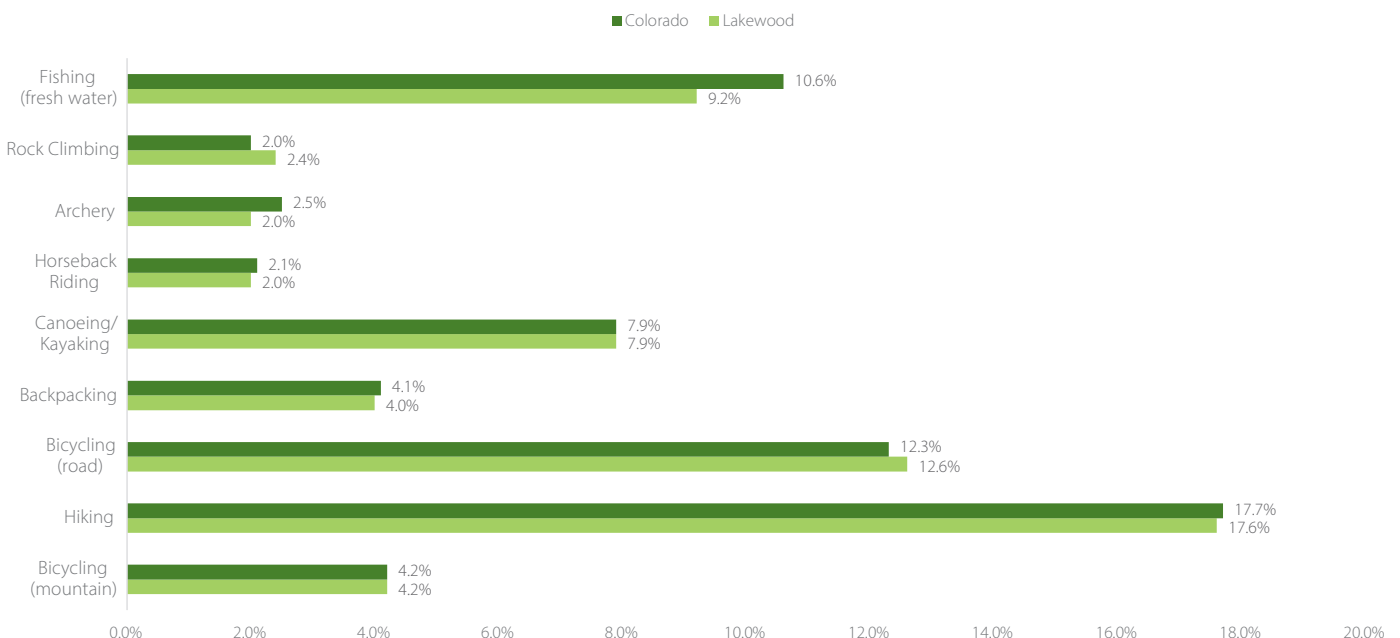
GENERAL FITNESS MARKET POTENTIAL INDEX

The General Fitness MPI graph illustrates that Lakewood has a marginal, yet unrealized market potential for Pilates, yoga and running. Participation in other fitness programs generally aligns with Colorado averages, with the strongest participation in walking for exercise.



OUTDOOR ACTIVITY MARKET POTENTIAL INDEX

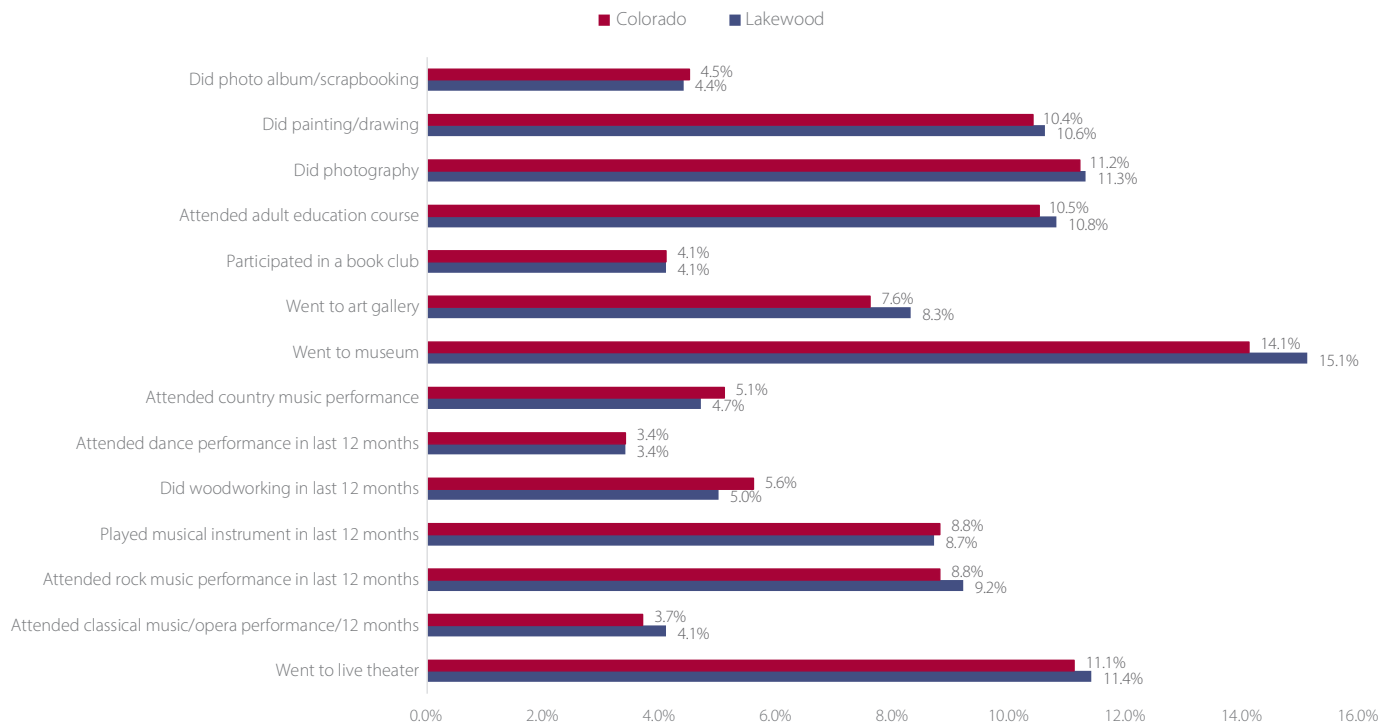
The Outdoor Activity MPI graph demonstrates that Lakewood residents are strong participants in hiking, road cycling and freshwater fishing. Lakewood has unrealized market potential for rock climbing and road cycling.



ART AND CULTURE MARKET POTENTIAL INDEX

According to the Arts and Culture MPI graph, Lakewood is consistent with state averages in many categories, but demonstrates above average market potential for several activities including painting/drawing, photography, adult education, art gallery visitation,

museum visitation, live music performance and live theater. Lakewood residents are strong participants in visiting the city's historic properties and exhibits, notably more than any other arts and culture activity and more often than the Colorado average.



MARKET TRENDS SUMMARY

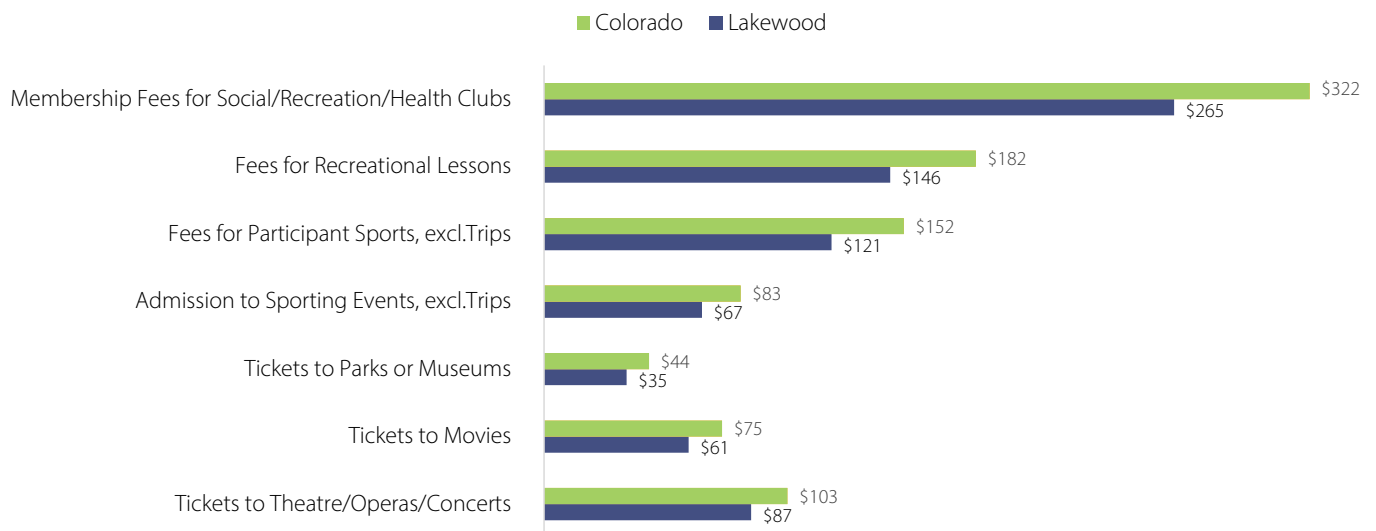
- » Fitness walking remains a very popular activity nationally and locally and will likely continue to grow in popularity in Lakewood.
- » Aquatic activities (fitness swimming, competition swimming and aquatic exercise) have experienced strong participation growth, both locally and nationally.
- » Basketball has the most participation nationally while tennis and soccer have the strongest MPI numbers locally.
- » Softball and football are losing participants both locally and nationally, and local MPI numbers are at or below the national average for each of these activities.
- » Outdoor recreational activities are on the rise nationally and are also popular locally.
- » Based on national measurements, higher income households tend to have higher activity rates.
- » Age is a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- » Specific strategies must be developed to address the growing and diversifying older adult (55+) population.
- » Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.

ANNUAL HOUSEHOLD RECREATION AND ENTERTAINMENT EXPENDITURES

While spending is greatest for membership fees, Lakewood spends less on this and all other categories than the Colorado average.

Data presented in the preceding graphs should be considered with other key findings derived from this planning process to determine an appropriate level of

service for park acreage and amenities for the City of Lakewood. Other key factors that determine level of service include, but are not limited to: demographic projections, resident need as determined by the community engagement process, current level of service (existing park and amenity inventory) and access to existing parks and amenities.



CHAPTER ONE - EXECUTIVE SUMMARY

The Recreational Trends Analysis provides an understanding of national and local recreational trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI).

1.1 NATIONAL TRENDS IN RECREATION

1.1.1 METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys carried out in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

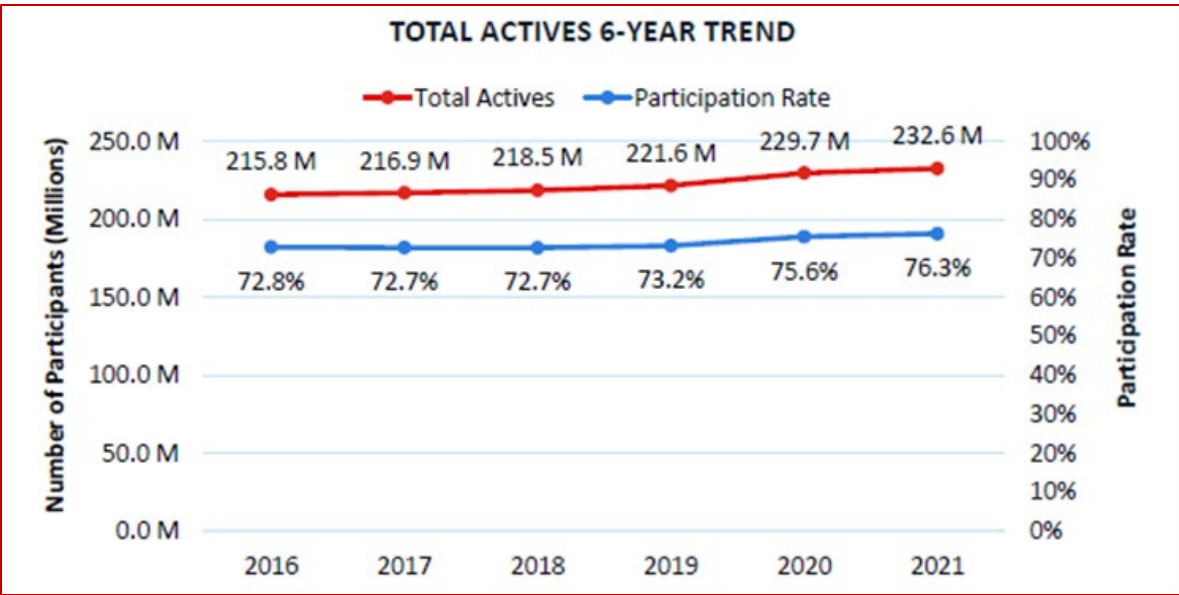
1.1.2 NATIONAL TREND OVERVIEW

Approximately 232.6 million people ages 6 and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years. There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started at indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2.0 percent increase. Outdoor sports continued to grow with 53.9 percent of the U.S. population participating. This rate remains higher than pre-pandemic levels, having 6.2 percent gain over 50.7 percent participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6 percent in one year and 13.9 percent from 2019.

Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z.



1.2 LOCAL TRENDS – MARKET POTENTIAL

ESRI's 2022 Sports and Leisure Market Potential Data measures the likely demand for recreation activities as well as expected consumer attitudes towards these activities by City of Lakewood residents. The MPI shows the likelihood that a resident of the City of Lakewood will participate in certain activities when compared to the US National average. The City is compared to the national average in three (3) categories – general sports, fitness, and outdoor recreation.

Overall, Lakewood demonstrates average to above average market potential index numbers. Looking at the three categories (general sports, fitness, and outdoor activity), Lakewood's MPI numbers show that Lakewood has strong participation rates for almost all activities measured by ESRI in the major categories of general sports, fitness, and outdoor recreation.

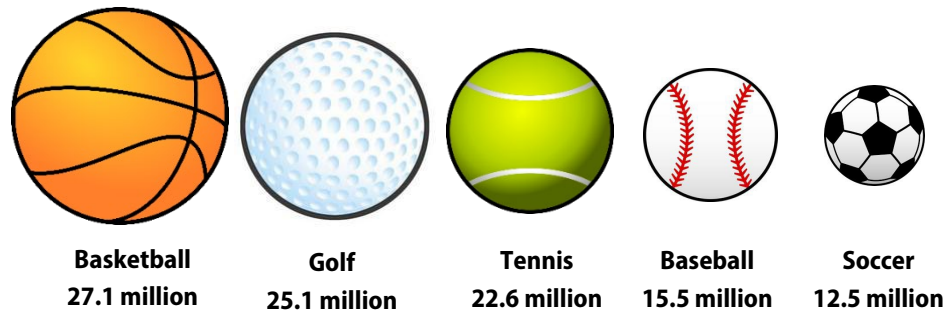


CHAPTER TWO - NATIONAL TRENDS IN GENERAL SPORTS

2.1 PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures well in excess of the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



2.2 FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Similarly, Boxing for Fitness (21.4%) and Competition (20.7%) have also experienced significant growth. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

2.3 ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%) and Baseball (-0.5%) have shown a five-year trend increase, but a one-year trend decrease. This is likely a direct result of coming out of the COVID-19 pandemic. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.



2.4 CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year. Please see **Appendix A** for full Core vs. Casual Participation breakdown.

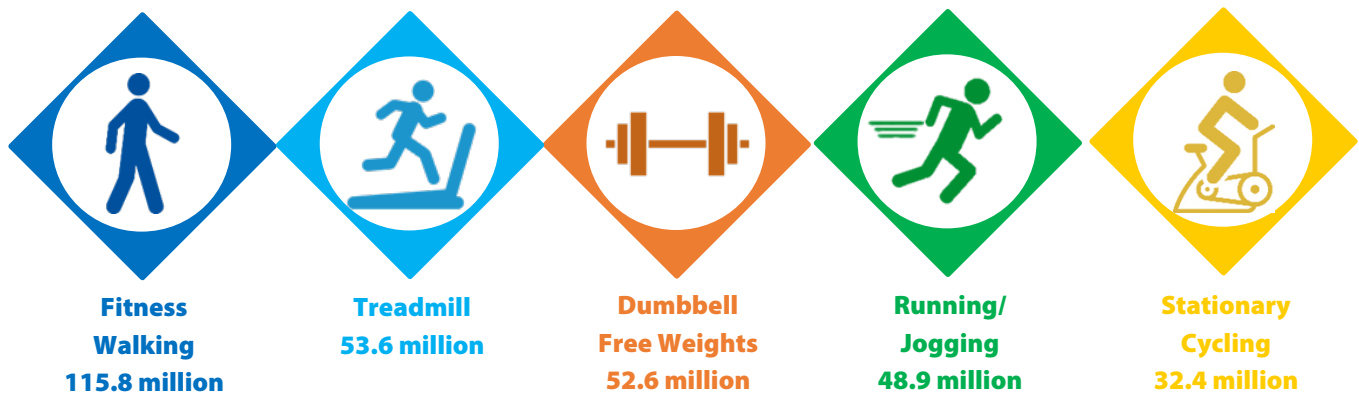
National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Basketball	22,343	27,753	27,135	21.4%	-2.2%
Golf (9 or 18-Hole Course)	23,815	24,804	25,111	5.4%	1.2%
Tennis	18,079	21,642	22,617	25.1%	4.5%
Baseball	14,760	15,731	15,587	5.6%	-0.9%
Soccer (Outdoor)	11,932	12,444	12,556	5.2%	0.9%
Golf (Entertainment Venue)	8,173	12,057	12,362	51.3%	2.5%
Softball (Slow Pitch)	7,690	6,349	6,008	-21.9%	-5.4%
Football (Flag)	6,173	7,001	6,889	11.6%	-1.6%
Volleyball (Court)	6,216	5,410	5,849	-5.9%	8.1%
Badminton	7,354	5,862	6,061	-17.6%	3.4%
Soccer (Indoor)	5,117	5,440	5,408	5.7%	-0.6%
Football (Touch)	5,686	4,846	4,884	-14.1%	0.8%
Football (Tackle)	5,481	5,054	5,228	-4.6%	3.4%
Gymnastics	5,381	3,848	4,268	-20.7%	10.9%
Volleyball (Sand/Beach)	5,489	4,320	4,184	-23.8%	-3.1%
Track and Field	4,116	3,636	3,587	-12.9%	-1.3%
Cheerleading	4,029	3,308	3,465	-14.0%	4.7%
Pickleball	2,815	4,199	4,819	71.2%	14.8%
Racquetball	3,579	3,426	3,260	-8.9%	-4.8%
Ice Hockey	2,697	2,270	2,306	-14.5%	1.6%
Ultimate Frisbee	3,673	2,325	2,190	-40.4%	-5.8%
Softball (Fast Pitch)	2,467	1,811	2,088	-15.4%	15.3%
Lacrosse	2,090	1,884	1,892	-9.5%	0.4%
Wrestling	1,922	1,931	1,937	0.8%	0.3%
Roller Hockey	1,929	1,500	1,425	-26.1%	-5.0%
Boxing for Competition	1,210	1,361	1,460	20.7%	7.3%
Rugby	1,550	1,242	1,238	-20.1%	-0.3%
Squash	1,549	1,163	1,185	-23.5%	1.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



CHAPTER THREE - NATIONAL TRENDS IN GENERAL FITNESS

3.1 PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be done at home or in a virtual class environment. The activities with the most participation was Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).



3.2 FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same time frame, the activities that have undergone the biggest decline include: Group Stationary Cycling (-33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Style Workout (-24.4%) and Non-Traditional Triathlons (-23.5%).

3.3 ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Style Workouts (6.4%) Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would generally take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%).

3.4 CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their casual users' base (participating 1-49 times per year) over the last year. These fitness activities include: Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling. Please see **Appendix A** for full Core vs. Casual Participation breakdown.



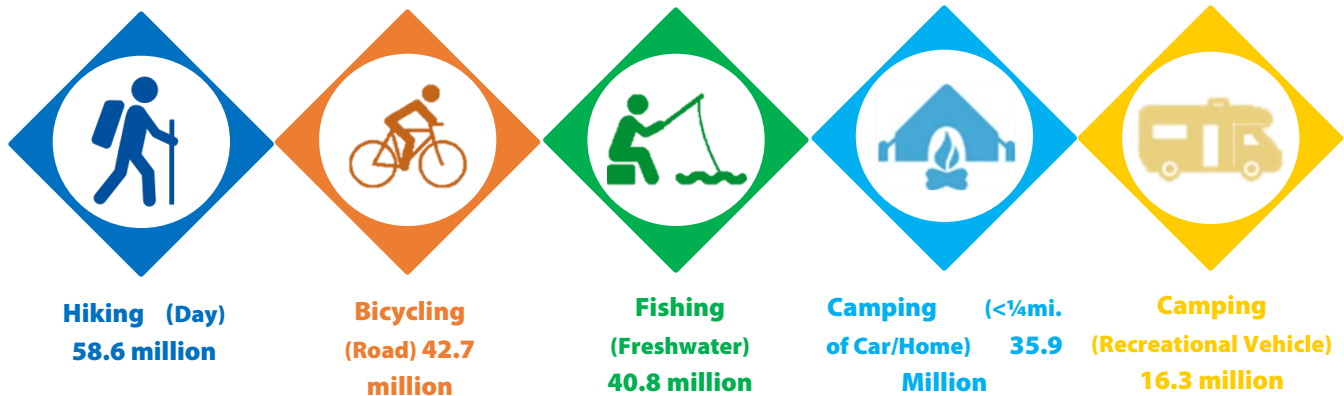
National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Fitness Walking	107,895	114,044	115,814	7.3%	1.6%
Treadmill	51,872	49,832	53,627	3.4%	7.6%
Free Weights (Dumbbells/Hand Weights)	51,513	53,256	52,636	2.2%	-1.2%
Running/Jogging	47,384	50,652	48,977	3.4%	-3.3%
Stationary Cycling (Recumbent/Upright)	36,118	31,287	32,453	-10.1%	3.7%
Weight/Resistant Machines	35,768	30,651	30,577	-14.5%	-0.2%
Elliptical Motion Trainer	32,218	27,920	27,618	-14.3%	-1.1%
Yoga	26,268	32,808	34,347	30.8%	4.7%
Free Weights (Barbells)	26,473	28,790	28,243	6.7%	-1.9%
Dance, Step, & Choreographed Exercise	21,839	25,160	24,752	13.3%	-1.6%
Bodyweight Exercise	25,110	22,845	22,629	-9.9%	-0.9%
Aerobics (High Impact/Intensity Training HII)	10,575	10,954	10,400	-1.7%	-5.1%
Stair Climbing Machine	15,079	11,261	11,786	-21.8%	4.7%
Cross-Training Style Workout	12,914	9,179	9,764	-24.4%	6.4%
Trail Running	8,582	11,854	12,520	45.9%	5.6%
Stationary Cycling (Group)	8,937	6,054	5,939	-33.5%	-1.9%
Pilates Training	8,893	9,905	9,745	9.6%	-1.6%
Cardio Kickboxing	6,899	5,295	5,099	-26.1%	-3.7%
Boot Camp Style Cross-Training	6,583	4,969	5,169	-21.5%	4.0%
Martial Arts	5,745	6,064	6,186	7.7%	2.0%
Boxing for Fitness	5,175	5,230	5,237	1.2%	0.1%
Tai Chi	3,706	3,300	3,393	-8.4%	2.8%
Barre	3,329	3,579	3,659	9.9%	2.2%
Triathlon (Traditional/Road)	2,374	1,846	1,748	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	1,363	1,304	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



CHAPTER FOUR - NATIONAL TRENDS IN OUTDOOR RECREATION

4.1 PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2021, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (58.6 million), Road Bicycling (42.7 million), Freshwater Fishing (40.8 million), Camping within ¼ mile of Vehicle/Home (35.9 million), and Recreational Vehicle Camping (16.3 million).



4.2 FIVE-YEAR TREND

From 2016-2021, Day Hiking (39.3%), Camping within ¼ mile of Vehicle/Home (36.0%), Skateboarding (35.8%), Birdwatching (27.8%), BMX Bicycling (24.4%), and Fly Fishing (15.5%) have undergone the largest increases in participation. The five-year trend also shows activities such as Adventure Racing (-39.1%), Traditional Climbing (-14.9%), In-Line Roller Skating (-8.2%), Archery (-7.1%), and to be the only activities with decreases in participation.

4.3 ONE-YEAR TREND

The one-year trend shows almost all activities declining in participation from the previous year. The growing activities being Indoor Climbing (2.7%), Day Hiking (1.5%), Archery (1.3%), In-Line Roller Skating (1.0%), Boulder Climbing (0.5%), and over the last year, the activities that underwent the biggest decreases in participation were Recreational Vehicle Camping (-8.2%) and Adventure Racing (-7.1%).

4.4 CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five- years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. *Please see **Appendix A** for full Core vs. Casual Participation breakdown.*



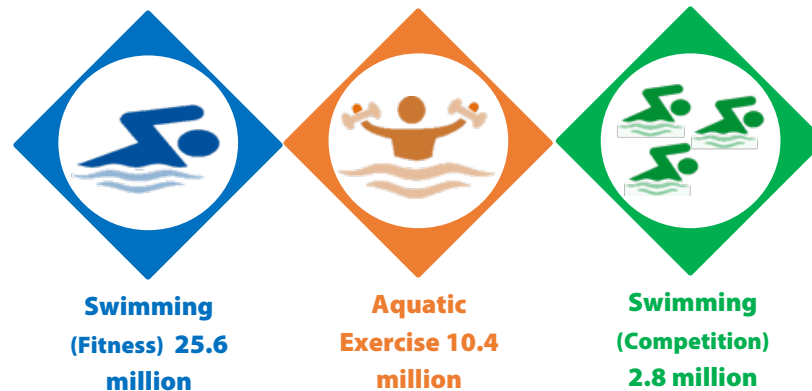
National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Hiking (Day)	42,128	57,808	58,697	39.3%	1.5%
Bicycling (Road)	38,365	44,471	42,775	11.5%	-3.8%
Fishing (Freshwater)	38,121	42,556	40,853	7.2%	-4.0%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	36,082	35,985	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	17,825	16,371	3.3%	-8.2%
Fishing (Saltwater)	12,266	14,527	13,790	12.4%	-5.1%
Birdwatching (>1/4 mile of Vehicle/Home)	11,589	15,228	14,815	27.8%	-2.7%
Backpacking Overnight	10,151	10,746	10,306	1.5%	-4.1%
Bicycling (Mountain)	8,615	8,998	8,693	0.9%	-3.4%
Archery	7,903	7,249	7,342	-7.1%	1.3%
Fishing (Fly)	6,456	7,753	7,458	15.5%	-3.8%
Skateboarding	6,442	8,872	8,747	35.8%	-1.4%
Climbing (Indoor)	-	5,535	5,684	N/A	2.7%
Roller Skating, In-Line	5,381	4,892	4,940	-8.2%	1.0%
Bicycling (BMX)	3,104	3,880	3,861	24.4%	-0.5%
Climbing (Traditional/Ice/Mountaineering)	2,790	2,456	2,374	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	2,290	2,301	N/A	0.5%
Adventure Racing	2,999	1,966	1,826	-39.1%	-7.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



CHAPTER FIVE - NATIONAL TRENDS IN AQUATICS

5.1 PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2021, Fitness Swimming remained the overall leader in participation (25.6 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.



5.2 FIVE-YEAR TREND

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, most likely due to the accessibility of facilities during Covid-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive Swimming suffered a -16.2% decline in participation.

5.3 ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive swimming increased by 8%.

5.4 CORE VS. CASUAL TRENDS IN AQUATICS

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seem a drop in core participation (50+ times per year) in the same time frame. This was happening before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend. Please see **Appendix A** for full Core vs. Casual Participation breakdown.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,601	25,666	25,620	-3.7%	-0.2%
Aquatic Exercise	10,575	10,954	10,400	-1.7%	-5.1%
Swimming (Competition)	3,369	2,615	2,824	-16.2%	8.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



CHAPTER SIX - NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

6.1 PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2020 were Recreational Kayaking (13.3 million), Canoeing (9.2 million), and Snorkeling (7.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



6.2 FIVE-YEAR TREND

Over the last five years, Recreational Kayaking (33.3%), Surfing (24%), and Stand-Up Paddling (16.1%) were the fastest growing water activities. White Water Kayaking (1.4%) was the only other activity with an increase in participation. From 2016-2021, activities declining in participation most rapidly were Boardsailing/Windsurfing (-25.3%), Scuba Diving (-20.4%), Water Skiing (-17.4%), Sea Kayaking (-17.2%) Snorkeling (-16.1%), and Sailing (-15.4%).

6.3 ONE-YEAR TREND

Recreational Kayaking (2.7%) and Stand-Up Paddling (1.7%) were the activities to grow both over 5 years and in the last one year. Activities which experienced the largest decreases in participation in the most recent year include Surfing (-8.9%), Snorkeling (-5.3%), Scuba Diving (-4.3%), and Canoeing (-4.1%).

6.4 CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. Please see **Appendix A** for full Core vs. Casual Participation breakdown.



National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,017	13,002	13,351	33.3%	2.7%
Canoeing	10,046	9,595	9,199	-8.4%	-4.1%
Snorkeling	8,717	7,729	7,316	-16.1%	-5.3%
Jet Skiing	5,783	4,900	5,062	-12.5%	3.3%
Sailing	4,095	3,486	3,463	-15.4%	-0.7%
Stand-Up Paddling	3,220	3,675	3,739	16.1%	1.7%
Rafting	3,428	3,474	3,383	-1.3%	-2.6%
Water Skiing	3,700	3,050	3,058	-17.4%	0.3%
Surfing	2,793	3,800	3,463	24.0%	-8.9%
Wakeboarding	2,912	2,754	2,674	-8.2%	-2.9%
Scuba Diving	3,111	2,588	2,476	-20.4%	-4.3%
Kayaking (Sea/Touring)	3,124	2,508	2,587	-17.2%	3.1%
Kayaking (White Water)	2,552	2,605	2,587	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	1,268	1,297	-25.3%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:		Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)



CHAPTER SEVEN - NATIONAL RECREATION TRENDS BY AGE SEGMENT

7.1 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



7.2 PARTICIPATION BY GENERATION

Boomers (1945 – 1964)

	2019	2020	2021
Fitness Sports	59.8%	59.9%	64.4%
Individual Sports	23.1%	22.3%	22.9%
Outdoor Sports	39.4%	39.5%	41.9%
Racquet Sports	5.5%	6.4%	6.8%
Team Sports	4.3%	4.9%	5.1%
Water Sports	7.4%	7.8%	8.2%
Winter Sports	3.9%	3.5%	3.7%

Gen X (1965~1979)

	2019	2020	2021
Fitness Sports	65.1%	66.0%	64.2%
Individual Sports	29.9%	31.5%	29.6%
Outdoor Sports	50.4%	52.2%	50.4%
Racquet Sports	10.1%	12.2%	11.8%
Team Sports	12.0%	15.5%	15.2%
Water Sports	10.9%	13.0%	12.3%
Winter Sports	8.6%	8.7%	8.2%

Millennials (1980~1999)

	2019	2020	2021
Fitness Sports	68.3%	68.7%	70.0%
Individual Sports	39.8%	41.5%	41.3%
Outdoor Sports	57.5%	59.4%	60.5%
Racquet Sports	17.6%	19.3%	19.3%
Team Sports	27.2%	30.4%	30.6%
Water Sports	15.0%	17.1%	17.2%
Winter Sports	14.9%	14.5%	14.0%

Gen Z (2000+)

	2019	2020	2021
Fitness Sports	53.5%	55.2%	55.8%
Individual Sports	42.0%	44.3%	44.0%
Outdoor Sports	59.1%	60.6%	60.8%
Racquet Sports	18.1%	22.4%	22.6%
Team Sports	56.3%	56.6%	55.8%
Water Sports	12.9%	16.3%	15.8%
Winter Sports	18.9%	19.4%	19.1%

PARTICIPATION BY GENERATION

7.3 RECREATION TRENDS FOR THE SENIOR POPULATION (55+)

Today, Lakewood is more diverse with greater and contrasting needs and desires. The Parks and Recreation Department has evolved to ensure that all members of the community are able to benefit from their vast holdings of open space, recreation facilities and service offerings. One area of growing interest is serving the expanding population of older adults.

The findings, in a research report produced by the National Recreation and Parks Association (NRPA), affirms that parks and recreation is a vital service provider to older adults, and yet there remains significant opportunity to do much more. Some of the key findings in the report indicate that more than nine in 10 park and recreation agencies report that they offer facilities, activities and programming that cater to older adults. These activities vary greatly, including providing older adults with chances to socialize with others, ways to stay healthy and active, and opportunities to serve others in their communities. Following is a list of activities that are among those most often geared to older adults:

- Exercise classes
- Field trips, tours, vacations
- Arts and crafts classes
- Opportunities to volunteer
- Special events and festivals targeted to older adults
- Group walks
- Paid job opportunities to lead exercise classes, work in recreation centers or at parks.

As noted above, the list of activities varies greatly from active to passive and everywhere in-between.



Where Lakewood can make a real, lasting difference is in providing evidence-based chronic disease prevention and/or management programs that keep older adults healthy and active for years to come. The trend to accomplish this is for the Department to offer these types of programs for older adults in Lakewood, including those focused on enhanced fitness, diabetes management, living with arthritis and improving balance.

The wide breadth of service offerings for older adults should reflect the broad population served. This includes Lakewood following a wide definition of “older adults” when designing and marketing offerings — in many cases starting with adults as young as 55 years old.

Furthermore, Lakewood may be unique in ensuring that the needs of underserved older adults are met. The Department can be a critical, lifesaving resource for lower and/or fixed income segments of the older adult population. This can possibly include transportation to and from activities and facilities and low-cost or free fitness programs.

Lakewood could consider developing programming for older adults with key partners. To best serve this population, partnerships can include, but not limited to:

- Area agencies on aging
- Retirement communities
- Senior meals providers
- Hospitals and doctors’ offices
- Local health departments
- Health insurance companies
- Community-based organizations (e.g., faith-based)

Despite these partnerships, Lakewood will have hurdles that must be overcome before providing more services to older adults. The most common challenges are the result of inadequate resources, including facility space shortages, insufficient funding, and inadequate staffing. Presumably, these resource constraints will become even more acute as the older adult population grows and the demand for these services increase.



CHAPTER EIGHT - LOCAL RECREATIONAL TRENDS – MARKET POTENTIAL INDICES

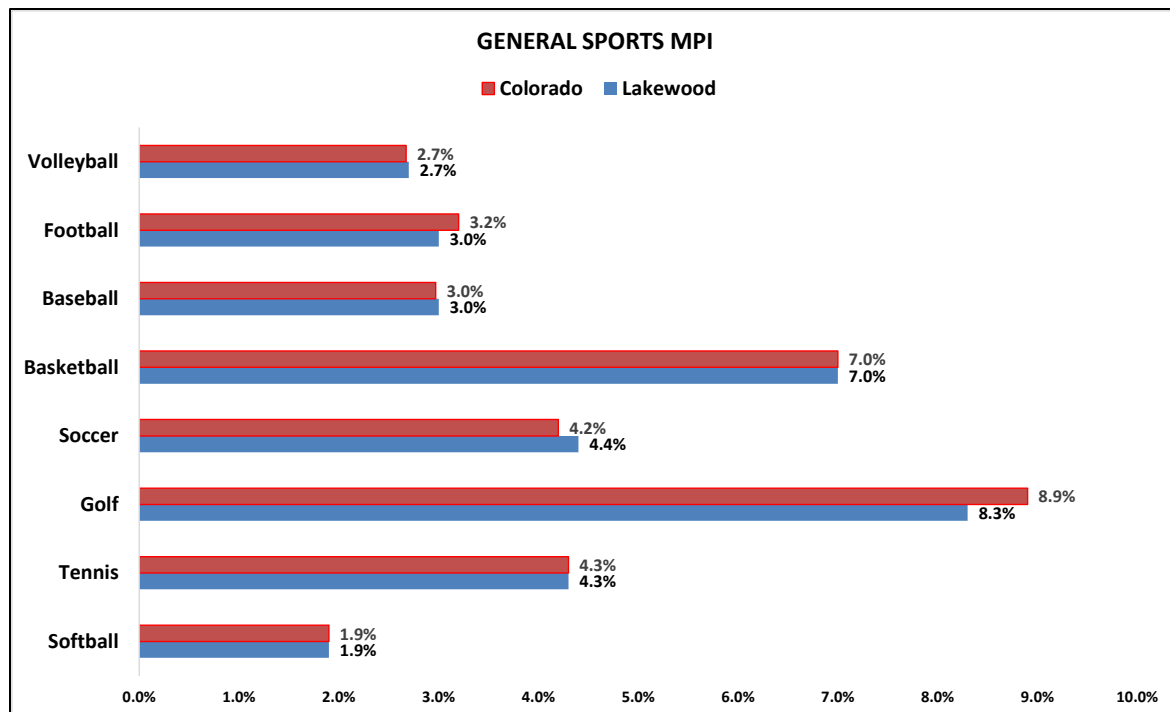
ESRI's 2022 Sports and Leisure Market Potential Data measures the likely demand for recreation activities as well as expected consumer attitudes towards these activities by City of Lakewood residents. The MPI shows the likelihood that a resident of the City of Lakewood will participate in certain activities when compared to the US National average. The City is compared to the Colorado averages in five (5) categories – general sports, fitness, outdoor recreation, and art and culture programs as well as annual recreation and entertainment household expenditures. PLEASE NOTE: The participation by Lakewood residents in these activities is not restricted geographically to the City of Lakewood. For example, a Lakewood resident may participate in an activity offered by the City of Denver.

Overall, Lakewood demonstrates average to above average market potential index numbers. Looking at the three categories (general sports, fitness, outdoor activity, and art and culture), Lakewood's MPI percentages show that Lakewood has strong participation rates when it comes to general sports and fitness activities; outdoor recreation activities and participation in art and culture programs generally align with Colorado averages.

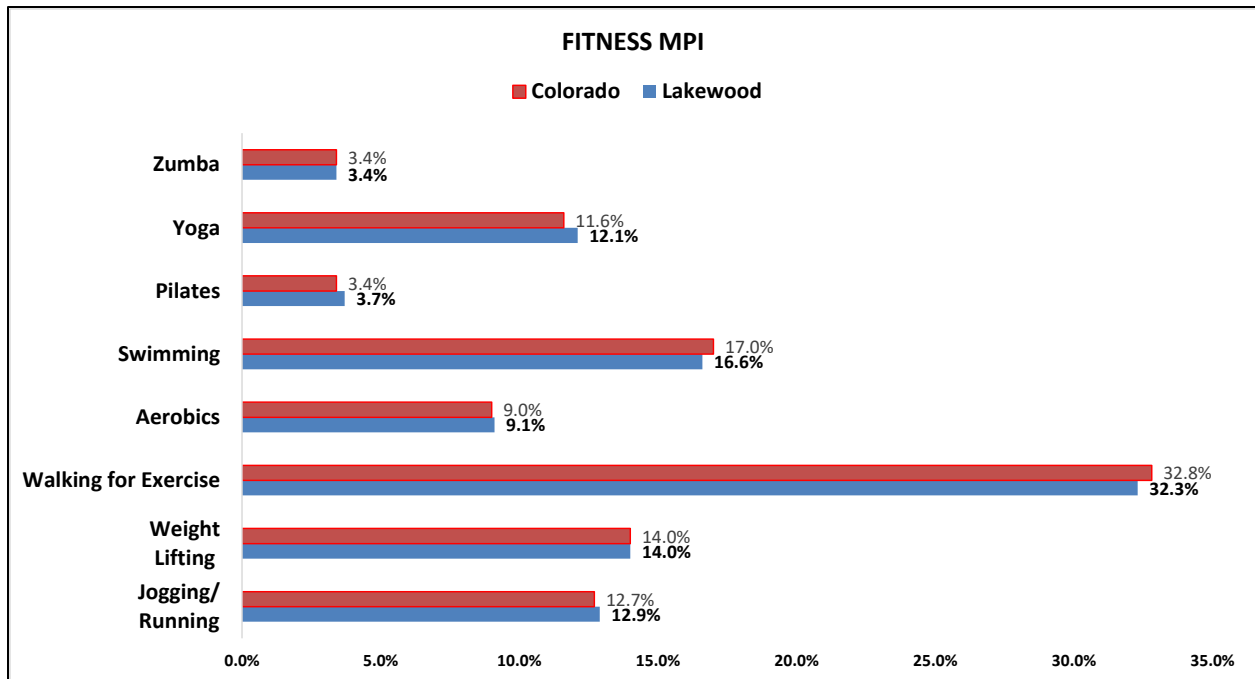
Activities with MPI numbers greater than the Colorado average are significant because they demonstrate that there is a greater potential that Lakewood residents will actively participate in offerings if these activities were provided by the city or surrounding communities. Activities with MPI numbers lower than the Colorado average are also significant because they demonstrate that there is either a lower potential that Lakewood residents will participate in these activities or the opportunity to participate in these activities is not available to them.

This data should be interfaced with other key findings derived during the master planning process to determine an appropriate level of service for park acreage and amenities for the City of Lakewood. Other key factors that determine level of service include, but are not limited to demographic projections, resident need as determined by the community engagement process, current level of service (existing park and amenity inventory), and access to existing parks and amenities. PLEASE NOTE: 1% of Lakewood's population = 1,600 residents.

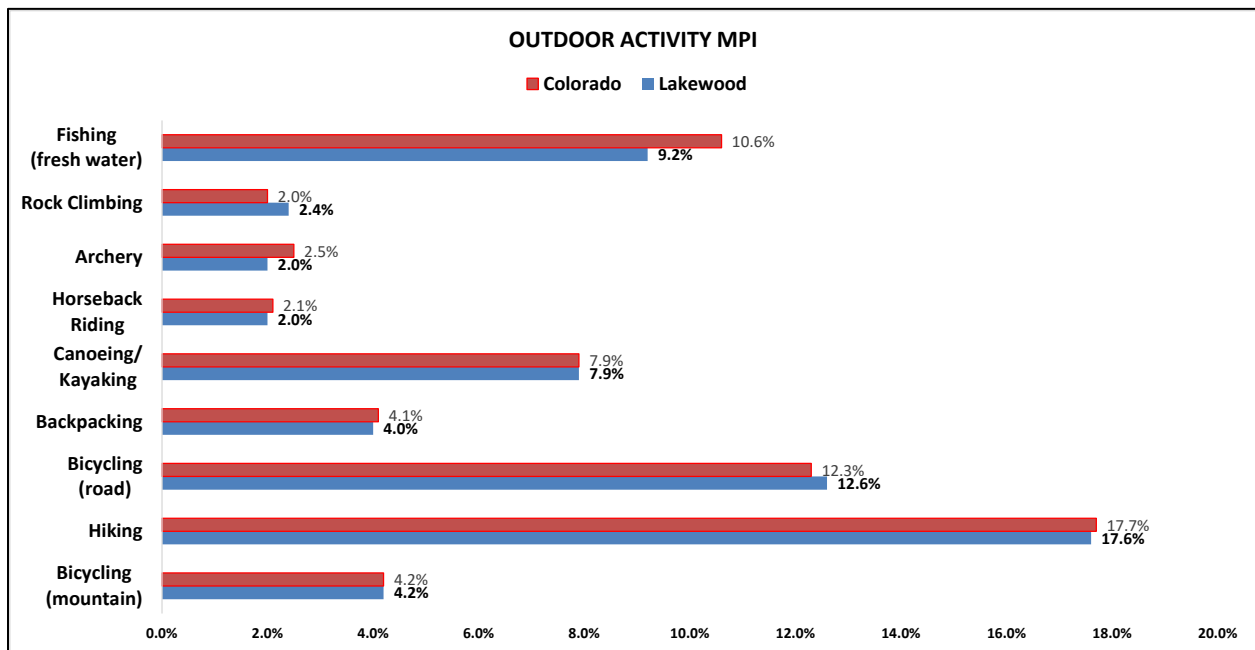
8.1 GENERAL SPORTS MARKET POTENTIAL INDEX



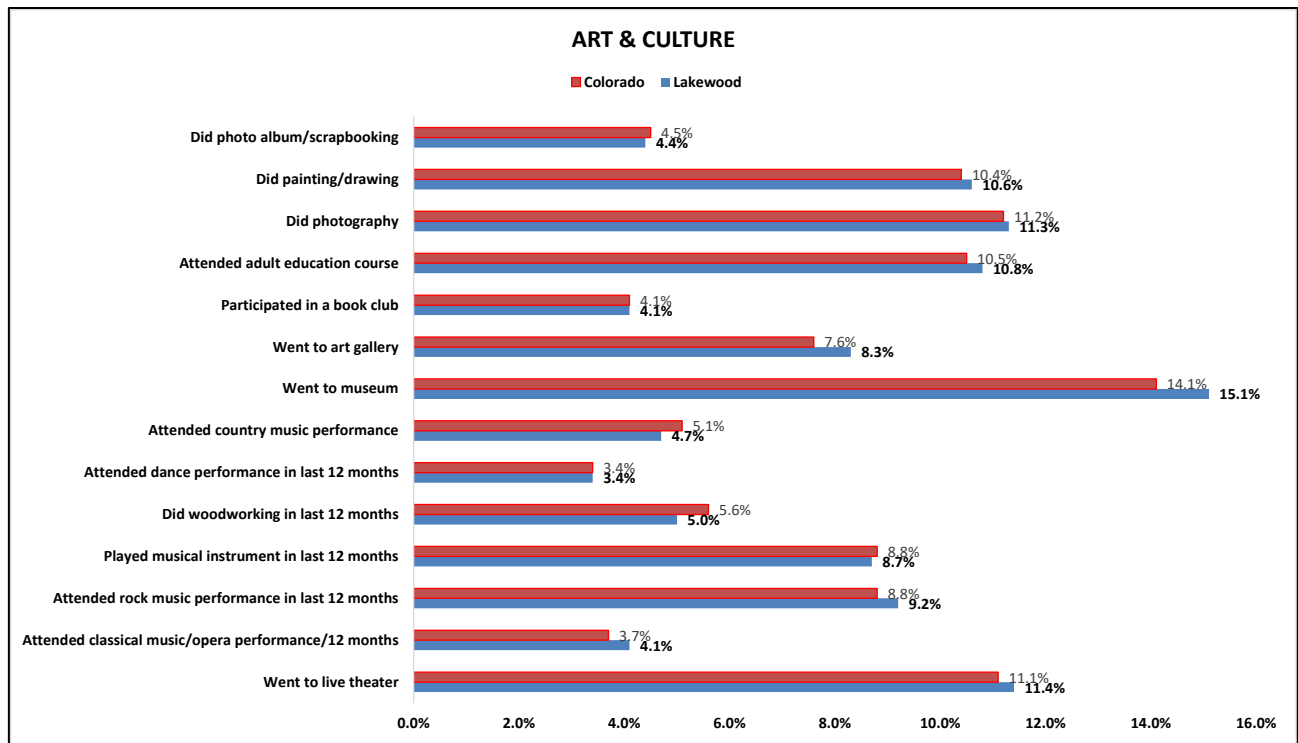
8.2 GENERAL FITNESS MARKET POTENTIAL INDEX



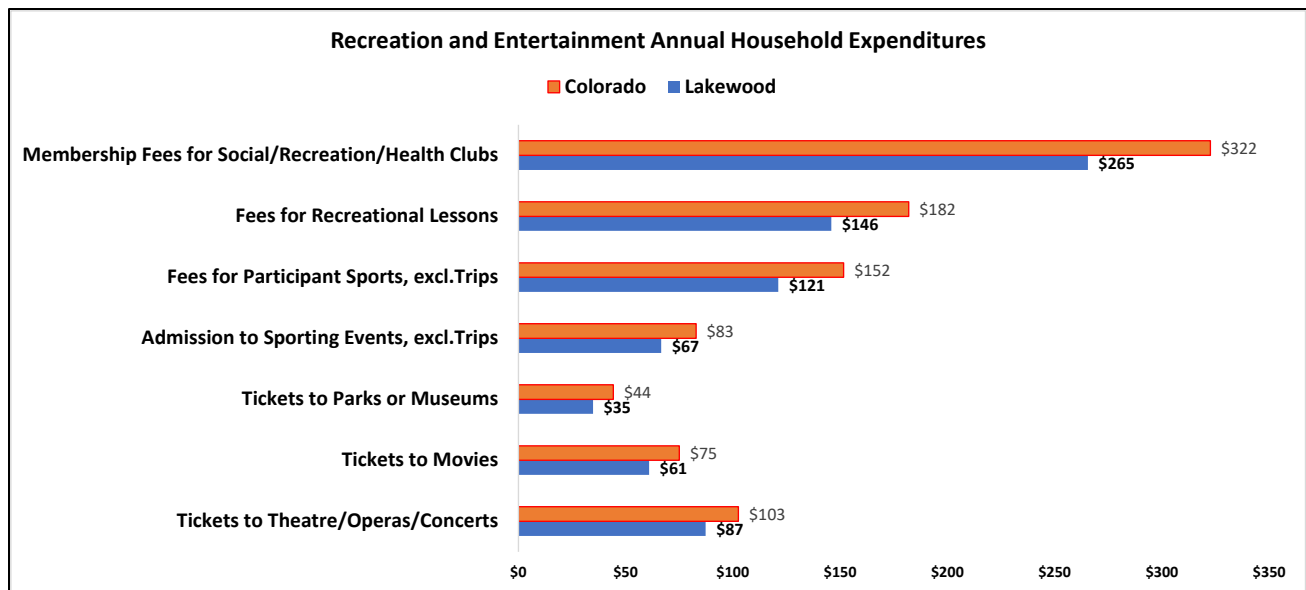
8.3 OUTDOOR ACTIVITY MARKET POTENTIAL INDEX



8.4 ART AND CULTURE MARKET POTENTIAL INDEX



8.5 ANNUAL HOUSEHOLD RECREATION AND ENTERTAINMENT EXPENDITURES



CHAPTER NINE - RECREATION TRENDS SUMMARY

It is critically important for the Lakewood Community Resources Department to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Lakewood. Here are some major takeaways for local and national recreation trends:

- Fitness walking remains a very popular activity nationally and locally. This activity will likely continue to grow in popularity in Lakewood.
- All listed aquatic activities have experienced strong participation growth, both locally and nationally.
- Basketball is the most participated in **sport** nationally while tennis and soccer have the strongest MPI numbers locally.
- Softball and football are losing participants both locally and nationally, and local MPI numbers are at or below the national average for each of these activities.
- Outdoor recreational activities are on the rise nationally and are also popular locally.
- Based on national measurements, income level has a positive impact on activity rate. Higher income households tend to have higher activity rates.
- Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Specific strategies must be developed to address the growing and diversifying senior (55+) population.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.



APPENDIX A- CORE VS. CASUAL PARTICIPATION TRENDS

General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	22,343	100%	27,753	100%	27,135	100%	21.4%	-2.2%
Casual (1-12 times)	7,486	34%	11,962	43%	11,019	41%	47.2%	-7.9%
Core(13+ times)	14,857	66%	15,791	57%	16,019	59%	7.8%	1.4%
Golf (9 or 18-Hole Course)	23,815	100%	24,804	100%	25,111	100%	5.4%	1.2%
Tennis	18,079	100%	21,642	100%	22,617	100%	25.1%	4.5%
Baseball	14,760	100%	15,731	100%	15,587	100%	5.6%	-0.9%
Casual (1-12 times)	5,673	38%	8,089	51%	7,392	47%	30.3%	-8.6%
Core (13+ times)	9,087	62%	7,643	49%	8,195	53%	-9.8%	7.2%
Soccer (Outdoor)	11,932	100%	12,444	100%	12,556	100%	5.2%	0.9%
Casual (1-25 times)	6,342	53%	8,360	67%	7,586	60%	19.6%	-9.3%
Core (26+ times)	5,590	47%	4,084	33%	4,970	40%	-11.1%	21.7%
Softball (Slow Pitch)	7,690	100%	6,349	100%	6,008	100%	-21.9%	-5.4%
Casual (1-12 times)	3,377	44%	2,753	43%	2,729	45%	-19.2%	-0.9%
Core(13+ times)	4,314	56%	3,596	57%	3,279	55%	-24.0%	-8.8%
Football (Flag)	6,173	123%	7,001	121%	6,889	123%	11.6%	-1.6%
Casual (1-12 times)	3,249	53%	4,287	61%	4,137	60%	27.3%	-3.5%
Core(13+ times)	2,924	47%	2,714	39%	2,752	40%	-5.9%	1.4%
Core Age 6 to 17 (13+ times)	1,401	23%	1,446	21%	1,574	23%	12.3%	8.9%
Volleyball (Court)	6,216	100%	5,410	100%	5,849	100%	-5.9%	8.1%
Casual (1-12 times)	2,852	46%	2,204	41%	2,465	42%	-13.6%	11.8%
Core(13+ times)	3,364	54%	3,206	59%	3,384	58%	0.6%	5.6%
Badminton	7,354	100%	5,862	100%	6,061	100%	-17.6%	3.4%
Casual (1-12 times)	5,285	72%	4,129	70%	4,251	70%	-19.6%	3.0%
Core(13+ times)	2,069	28%	1,733	30%	1,810	30%	-12.5%	4.4%
Football (Touch)	5,686	100%	4,846	100%	4,884	100%	-14.1%	0.8%
Casual (1-12 times)	3,304	58%	2,990	62%	3,171	65%	-4.0%	6.1%
Core(13+ times)	2,383	42%	1,856	38%	1,713	35%	-28.1%	-7.7%
Soccer (Indoor)	5,117	100%	5,440	100%	5,408	100%	5.7%	-0.6%
Casual (1-12 times)	2,347	46%	3,377	62%	3,054	56%	30.1%	-9.6%
Core(13+ times)	2,770	54%	2,063	38%	2,354	44%	-15.0%	14.1%
Football (Tackle)	5,481	146%	5,054	144%	5,228	140%	-4.6%	3.4%
Casual (1-25 times)	2,242	41%	2,390	47%	2,642	51%	17.8%	10.5%
Core(26+ times)	3,240	59%	2,665	53%	2,586	49%	-20.2%	-3.0%
Core Age 6 to 17 (26+ times)	2,543	46%	2,226	44%	2,110	40%	-17.0%	-5.2%
Gymnastics	5,381	100%	3,848	100%	4,268	100%	-20.7%	10.9%
Casual (1-49 times)	3,580	67%	2,438	63%	2,787	65%	-22.2%	14.3%
Core(50+ times)	1,800	33%	1,410	37%	1,482	35%	-17.7%	5.1%
Volleyball (Sand/Beach)	5,489	100%	4,320	100%	4,184	100%	-23.8%	-3.1%
Casual (1-12 times)	3,989	73%	3,105	72%	2,918	70%	-26.8%	-6.0%
Core(13+ times)	1,500	27%	1,215	28%	1,265	30%	-15.7%	4.1%
Track and Field	4,116	100%	3,636	100%	3,587	100%	-12.9%	-1.3%
Casual (1-25 times)	1,961	48%	1,589	44%	1,712	48%	-12.7%	7.7%
Core(26+ times)	2,155	52%	2,046	56%	1,875	52%	-13.0%	-8.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



General Sports (Continued)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	4,029	100%	3,308	100%	3,465	100%	-14.0%	4.7%
<i>Casual (1-25 times)</i>	2,365	59%	1,931	58%	2,030	59%	-14.2%	5.1%
<i>Core(26+ times)</i>	1,664	41%	1,377	42%	1,435	41%	-13.8%	4.2%
Pickleball	2,815	100%	4,199	100%	4,819	100%	71.2%	14.8%
<i>Casual (1-12 times)</i>	1,710	61%	2,835	68%	3,454	72%	102.0%	21.8%
<i>Core(13+ times)</i>	1,106	39%	1,364	32%	1,365	28%	23.4%	0.1%
Racquetball	3,579	100%	3,426	100%	3,260	100%	-8.9%	-4.8%
<i>Casual (1-12 times)</i>	2,488	70%	2,476	72%	2,270	70%	-8.8%	-8.3%
<i>Core(13+ times)</i>	1,092	31%	950	28%	990	30%	-9.3%	4.2%
Ice Hockey	2,697	100%	2,270	100%	2,306	100%	-14.5%	1.6%
<i>Casual (1-12 times)</i>	1,353	50%	1,165	51%	1,206	52%	-10.9%	3.5%
<i>Core(13+ times)</i>	1,344	50%	1,105	49%	1,101	48%	-18.1%	-0.4%
Ultimate Frisbee	3,673	100%	2,325	100%	2,190	100%	-40.4%	-5.8%
<i>Casual (1-12 times)</i>	2,746	75%	1,476	63%	1,441	66%	-47.5%	-2.4%
<i>Core(13+ times)</i>	927	25%	849	37%	749	34%	-19.2%	-11.8%
Softball (Fast Pitch)	2,467	100%	1,811	100%	2,088	100%	-15.4%	15.3%
<i>Casual (1-25 times)</i>	1,198	49%	650	36%	934	45%	-22.0%	43.7%
<i>Core(26+ times)</i>	1,269	51%	1,162	64%	1,154	55%	-9.1%	-0.7%
Lacrosse	2,090	100%	1,884	100%	1,892	100%	-9.5%	0.4%
<i>Casual (1-12 times)</i>	1,153	55%	902	48%	1,009	53%	-12.5%	11.9%
<i>Core(13+ times)</i>	938	45%	982	52%	883	47%	-5.9%	-10.1%
Wrestling	1,922	100%	1,931	100%	1,937	100%	0.8%	0.3%
<i>Casual (1-25 times)</i>	1,139	59%	1,239	64%	1,290	67%	13.3%	4.1%
<i>Core(26+ times)</i>	782	41%	692	36%	647	33%	-17.3%	-6.5%
Roller Hockey	1,929	100%	1,500	100%	1,425	100%	-26.1%	-5.0%
<i>Casual (1-12 times)</i>	1,438	75%	1,129	75%	1,088	76%	-24.3%	-3.6%
<i>Core(13+ times)</i>	491	25%	371	25%	337	24%	-31.4%	-9.2%
Boxing for Competition	1,210	100%	1,361	100%	1,460	100%	20.7%	7.3%
<i>Casual (1-12 times)</i>	1,035	86%	1,214	89%	1,262	86%	21.9%	4.0%
<i>Core(13+ times)</i>	176	15%	147	11%	199	14%	13.1%	35.4%
Rugby	1,550	100%	1,242	100%	1,238	100%	-20.1%	-0.3%
<i>Casual (1-7 times)</i>	1,090	70%	807	65%	778	63%	-28.6%	-3.6%
<i>Core(8+ times)</i>	460	30%	435	35%	460	37%	0.0%	5.7%
Squash	1,549	100%	1,163	100%	1,185	100%	-23.5%	1.9%
<i>Casual (1-7 times)</i>	1,111	72%	669	58%	720	61%	-35.2%	7.6%
<i>Core(8+ times)</i>	437	28%	495	43%	466	39%	6.6%	-5.9%
Golf (Entertainment Venue)	8,173	100%	12,057	100%	12,362	100%	51.3%	2.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



General Fitness

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	107,895	100%	114,044	100%	115,814	100%	7.3%	1.6%
Casual (1-49 times)	34,535	32%	34,742	30%	39,036	34%	13.0%	12.4%
Core(50+ times)	73,359	68%	79,302	70%	76,778	66%	4.7%	-3.2%
Treadmill	51,872	100%	49,832	100%	53,627	100%	3.4%	7.6%
Casual (1-49 times)	23,490	45%	19,549	39%	25,353	47%	7.9%	29.7%
Core(50+ times)	28,381	55%	30,283	61%	28,276	53%	-0.4%	-6.6%
Free Weights (Dumbbells/Hand Weights)	51,513	100%	53,256	100%	52,636	100%	2.2%	-1.2%
Casual (1-49 times)	18,245	35%	20,070	38%	21,560	41%	18.2%	7.4%
Core(50+ times)	33,268	65%	33,186	62%	31,076	59%	-6.6%	-6.4%
Running/Jogging	47,384	100%	50,652	100%	48,977	100%	3.4%	-3.3%
Casual (1-49 times)	21,764	46%	24,438	48%	23,441	48%	7.7%	-4.1%
Core(50+ times)	25,621	54%	26,214	52%	25,537	52%	-0.3%	-2.6%
Stationary Cycling (Recumbent/Upright)	36,118	100%	31,287	100%	32,453	100%	-10.1%	3.7%
Casual (1-49 times)	18,240	51%	13,249	42%	15,124	47%	-17.1%	14.2%
Core(50+ times)	17,878	49%	18,038	58%	17,330	53%	-3.1%	-3.9%
Weight/Resistant Machines	35,768	100%	30,651	100%	30,577	100%	-14.5%	-0.2%
Casual (1-49 times)	14,346	40%	10,940	36%	11,954	39%	-16.7%	9.3%
Core(50+ times)	21,422	60%	19,711	64%	18,624	61%	-13.1%	-5.5%
Elliptical Motion/Cross Trainer	32,218	100%	27,920	100%	27,618	100%	-14.3%	-1.1%
Casual (1-49 times)	15,687	49%	14,403	52%	14,156	51%	-9.8%	-1.7%
Core(50+ times)	16,532	51%	13,517	48%	13,461	49%	-18.6%	-0.4%
Yoga	26,268	100%	32,808	102%	34,347	100%	30.8%	4.7%
Casual (1-49 times)	15,486	59%	19,953	61%	20,110	59%	29.9%	0.8%
Core(50+ times)	10,782	41%	13,471	41%	14,237	41%	32.0%	5.7%
Free Weights (Barbells)	26,473	100%	28,790	100%	28,243	100%	6.7%	-1.9%
Casual (1-49 times)	10,344	39%	13,428	47%	12,649	45%	22.3%	-5.8%
Core(50+ times)	16,129	61%	15,363	53%	15,595	55%	-3.3%	1.5%
Dance, Step, Choreographed Exercise	21,839	100%	25,160	100%	24,752	100%	13.3%	-1.6%
Casual (1-49 times)	14,158	65%	16,652	66%	16,622	67%	17.4%	-0.2%
Core(50+ times)	7,681	35%	8,507	34%	8,130	33%	5.8%	-4.4%
Bodyweight Exercise	25,110	100%	22,845	100%	22,629	100%	-9.9%	-0.9%
Casual (1-49 times)	9,763	39%	9,581	42%	9,915	44%	1.6%	3.5%
Core(50+ times)	15,347	61%	13,264	58%	12,714	56%	-17.2%	-4.1%
Aerobics (High Impact/ Intensity Training)	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
Casual (1-49 times)	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
Core(50+ times)	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Stair Climbing Machine	15,079	100%	11,261	100%	11,786	100%	-21.8%	4.7%
Casual (1-49 times)	9,332	62%	6,339	56%	7,332	62%	-21.4%	15.7%
Core(50+ times)	5,747	38%	4,922	44%	4,453	38%	-22.5%	-9.5%
Cross-Training Style Workout	12,914	100%	9,179	100%	9,764	100%	-24.4%	6.4%
Casual (1-49 times)	6,430	50%	3,476	38%	4,179	43%	-35.0%	20.2%
Core(50+ times)	6,483	50%	5,704	62%	5,585	57%	-13.9%	-2.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	



General Fitness (Continued)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Trail Running	8,582	100%	11,854	100%	12,520	100%	45.9%	5.6%
Stationary Cycling (Group)	8,937	100%	6,054	100%	5,939	100%	-33.5%	-1.9%
<i>Casual (1-49 times)</i>	5,751	64%	3,134	52%	3,134	53%	-45.5%	0.0%
<i>Core(50+ times)</i>	3,186	36%	2,920	48%	2,805	47%	-12.0%	-3.9%
Pilates Training	8,893	100%	9,905	100%	9,745	100%	9.6%	-1.6%
<i>Casual (1-49 times)</i>	5,525	62%	6,668	67%	6,611	68%	19.7%	-0.9%
<i>Core(50+ times)</i>	3,367	38%	3,237	33%	3,133	32%	-6.9%	-3.2%
Cardio Kickboxing	6,899	100%	5,295	100%	5,099	100%	-26.1%	-3.7%
<i>Casual (1-49 times)</i>	4,760	69%	3,438	65%	3,328	65%	-30.1%	-3.2%
<i>Core(50+ times)</i>	2,139	31%	1,857	35%	1,771	35%	-17.2%	-4.6%
Boot Camp Style Training	6,583	100%	4,969	100%	5,169	100%	-21.5%	4.0%
<i>Casual (1-49 times)</i>	4,484	68%	3,204	64%	3,461	67%	-22.8%	8.0%
<i>Core(50+ times)</i>	2,099	32%	1,765	36%	1,709	33%	-18.6%	-3.2%
Martial Arts	5,745	100%	6,064	100%	6,186	100%	7.7%	2.0%
<i>Casual (1-12 times)</i>	1,964	34%	2,679	44%	2,728	44%	38.9%	1.8%
<i>Core(13+ times)</i>	3,780	66%	3,385	56%	3,458	56%	-8.5%	2.2%
Boxing for Fitness	5,175	100%	5,230	100%	5,237	100%	1.2%	0.1%
<i>Casual (1-12 times)</i>	2,678	52%	2,962	57%	2,985	57%	11.5%	0.8%
<i>Core(13+ times)</i>	2,496	48%	2,268	43%	2,252	43%	-9.8%	-0.7%
Tai Chi	3,706	100%	3,300	100%	3,393	100%	-8.4%	2.8%
<i>Casual (1-49 times)</i>	2,245	61%	1,858	56%	2,001	59%	-10.9%	7.7%
<i>Core(50+ times)</i>	1,461	39%	1,442	44%	1,393	41%	-4.7%	-3.4%
Barre	3,329	100%	3,579	100%	3,659	100%	9.9%	2.2%
<i>Casual (1-49 times)</i>	2,636	79%	2,721	76%	2,822	77%	7.1%	3.7%
<i>Core(50+ times)</i>	693	21%	858	24%	837	23%	20.8%	-2.4%
Triathlon (Traditional/Road)	2,374	100%	1,846	100%	1,748	100%	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	100%	1,363	100%	1,304	100%	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



Outdoor/Adventure Recreation

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	42,128	100%	57,808	100%	58,697	100%	39.3%	1.5%
Bicycling (Road)	38,365	100%	44,471	100%	42,775	100%	11.5%	-3.8%
<i>Casual (1-25 times)</i>	19,244	50%	23,720	53%	22,280	52%	15.8%	-6.1%
<i>Core(26+ times)</i>	19,121	50%	20,751	47%	20,495	48%	7.2%	-1.2%
Fishing (Freshwater)	38,121	100%	42,556	100%	40,853	100%	7.2%	-4.0%
<i>Casual (1-7 times)</i>	20,308	53%	24,309	57%	22,451	55%	10.6%	-7.6%
<i>Core(8+ times)</i>	17,813	47%	18,247	43%	18,403	45%	3.3%	0.9%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	100%	36,082	100%	35,985	100%	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	100%	17,825	100%	16,371	100%	3.3%	-8.2%
<i>Casual (1-7 times)</i>	8,719	55%	11,281	63%	9,688	59%	11.1%	-14.1%
<i>Core(8+ times)</i>	7,136	45%	6,544	37%	6,683	41%	-6.3%	2.1%
Fishing (Saltwater)	12,266	100%	14,527	100%	13,790	100%	12.4%	-5.1%
<i>Casual (1-7 times)</i>	7,198	59%	9,109	63%	8,543	62%	18.7%	-6.2%
<i>Core(8+ times)</i>	5,068	41%	5,418	37%	5,246	38%	3.5%	-3.2%
Birdwatching (>1/4 mile of Vehicle/Home)	11,589	100%	15,228	100%	14,815	100%	27.8%	-2.7%
Backpacking Overnight	10,151	100%	10,746	100%	10,306	100%	1.5%	-4.1%
Bicycling (Mountain)	8,615	100%	8,998	100%	8,693	100%	0.9%	-3.4%
<i>Casual (1-12 times)</i>	4,273	50%	4,803	53%	4,517	52%	5.7%	-6.0%
<i>Core(13+ times)</i>	4,342	50%	4,194	47%	4,176	48%	-3.8%	-0.4%
Archery	7,903	100%	7,249	100%	7,342	100%	-7.1%	1.3%
<i>Casual (1-25 times)</i>	6,650	84%	6,102	84%	6,054	82%	-9.0%	-0.8%
<i>Core(26+ times)</i>	1,253	16%	1,147	16%	1,288	18%	2.8%	12.3%
Fishing (Fly)	6,456	100%	7,753	100%	7,458	100%	15.5%	-3.8%
<i>Casual (1-7 times)</i>	4,183	65%	5,020	65%	4,762	64%	13.8%	-5.1%
<i>Core(8+ times)</i>	2,273	35%	2,733	35%	2,696	36%	18.6%	-1.4%
Skateboarding	6,442	100%	8,872	100%	8,747	100%	35.8%	-1.4%
<i>Casual (1-25 times)</i>	3,955	61%	6,315	71%	6,181	71%	56.3%	-2.1%
<i>Core(26+ times)</i>	2,487	39%	2,557	29%	2,566	29%	3.2%	0.4%
Climbing (Indoor)	-	n/a	5,535	100%	5,684	100%	n/a	2.7%
Roller Skating (In-Line)	5,381	100%	4,892	100%	4,940	100%	-8.2%	1.0%
<i>Casual (1-12 times)</i>	3,861	72%	3,466	71%	3,525	71%	-8.7%	1.7%
<i>Core(13+ times)</i>	1,520	28%	1,425	29%	1,415	29%	-6.9%	-0.7%
Bicycling (BMX)	3,104	100%	3,880	100%	3,861	100%	24.4%	-0.5%
<i>Casual (1-12 times)</i>	1,760	57%	2,532	65%	2,466	64%	40.1%	-2.6%
<i>Core(13+ times)</i>	1,344	43%	1,348	35%	1,396	36%	3.9%	3.6%
Climbing (Traditional/Ice/Mountaineering)	2,790	100%	2,456	100%	2,374	100%	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	n/a	2,290	100%	2,301	100%	n/a	0.5%
Adventure Racing	2,999	100%	1,966	100%	1,826	100%	-39.1%	-7.1%
<i>Casual (1 times)</i>	1,081	36%	328	17%	312	17%	-71.1%	-4.9%
<i>Core(2+ times)</i>	1,918	64%	1,638	83%	1,514	83%	-21.1%	-7.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



Aquatics

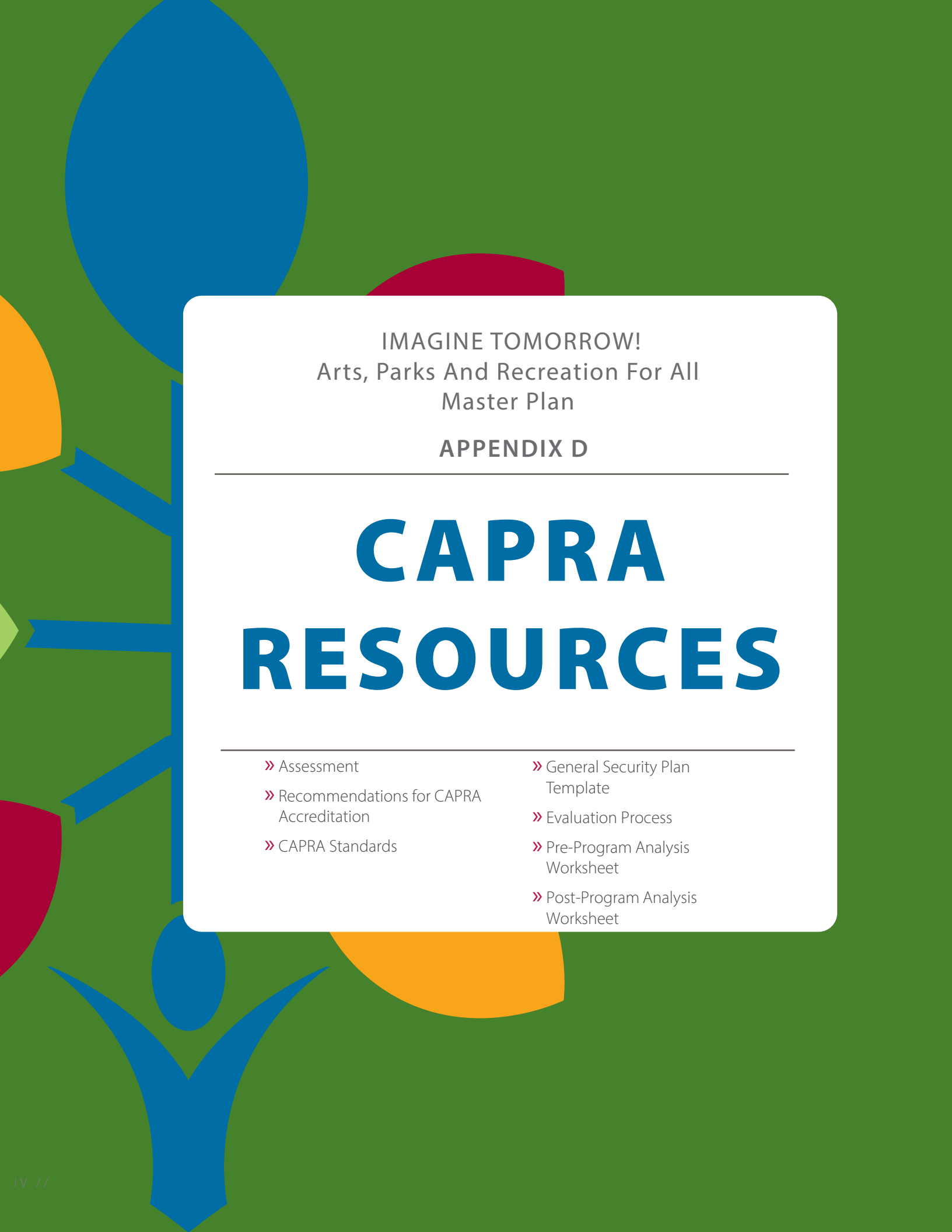
National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,601	100%	25,666	100%	25,620	100%	-3.7%	-0.2%
Casual (1-49 times)	17,781	67%	17,987	70%	17,598	69%	-1.0%	-2.2%
Core(50+ times)	8,820	33%	7,680	30%	8,022	31%	-9.0%	4.5%
Aquatic Exercise	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
Casual (1-49 times)	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
Core(50+ times)	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Swimming (Competition)	3,369	100%	2,615	100%	2,824	100%	-16.2%	8.0%
Casual (1-49 times)	1,881	56%	1,524	58%	1,708	60%	-9.2%	12.1%
Core(50+ times)	1,488	44%	1,091	42%	1,116	40%	-25.0%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)



Water Sports/Activities

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	10,017	100%	13,002	100%	13,351	100%	33.3%	2.7%
Canoeing	10,046	100%	9,595	100%	9,199	100%	-8.4%	-4.1%
Snorkeling	8,717	100%	7,729	100%	7,316	100%	-16.1%	-5.3%
Casual (1-7 times)	6,945	80%	6,374	82%	5,989	82%	-13.8%	-6.0%
Core(8+ times)	1,773	20%	1,355	18%	1,326	18%	-25.2%	-2.1%
Jet Skiing	5,783	100%	4,900	100%	5,062	100%	-12.5%	3.3%
Casual (1-7 times)	4,143	72%	3,783	77%	3,780	75%	-8.8%	-0.1%
Core(8+ times)	1,640	28%	1,116	23%	1,281	25%	-21.9%	14.8%
Sailing	4,095	100%	3,486	100%	3,463	100%	-15.4%	-0.7%
Casual (1-7 times)	2,833	69%	2,395	69%	2,418	70%	-14.6%	1.0%
Core(8+ times)	1,262	31%	1,091	31%	1,045	30%	-17.2%	-4.2%
Stand-Up Paddling	3,220	100%	3,675	100%	3,739	100%	16.1%	1.7%
Rafting	3,428	100%	3,474	100%	3,383	100%	-1.3%	-2.6%
Water Skiing	3,700	100%	3,050	100%	3,058	100%	-17.4%	0.3%
Casual (1-7 times)	2,667	72%	2,189	72%	2,209	72%	-17.2%	0.9%
Core(8+ times)	1,033	28%	861	28%	849	28%	-17.8%	-1.4%
Surfing	2,793	100%	3,800	100%	3,463	100%	24.0%	-8.9%
Casual (1-7 times)	1,768	63%	2,507	66%	2,158	62%	22.1%	-13.9%
Core(8+ times)	1,024	37%	1,293	34%	1,305	38%	27.4%	0.9%
Wakeboarding	2,912	100%	2,754	100%	2,674	100%	-8.2%	-2.9%
Casual (1-7 times)	2,017	69%	2,007	73%	1,902	71%	-5.7%	-5.2%
Core(8+ times)	895	31%	747	27%	772	29%	-13.7%	3.3%
Scuba Diving	3,111	100%	2,588	100%	2,476	100%	-20.4%	-4.3%
Casual (1-7 times)	2,292	74%	1,880	73%	1,795	72%	-21.7%	-4.5%
Core(8+ times)	819	26%	708	27%	680	27%	-17.0%	-4.0%
Kayaking (Sea/Touring)	3,124	100%	2,508	100%	2,587	100%	-17.2%	3.1%
Kayaking (White Water)	2,552	100%	2,605	100%	2,587	100%	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	100%	1,268	100%	1,297	100%	-25.3%	2.3%
Casual (1-7 times)	1,449	83%	1,015	80%	1,002	77%	-30.8%	-1.3%
Core(8+ times)	288	17%	253	20%	295	23%	2.4%	16.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	





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

APPENDIX D

CAPRA RESOURCES

- » Assessment
- » Recommendations for CAPRA Accreditation
- » CAPRA Standards
- » General Security Plan Template
- » Evaluation Process
- » Pre-Program Analysis Worksheet
- » Post-Program Analysis Worksheet

COMMISSION ON ACCREDITATION FOR PARK AND RECREATION AGENCIES ANALYSIS

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) accredits park and recreation agencies for excellence in operation and service. Charged with providing high quality services and experiences, park and recreation agencies across the United States turn to CAPRA Accreditation as a credible and efficient means of achieving a quality operation, while providing assurance to the public that the agency meets national standards of best practice. Agency accreditation is available to all entities administering park and recreation systems, including municipalities, townships, counties, special districts and regional authorities, councils of government, schools, and military installations.

BENEFITS FOR THE PUBLIC

- Assurance and validation of well-administered services in accord with approved professional practices.
- Potential for external financial support and savings to the public.
- External recognition of a quality governmental service.
- Holds an agency accountable to the public and ensures responsiveness to meet their needs.
- Improves customer and quality services.

BENEFITS FOR THE AGENCY

- Public and political recognition.
- Increased efficiency and evidence of accountability.
- Answers the question, "How are we doing?" through extensive self-evaluation.
- Identifies areas for improvement by comparing an agency against national standards of best practice.
- Enhances staff teamwork and pride by engaging all staff in the process.
- Creates an environment for regular review of operations, policies, and procedures, and promotes continual improvement.
- Forces written documentation of policies and procedures.

There are currently 192 agencies nationwide that are accredited. The Lakewood Community Resources Department can be accredited within the next ten years. Accreditation is based on an agency's compliance with the 151 standards for national accreditation. To achieve accreditation, an agency must comply with all 37 Fundamental Standards and 103 (90%) of the 114 Non-Fundamental Standards upon initial accreditation and 108 (95%) of the 114 Non-Fundamental Standards upon reaccreditation.

In conducting an analysis of the administrative policies and procedures that govern the Lakewood Community Resources Department, a self-assessment utilizing the CAPRA standards was conducted.














The self-assessment provides a strong analysis of its readiness for application for CAPRA Accreditation and gives the Department a road map on where to focus if efforts going forward. After conducting the self-assessment, the Lakewood

Community Resources Department does not currently meet CAPRA requirements and the results are a strong indicator that the Department operates as a best practice agency.

Fundamental Standards Completion (must equal 100%)	75%
Remaining Standards Completion (must be at least 90%)	78%
Does NOT Meet Requirements	

The following sections provide a snapshot of the self-assessment for the CAPRA standards. Please note, that standards marked in **RED** are Fundamental standards and are required of all agencies seeking accreditation. The Level of Completion is indicated by a shaded circle; unshaded circles are areas Lakewood staff needs to fulfill to meet the Fundamental or Basic standards for CAPRA.


AGENCY AUTHORITY, ROLE, AND RESPONSIBILITY

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
1.0 Agency Authority, Role, and Responsibility	
1.1 Source of Authority	
1.1.1 Approving Authority/Policy Body	
1.1.2 Citizen Advisory Boards/Committees	
1.2 Periodic Review of Documents	
1.2.1 Document Approval Authority	
1.3 Jurisdiction	
1.4 Mission	
1.4.1 Agency Goals and Objectives	
1.4.2 Personnel Involvement	
1.5 Vision	
1.6 Policies, Rules Regulations, and Operational Procedures	
1.6.1 Administrative Policies and Procedures	
1.7 Agency Relationships	
1.7.1 Operational Coordination and Cooperation Agreements	

SUMMARY OF AGENCY, AUTHORITY, ROLE, AND RESPONSIBILITY

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 94% of the basic standards required in this section.

PLANNING

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
2.0 Planning	
2.1 Overall Planning Function Within Agency	
2.2 Involvement in Local Planning	
2.3 Planning with Regional, State, and Federal Agencies	
2.3.1 Community Comprehensive Plan with Park and Recreation Component	
2.4 Park and Recreation System Master Plan	
2.5 Strategic Plan	
2.6 Feasibility Studies	
2.7 Site Plans	
2.8 Historical and Cultural Resource Management Plans	
2.9 Community Involvement	
2.10 ADA Transition Plan	

SUMMARY OF PLANNING

- **Fundamental Standards:** The Department currently meets 75% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 92% of the basic standards required in this section.
































ORGANIZATION AND ADMINISTRATION

SUMMARY OF ORGANIZATION AND ADMINISTRATION

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
3.0 Organization and Administration	
3.1 Organizational Structure	
3.2 Administrative Offices	
3.2.1 Support Services	
3.3 Internal Communication	
3.4 Public Information Policy and Procedure	
3.4.1 Public Information and Community Relations Responsibility	
3.4.2 Community Relations Plan	
3.4.3 Marketing Plan	
3.4.3.1 Marketing Responsibility	
3.4.3.2 Social Media Policy	
3.5 Utilization of Technology	
3.5.1 Management Information Systems	
3.6 Records Management Policy and Procedures	
3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures	

- **Fundamental Standards:** The Department currently meets 94% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 80% of the basic standards required in this section.



HUMAN RESOURCES

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
4.0 Human Resources	
4.1 Personnel Policies and Procedures Manual	
4.1.1 Code of Ethics	
4.1.1.1 Staff Acceptance of Gifts and Gratuities	
4.1.2 Recruitment Process	
4.1.3 Equal Opportunity Employment and Workforce Diversity	
4.1.4 Selection Process	
4.1.5 Background Investigation	
4.1.6 Employee Benefits	
4.1.7 Supervision	
4.1.8 Compensation Plan	
4.1.9 Performance Evaluation	
4.1.10 Promotion	
4.1.11 Disciplinary System	
4.1.12 Grievance Procedures	
4.1.13 Termination and End of Employment	
4.1.14 Social Media Policies Regarding Staff Use	
4.2 Staff Qualifications	
4.3 Job Analyses for Job Descriptions	
4.4 Chief Administrator	
4.4.1 Leadership Succession Procedure	
4.5 Workforce Health and Wellness Program	
4.6 Orientation Program	
4.6.1 Employee Training and Development Program	
4.6.2 Professional Certification and Organization Membership	
4.7 Volunteer Management	
4.7.1 Use of Volunteers	
4.7.2 Volunteer Recruitment, Selection, Orientation, Training, and Retention	
4.7.3 Supervision and Evaluation of Volunteers	
4.7.4 Recognition of Volunteers	
4.7.5 Liability Coverage for Volunteers	
4.8 Consultants and Contract Employees	

SUMMARY OF HUMAN RESOURCES

- Fundamental Standards:** The Department currently meets 96% of the fundamental standards required in this section.
- Basic Standards:** The Department currently meets 86% of the basic standards required in this section.

FINANCIAL MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
5.0 Financial Management	
5.1 Fiscal Policy	
5.1.1 Comprehensive Revenue Policy	
5.1.2 Agency Acceptance of Gifts and Donations	
5.1.3 Grants Procedures	
5.1.4 Private, Corporate, and Non-Profit Support Procedures	
5.2 Fiscal Management Procedures	
5.2.1 Authority and Responsibility for Fiscal Management	
5.2.2 Purchasing Procedures	
5.2.2.1 Emergency Purchase Procedures	
5.3 Accounting System	
5.3.1 Financial Status Reports	
5.3.2 Position Authorization Procedures	
5.3.3 Fiscal Control and Monitoring Procedures	
5.3.4 Independent Audit	
5.4 Annual or Biennial Budget	
5.4.1 Budget Development Guidelines	
5.4.2 Budget Recommendations	
5.5 Budget Control Procedures	
5.5.1 Supplemental/Emergency Appropriations Procedures	
5.5.2 Inventory and Fixed Assets Control	

SUMMARY OF FINANCIAL MANAGEMENT

- **Fundamental Standards:** The Department currently meets 86% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 92% of the basic standards required in this section.




PROGRAMS AND SERVICES MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
5.0 Financial Management	
5.1 Fiscal Policy	
5.1.1 Comprehensive Revenue Policy	
6.0 Programs and Services Management	
6.1 Recreation Programming Plan	
6.1.1 Program and Service Determinants	
6.1.2 Participant Involvement	
6.1.3 Self-Directed Programs and Services	
6.1.4 Leader-Directed Programs and Services	
6.1.5 Facilitated Programs and Services	
6.1.6 Cooperative Programming	
6.2 Program Objectives	
6.3 Scope of Program Opportunities	
6.3.1 Outreach to Diverse Underserved Populations	
6.4 Community Education for Leisure Process	
6.4.1 Community Health and Wellness Education and Promotion	
6.5 Code of Conduct	
6.5.1 Concussion Protocol	

SUMMARY OF PROGRAMS AND SERVICES MANAGEMENT

- **Fundamental Standards:** The Department currently meets 17% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 36% of the basic standards required in this section.

FACILITY AND LAND USE MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
7.0 Facility and Land Use Management	
7.1 Parkland Acquisition Procedures	
7.2 Areas and Facilities Development Policies and Procedures	
7.2.1 ADA Existing Facility and Site Access Audit	
7.3 Defense Against Encroachment Procedures	
7.4 Disposal of Lands Procedures	
7.5 Maintenance and Operations Management Standards	
7.5.1 Facility Legal Requirements	
7.5.2 Preventative Maintenance Plan	
7.6 Fleet Management Plan	
7.7 Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures	
7.7.1 Building Plans and Specifications	
7.7.2 Land and Lease Records	
7.8 Environmental Sustainability Policy and Program	
7.9 Natural Resource Management Plans and Procedures	
7.9.1 Recycling and/or Zero Waste Plan	
7.10 Maintenance Personnel Assignment Procedures	
7.11 Capital Asset Depreciation and Replacement Schedule	

SUMMARY OF FACILITY AND LAND USE MANAGEMENT

- **Fundamental Standards:** The Department currently meets 25% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 81% of the basic standards required in this section.







PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
8.0 Public Safety, Law Enforcement, and Security	
8.1 Codes, Laws, and Ordinances	
8.1.1 Staff Liaison to Law Enforcement Officers	
8.2 Authority to Enforce Laws by Law Enforcement Officers	
8.3 Law Enforcement Officer Training	
8.4 Public Information on Laws, Ordinances, Rules, Regulations, and Policies	
8.4.1 In-Service Training for Staff on Public Safety and Law Enforcement	
8.4.2 Handling of Disruptive Behavior Procedures	
8.4.3 Traffic Control, Parking plans, and Crowd Control	
8.4.4 Handling of Evidentiary Items Procedures	
8.5 General Security Plan	
8.6 Emergency Management Planning	
8.6.1 In-Service Training for Staff on General Security and Emergency Management	
8.6.2 Emergency Risk Communications Plan	
8.6.3 Care and Shelter Procedures	

SUMMARY OF PUBLIC SAFETY, LAW ENFORCEMENT AND SECURITY

- **Fundamental Standards:** The Department currently meets 42% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 66% of the basic standards required in this section.

RISK MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
9.0 Risk Management	
9.1 Risk Management Policy	
9.1.1 Risk Management Plan and Procedures	
9.1.2 Accident and Incident Report Procedures	
9.1.3 Personnel Involvement and Training	
9.2 Risk Manager	
9.3 ADA Compliance and Face-to-Face Resolution	

SUMMARY OF RISK MANAGEMENT

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 70% of the basic standards required in this section.

EVALUATION, ASSESSMENT, AND RESEARCH

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
10.0 Evaluation, Assessment, and Research	
10.1 Systematic Evaluation Process	
10.1.1 Responsibility for Evaluation	
10.1.2 Staff Training on how to Evaluate Programs, Services, and Facilities	
10.2 Outcomes Assessment	
10.3 Performance Measurement	
10.3.1 Level of Service Standards	
10.4 Needs Assessment	
10.5 Program and Services Statistics	
10.5.1 Recreation and Leisure Trends Analysis	
10.5.2 Community Inventory	
10.5.3 NRPA Park Metrics	
10.6 Research Investigation	
10.6.1 Quality Assurance	

SUMMARY OF EVALUATION, ASSESSMENT, AND RESEARCH

- **Fundamental Standards:** The Department currently meets 0% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 58% of the basic standards required in this section.

SPECIFIC POLICY AND PROCEDURE RECOMMENDATIONS

Though there are several policies and procedures that need to be updated or developed as identified through the CAPRA self-assessment. It is recommended that the following items be developed/updated and implemented within the next one to three years as they are not only critical to obtaining accreditation, but are exceptionally important to the Community Resources Department functioning as a high performing agency.

RECOMMENDED POLICIES & PROCEDURES	BENEFIT	DIVISION RESPONSIBLE
HIGHEST PRIORITY		
Arts, Parks and Recreation Programming Plan	Provide consistent delivery and evaluation of recreation programs cost of service	All Department Divisions
Maintenance and Operations Management Standards	Provide consistent efficient and effective maintenance services	Administration/Recreation
General Security Plan	Ensure safe and high quality experiences; Prevent unauthorized access to restricted areas; Prevent sabotage/theft of property; Encourage vigilance; Raise alarm in reaction to security threat or incident	Administration
PRIORITY		
Comprehensive Revenue Policy	Update policy developed on classification of services and level of benefit received upon completion of Cost of Service Study; Opportunities to increase non-tax revenue	All Department Divisions
Program Objectives	Provide focused and consistent delivery and programs and services	All Department Divisions
Authority to Enforce Laws by Law Enforcement Officers	Ensure safe and high quality experiences; Encourage vigilance, as well as general awareness of security.	Administration/Parks
Systematic Evaluation Process	Evaluation of programs, facilities and services and operational to ensure efficiency and effectiveness.	All

CAPRA ACCREDITATION

PROGRAM PLAN FRAMEWORK OVERVIEW

The Program Plan is a fundamental standard for CAPRA accreditation. A framework for developing the Department's Program Plan was created as part of the ***Imagine Tomorrow!*** planning process. The framework is a starting point and provides Department leadership with guidance on how to develop the Program Plan in a way that fulfills the standard for CAPRA accreditation. The Program Plan Framework details Lakewood's program planning model, populations served, program development process, range of programmatic opportunities available and how the department is organized to implement programs and services. This plan recommends that the Department pursue developing a detailed Program Plan with core program services, objectives and actions. Two components to consider in developing the Program Plan are Program Standards and Operation and Pricing Standards, briefly described below.

Program Standards

Program standards are developed to support core programs and services. The standards focus on delivering a consistent high-quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty. The plan should show the agency's program planning model, services management matrix, orientation to those served, including activity development and selection, type and scope of programs and outreach initiatives.

To assist staff in its continual pursuit of delivering high-quality consistent programs to the community and in achieving the cost recovery goals, CAPRA recommends the following standards that should be followed, if they are not already in practice.

High-Quality Experience Standards

CAPRA requires 25 standards to be in place to demonstrate that the Department is providing a high-quality experience. Standards address specifications related to instructor qualifications, class or program sizes, availability of support staff, physical quality of facilities and equipment, participant feedback and recognition for achievements, disciplinary actions, program curriculum, and performance measures among others.

The detailed list of High Quality Experience Standards can be found on the following pages.

Operation and Pricing Standards

CAPRA specifies seven standards for operations and pricing for recreation programs. The standards require pricing based on cost-of-service, a scholarship program, regular benchmarking against peer and competitor service providers, annual evaluation of non-core service programs and performance measures for partner agencies. Using the CAPRA operational and pricing standards as guidance, this plan recommends that the Department develop a Fees and Charges Policy.

Implications for Developing the Program Plan

A unifying vision is needed for all divisions that provide parks and recreation programs, so staff understand the important role they play in the success of the Department. The vision process starts with the alignment between a unified vision from agency leadership and frontline staff's ability, support and resources to do what is asked of them. Programming staff already comply with most of the High Quality Experience Standards and developing the Program Plan will formalize those practices that are already in place.

Given the complexity of working with information in large organizations, an increased focus on data collection, management and analytics is warranted. Good information allows for good analytics, and in turn, good decision-making capabilities when developing the Program Plan.

Performance Measures

Performance measures are the backbone of successful organizations. Performance measures have evolved beyond the simple collection of facts that measure volume of work. The key components of modern performance measurement are:

- » **Outcomes** are the benefits or changes for participants in programs or recipients of services during or after the program or strategy is implemented.
- » **Inputs** are the physical, financial, and human resources allocated to or consumed to do work.
- » **Activities** are what the program or strategy does with the inputs provided. Activities include the tasks, steps, methods, techniques, and operations performed.

- » **Outputs** are the elements of operation or level of effort, the products or services resulting from the implementation or accomplishment of work.
- » **Efficiency** is measured by the unit cost required to perform the work in terms of dollars. “How well did the organization “use” the budget to perform work?”
- » **Effectiveness** is a service quality measure of the work performed. Effectiveness is measured in the percentage of work set out to be performed.

It is recommended that the Department develop three to five performance measures for each of the ten core program areas to determine and communicate the level of success they are achieving on an annual basis. From these core program area performance measures, the Department will identify three to five Key Performance Measures that are most representative of the Department’s functions.

MAINTENANCE MANAGEMENT PLAN OVERVIEW

The Maintenance Management Plan contains recommendations that were developed following intensive review of the Department’s current site and asset maintenance responsibilities and considering industry best practices and experience of the Consulting Team. The recommendations support strategic decisions of the city for maintaining high quality parks, open space, trails and recreation assets into the future.

Purpose of the Maintenance Management Plan

The purpose of the Maintenance Management Plan is to clearly define the requirements and actions of the Community Resources Department for maintaining high-quality arts, parks, open spaces, trails and recreation sites and assets over the next 10 years. This includes consideration of existing conditions of the current inventory, as well as additional sites and assets that are being considered within the next five years.

The Maintenance Management Plan will enable the Department and the City to improve the identification, justification and prioritization of maintenance requirements for arts, parks and recreation sites and assets. This is achieved by establishing a clear quantification of resources necessary to maintain the current system as high-quality, accounting for aging

facilities that continually deteriorate from use, as well as incorporating sites and assets being considered for addition to the Lakewood arts, parks and recreation system in the upcoming years.

Data Collection and System Review

In January 2022, the Consulting Team performed a cursory assessment of the sites and facilities within the Lakewood Community Resources Department system including, but not limited to parks, trails, structures and facilities. These assessments establish an accurate understanding and ‘snapshot’ of the existing conditions of sites and facilities within the system, and support the foundation, or reference point, from which specific strategies and recommendations are framed within this report.

There were four key findings identified through the site and facility assessments:

1. Parks and facilities are generally well-maintained
2. There are insufficient labor and budget resources
3. Usage demands outpace available supply
4. Lakewood excels at park connectivity

The first two findings are central to the maintenance efforts of the Department and strongly influenced the Maintenance Management Plan. Parks and facilities are currently maintained in a high-quality manner, but insufficient labor and budget resources will inhibit maintaining current standards with the sites being considered for acquisition or development.

Key Maintenance Management Plan Recommendations

Regular maintenance resource requirements have been quantified into parameters that meet the current standard for site and facility conditions. These parameters can serve the Department and the City to sufficiently plan for the budget and resources necessary to maintain the current quality of sites and facilities with a growing and evolving inventory. It is critical that assets be sufficiently maintained throughout their lifecycle to avoid problematic issues including, but not limited to asset failure, premature capital replacement, and the build-up of significant deferred maintenance.

APPENDIX D - CAPRA STANDARDS

HIGH QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Lakewood Community Resources Department is investing in their experience.
- Each instructor or program supervisor should have a toolbox that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Community Resources Department.
- Staff will be dressed in the appropriate Community Resources Department uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.

- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs are in place for those that require financial assistance in order to participate in Lakewood Community Resources Department facilities and programs.
- Results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- On a regular basis, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and program staff will discuss standards for programs taking place in CR amenities in the CR Department annually.

General Security Plan Template

Table of Contents

Major Areas, Buildings or Facilities:

Introduction

- A. Locking key systems and associated assignments**
- B. Alarm System and Assignment of Security Code**
- C. Opening and Closing Procedures**
- D. Fire alarm and Fire Suppression Systems**
- E. Emergency Evacuation Procedures**
- F. Critical Incident Response Procedures**

Below are department-wide critical incident response procedures. Each category lists procedures all divisions will follow.

Robbery & Burglary

Life Threatening Injuries

Contact with Bodily Fluid

Fire Procedures

Suspicious Persons

Communication During an Emergency

Lost Person

Bomb Threats

Tornado/Hurricane

Hail Storms

Shelter/Lockdown

Major Areas, Buildings or Facilities:

Introduction

It is the purpose of this General Security Plan to provide key safety and security information related to major buildings and facilities within the Community Resources Department (CRD) system. The information is listed by topic and then further divided by facility type.

Individual facilities may have safety plans, emergency procedures or facility information written specifically for those facilities. Staff should inquire about facility specific information with their supervisors.

The General Security Plan will be reviewed bi-annually. Refer to the log below for review dates and revisions.

Date of Review	Reviewed By	Description of Revisions	Page #

A. Locking key systems and associated assignments

Policy Statement: Facilities should have specific procedures for providing keys and/or combinations to staff. Keys/combinations should be tracked and accounted for when the employee leaves service. Facilities with combinations should change the combination at least once annually and more if needed due to breach of security.

KEY CONTROL REGISTER AND INVENTORY For use of this form see AR 190-11; the proponent agency is PMG.			
UNIT/ACTIVITY Ranger Lock Box - Spare/Extra Keys		PERIOD COVERED FROM: Jan 2019 TO: Dec 2019	
KEY CONTROL NUMBER(S) (Insert serial number or other identifying number from the key)			
1. Maintenance Yard - Master	27. Trailer Hitch Lock	53. Paper Towel/Toilet Paper	79.
2. Fiber Optics	28.	54.	80.
3. Golf Cart - (2)	29. Ranger 1 and 2 Office - Set	55.	81.
4. Cable Lock	30.	56.	82.
5. 0464	31. 0464	57.	83.
6. Ranger Office (OPS) - Master	32. Truck 1002	58.	84.
7. Gator	33. Water Tank Truck	59.	85.
8.	34. Conference Room - Ops	60.	86.
9. Tube Chute - TCM	35. Fischer Nature Center	61.	87.
10. Landa Haus - Set	36. Cleaning Closet	62.	88.
11. Combination	37. Ammo Box	63.	89.
12. Barricade Set	38. Ranger #2 WS and 3-Drawer File Cabinet	64.	90.
13. Dance Slab Breaker Box	39.	65.	91.
14. Lost and Found; Office/FA Supply Cabinets	40. NBU	66.	92.
15.	41. Aquatics	67.	93.
16. Recreation Center	42. Ranger Truck 1056 - Set	68.	94.
17.	43. Kiosks and Money Boxes	69.	95.
18.	44.	70.	96.
19. Truck 1001	45.	71.	97.
20.	46. Ylida's Office	72.	98. Gateway Lead
21. ATV - (2)	47. Bike Barn Truck Tool Box	73.	99. River Lead
22. Mini Golf -Master	48. Ranger Truck 1056 - Door Key Only	74.	100. Landa Lead
23. Modular 1&2	49. Rec Center Safe/Lock Box	75.	101. Night Patrol
24.	50. Downtown Restrooms	76.	102. Cypress/Last Tubers
25. ATV	51. Code to Outside Ops Lock Box = 6195	77.	103. Fischer Lead
26. Pyrotechnic Box (Ammo)	52. ALB	78.	104. Ranger 2

B. Alarm System and Assignment of Security Code

Policy Statement: Most city facilities should be monitored by alarm systems. Some facilities that are vulnerable for vandalism or theft may have security cameras that record video after hours. Recorded video should be retained for five years in order to comply with open records. Alarm codes should be specific to employees to assist with tracking of facility opening and closure. If alarms are monitored by a service, the facility manager should provide updated call out lists to the service once per year (more if needed due to employee turnover).

C. Opening and Closing Procedures

Policy Statement: All facilities should have documented opening and closing procedures to ensure that all daily tasks are completed appropriately. These tasks will assist with building maintenance, cleanliness and safety.

Aquatics Complex

- Coordinators will have a daily checklist for opening and closing. There is also an hourly checklist.
- Coordinators will assign the chores that need to be completed on the daily checklist, and staff are required to initial the checklist items that they clean. Staff may not clock out until cleared by a manager.

Daily Opening Checklist:

Inside Checklist:

- All mirrors, sinks, toilets, and windows wiped down
- Hallways swept and clear of debris, and shower drains
- Bathrooms stocked with toilet paper, paper towels and soap
- All trash cans contain liners
- Rotation schedule written
- All staff are clocked in and in proper uniform
- Cashiers have everything that they need for the day (change, paperwork, etc.)
- All gates are unlocked and ready to be opened

Outside Checklist:

- Pool chemicals are in proper range, drains are cleaned, pool is skimmed
- Spring fed feature pumps turned on and spring fed is clear of debris (including line lines and floating docks)
- All guard equipment is on the stands
- All ladders, rides, and features have been inspected and are in proper working order
- All sidewalks and grass are clear of debris
- All sheds are locked after equipment has been put out

Daily Closing Checklist:

Inside checklist:

- All sinks, paper towel dispensers, baby changing stations, and benches cleaned with all-purpose cleaner
- All mirrors cleaned with glass cleaner
- Water fountains cleaned with stainless steel cleaner
- All outsides of toilets and urinals cleaned with all purpose and inside with toilet bowl cleaner. (Urinal cakes changed if needed.)
- All trash cans, including ones in stalls, emptied and liners replace.
- All floors swept then scrubbed with cleaner, sprayed down, squeegeed and drains cleaned (including shower and hallways)
- All walls and stalls checked for graffiti, gum and stains
- Exterior gates closed and locked
- Supply closet is neat and clean
- All counters in first aid/guard/cashier rooms cleaned with all-purpose cleaner
- The guard room is clean, with all personal items gone. Microwave and fridge clean, all chairs on table.
- All paperwork signed for cashiers

Outside Checklist:

- All trash picked up on the ground, inside the facility (including under tables and on the dam)
- All trash cans emptied and flipped upside down
- All gutters at pool cleaned
- All concrete areas under picnic tables scrubbed and cleaned
- All trash bags are taken out and put in dumpsters with lid closed
- All equipment (backboards, toys, megaphones, tubes, etc.) put in lifeguard shed
- All sheds and gates locked

The supervisor has been made aware of any issues that have arisen during the day, and all equipment is otherwise in good repair and working order.

Boat House & Mini Golf

Opening Duties

- Get the petty cash from mini golf and count it to make sure it is all there.
- Unlock the gate.
- Put money in the register.
- Set up the register and remove the wooden block in the window.
- Put the motor on the rescue boat.
- Use hose to spray down the sidewalk.
- Use brooms/hose to clean off all boats.
- Empty trash and replace trash can liners.
- Unlock boats.
- Check that all drain plugs are in.
- Pick up trash and clean inside and outside of the facility.
- Put "Open" sign on ramp.
- (Check drain plugs and drain boats throughout the day!)

Closing Duties

- Bring in "Open" sign from ramp.
- Lock up boats and drain if necessary. Do not forget to put the drain plug back when you leave.
- Make sure all the life jackets are organized and placed on the hook.
- Pick up all trash in and around the facility and take it to the dumpster.
- Bring in the motor and lock up the rescue boat.
- Take money out of the register "Z it out".
- Complete cash report.
- Turn off the A/C, cash register, and all lights.
- Lock the door and gate.
- Take the deposit and petty cash back to mini golf.

Civic/Convention Center

Entrances - Locking and Unlocking

- Doors shall be unlocked weekdays from 8am until 5pm, unless a client has arranged for access before or after. In general, the building shall be unlocked at the earliest reserved move-in time and shall be locked at the latest move-out time (no earlier than 6am, no later than 1am). Clients reserving the entire facility may request entrances to remain locked until a specific time for the safety of their equipment. Staff may determine if entrances should instead be locked at the event end, allowing for exiting guests only through the reserved move-out time.
- To maintain a quiet and easily accessible facility, the Castell Avenue entrance doors shall be 'dogged down' (push bars in a closed position using an Allen wrench) and unlocked from the outside. The Seguin Avenue entrance doors shall be 'dogged down' to unlock the doors.
- The loading dock door shall also be unlocked from the earliest reserved move-in time and locked at the latest move-out time. Again, clients reserving the entire facility may request this door to remain locked until a specific time for the safety of their equipment. Staff shall work with client to determine if this door shall be locked during the event for safety and security. When clients are scheduled in the exhibit hall and ballroom, staff shall coordinate this decision with both clients.

- When locking and leaving the building, staff shall set the security alarm. When unlocking the building, staff shall enter through the loading dock door and enter their individual alarm code to disable the alarm.

Recreation Center

- Opening and closing procedures vary between areas (fitness, recreation, and aquatics).

Opening Procedures Checklist

- Clocked in and in proper uniform
- Use key to turn front doors to “auto”
- Walk the facility and ensure it is acceptable for all members
- Logon to RecTrac and ensure you have the correct amount of cash
- Open “Global Sales”/ “Touch POS”/” Pass Visit Processing”
- Coffee has been made and place at the coffee station for members.
- Voicemail and email have been checked and responded to
- Grab the reservation printout from printer (Prints at 4:45)
- Everything needed for the day is present (change, paperwork, etc.)
- Front desk counters organized
- Entryway is swept/mopped
- Counters have been cleaned with cleaning chemicals
- Dust/wipe down lobby area
- Entryway windows are cleaned with glass cleaner
- Ensure restrooms are clean/stocked
- Ask specialist/supervisor for additional tasks
- Walk around outside front of facility to pick-up trash/debris

Shift Change

Incoming:

- Clocked in and in proper uniform
- Everything needed for the day is present (change, paperwork, etc.)
- Voicemail and email have been checked and responded to
- Logon to RecTrac and ensure you have the correct amount of cash
- Open “Global Sales”/ “Touch POS”/” Pass Visit

Processing” Outgoing:

- Batch has been closed and reset with proper paperwork done and ready to be sent
- Daily notes have been passed on to the next shift
- Shift daily chore is completed
- Check out with specialist or supervisor

Closing Procedures Checklist

- Front desk counters organized
- Counters have been cleaned with cleaning chemicals
- West side (gym side) hallway swept/mopped
- West side (gym side) windows cleaned with glass cleaner
- All trash can liners in office area changed and hall trashcans
- Restock all printers/flyers/make additional copies if needed
- Check with fitness/floor/gym reps for additional tasks
- Ensure kitchenette is clean/coffee pots, dispensers, and mats are clean and ready for the morning

- Batch has been closed and reset with proper paperwork done and ready to be sent
- Daily pass on has been sent on “Pass down log” or “Telegram”
- Walk the facility to ensure all members have left the building
- Ensure all exterior doors are closed
- Use key to lock front sliding doors

Nature Education Center

Opening Duties

- Open butterfly garden and check rain gauge, and report.
- Make sure lights and tv displays are on.
- Sweep shop and porch. Mop with bucket (Thurs AM; Swiffer).
- Wipe windows and sweep out spiderwebs.
- Make sure merchandise is organized and stocked.
- Make sure nature center animals have been fed.
- Check mailbox outside.
- Tidy front desk.
- Check Arlo Cameras and replace batteries as needed.

Closing Duties

- Make sure nature center animals have been fed.
- Keep front desk dusted, organized, and clean.
- Sweep shop and porch. Mop with bucket (Sunday PM; Swiffer as needed).
- Wipe windows and sweep out spiderwebs.
- Take out trash/recycling.
- Sunday PM: Take recycle bin to the curb.
- Lock butterfly garden.
- Turn off all lights.
- Check that all doors and gates are closed.
- Set alarm and lock building.

Golf Course

Opening Procedures

- Golf course maintenance begins at 5:00 am.
- All employees must check schedule board for morning jobs.
- **Set-Up employee:**
 - Open all nine gates.
 - Open on-course restrooms on both sides of property and clean them. This includes restocking supplies, sweeping, and wiping down porcelain.
 - Clean off cart path (in front of pro shop), clean off steps and handicap ramps around clubhouse.
 - Move tee markers.
 - Check and change all five water coolers.
 - Change liners in trash cans (in and outside of restrooms and at all water stations).
 - Clean out hitting cages.

- **Bunker Employee:**
 - Spin all bunkers on course, cover up or pull any liner that is showing inside those bunkers, push up edges where sand might be falling off the faces, check placement of rakes around bunkers, and hand rake tire tracks at the entrance and exit areas.
- **Greens Mower Employee:**
 - Mow all 20 greens to the proper direction that is labeled on work board.
- **Pin Changer Employee:**
 - Change all 18-hole locations on course to new locations. These new locations must be placed fairly, and reasonable. No closer than one flag stick distance from the edge of the green, no closer than 3 feet from old hole location, and as vertical as possible.

On Duty Procedures

- Day to day duties after course set-up could change due to weather, tournaments, or projects. While on duty, employees will get new assignments from superintendent unless informed otherwise.
- At all times of the day, if no one is in the maintenance building both bay doors shall be closed.
- At all times employees must be cautious and polite to all golfers.
- If on a machine and employee cannot get an adequate amount of distance between them and golfers, the employee must either turn machine off or idle down until golfer has finish their current stroke or adequate distance is made.

Closing Procedures

- The maintenance department closes at different times depending on the daily task at hand that current day.
- Make sure all equipment is washed, fueled up, and put back in its proper location, or where it was originally moved from.
- The two bay doors on golf maintenance side of the shop must be closed by the last golf course maintenance employee onsite every day.

Community Center

Daily Opening Checklist:

- Clocked in and in proper uniform.
- Check that mirrors, sinks, toilets, and front windows look good.
- Front lobby and porch are swept and clear of debris.
- Parking lot clear of debris.
- Bathrooms stocked with toilet paper, paper towels and soap.
- Trash cans contain fresh liners.
- Bucket and mop are put away in mop closet.
- Computer and phone are in working order.
- Lights in the lobby, game room and restrooms are turned on.
- Game room, gym and upstairs is clear of debris and in usable condition.
- Voicemail and email have been checked and responded to.

Shift change Checklist:

Outgoing:

- Batch has been closed and reset with proper paperwork done and ready to be sent.

- Morning shift daily chore is completed.
- Verbal pass on completed with evening shift.

Incoming:

- Clocked in and in proper uniform.
- Voicemail and email have been checked and responded to.

Daily Closing Checklist:

- Batch has been closed and reset with proper paperwork done and ready to be sent.
- Daily pass on has been written.
- Both restrooms sink, mirrors, and counters look presentable for the next day.
- All trash can liners, including ones in stalls and outside, are emptied.
- All equipment used for the day has been properly put away.
- Evening shift daily chore is completed.
- Lights have been turned off and the front door will be locked.
- The supervisor has been made aware of any issues that have arisen during the day, and all equipment is otherwise in good repair and working order.

Park Rangers

- March through September during peak season, prep work is required to meet the demands of the parks. Opening and closing procedures differ between parks and events on weekends and holidays.

Bank and Mail Run Checklist: Monday-Friday

- Collect deposits from the safes in all facilities.
- Verify the amounts and bag numbers on their deposit logs for accuracy, then sign and date deposit logs.
- Verify the deposit bags are sealed.
- Record the bag numbers and amounts in the bank deposit log.
- Collect cash reports and take to admin.
- Ask each facility if they need change.
- Drop deposits off at the bank along with signed deposit log and pick up deposit slips from the previous day.
- Drop deposit slips off at finance in city hall.
- Hand deliver any departmental mail in city hall.
- Collect any mail for CRD and Civic Center, then distribute.

D. Fire alarm and Fire Suppression Systems

Aquatics Complex

Aquatics is not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:

- Outside the lifeguard break room
- Outside the manager's office
- Inside the maintenance shed
- Inside the pump room

Boat House & Mini Golf

- Boat house and mini golf are not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - Inside the mini golf facility
 - Inside the boathouse facility

Civic/Convention Center

- Western States Fire Protection monitors the fire alarm: Phone Number account # S9118. They do an annual check of the system, including an inspection of sprinkler heads. They will call the city's facilities manager to schedule this; the scheduled date shall be when the building is not rented.
- The alarm is set to use Phone Number primarily, and Phone Number as secondary. Service for these lines is through AT&T; long distance is through Level 3. Invoices for these lines are sent to and processed through the finance department.
- When activated, the lights on the exhibit hall will turn off.
- ABC Fire Systems installed four dampers over the exhibit hall stage: to automatically open when there is enough heat to either melt an attached device or when the water flow is triggered (via fire alarm test or actual fire). The dampers must manually be closed back (from the roof).

Recreation Center

- Fire Protection monitors the fire alarm: Phone Number; Account Number. They do an annual check of the system, including an inspection of sprinkler heads.
- There are fire extinguishers located and clearly marked in each room at Recreation Center.

Nature Education Center

- Nature Center is not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - In the gift shop - on the wall between the kitchen and office door
 - In the boat house - on the wall by the entry door
 - In the nature center - mounted on the wall above the double sinks

Golf Course

- The Golf Course is not currently equipped with a fire suppression system but does maintain smoke sensors. Each room within the main building is equipped with a smoke sensor. The smoke sensors connect to main duct control, capable of shutting off air flow to key areas in the event of a fire.

- There are also fire extinguishers located:
 - In the dining room – on the back wall next to counter
 - In the kitchen – on the wall in the main entrance
 - In the lobby area – between the men and female’s restrooms
- The kitchen is equipped with an emergency vent hood over the grill. This acts as a fire suppression system as well. For service on this equipment, contact Ace Fire Equipment Co: Austin (512)-835-2020 or San Antonio (210)-333-7000.

Community Center

- The Community Center is not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - In the lobby
 - In the game room
 - In the upstairs classroom
 - In the ballroom
 - In the tree house

Park Rangers

- The park ranger facilities are not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - Inside the superintendent’s office
 - Inside the assistant superintendent’s office
 - Inside all park ranger vehicles

E. Emergency Evacuation Procedures

Policy Statement: All indoor facilities should have documented evacuation procedures. Each facility should conduct an evacuation drill at least once annually, and at least once during summer camp.

Aquatics Complex

- Upon discovery of a reason to evacuate the facility, immediately call 9-1-1 and inform of the reason.
- Staff meetup location is as follows:
 - After all patrons have exited the facility, staff will be in the breakroom with the door closed.
- Using the PA system and staff on-hand, inform patrons to proceed to the nearest exit and not to carry any belongings with them.
- Staff should be posted at each exit point to help patrons exit and ensure no one goes back into facility.
- Patrons should proceed with staff to congregation points. On the map below, red denotes patron exits and orange denotes staff exit and meeting areas. Three to four staff members and one manager will be

assigned to exit and wait with patrons for communication efforts. All other staff report to orange areas and wait for instructions.

- If possible, staff should quickly sweep bath house to ensure all patrons are out before exiting themselves.
- When fire/police/EMS arrive, allow them to take over the evacuation effort.
- Inform aquatics supervisor, or if they cannot be reached, continue up the chain of command to the parks director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Upon resolution of issue that caused evacuation, complete an incident report and submit to aquatics supervisor the same day.
- Facility will re-open at the discretion of the aquatic supervisor.

MAP HERE

Boat House & Mini Golf

- Follow the instructions provided by authorities.
- Notify others to evacuate.
- Take only your phone and essential items.
- Help those needing assistance.
- Notify police of missing or injured parties.

Civic/Convention Center

- Evacuation: exit the facility and gather at the evacuation assembly location.

INSERT FLOOR PLAN HERE

Community Center

- Building evacuation procedure:
 - Evacuation is mandatory when a fire alarm has been activated.
 - Do not use the elevator.
 - Take personal belongings, such as keys, wallets and purses.
 - Close doors as you exit. Do not lock the doors.
 - Move people to designated safety areas.

Nature Education Center

- See map of facility exits and congregation points.
- Upon discovery of a reason to evacuate facility, immediately call 9-1-1 and inform of reason.
- Staff should inform patrons to proceed to the nearest exit and not delay collecting any belongings.
- Staff should be posted at each exit point to help patrons exit and ensure no one goes back into facility.
- Patrons should proceed with staff to congregation points. On the map below, red denotes exits and orange denotes staff meeting area once evacuation is complete.
- If possible, staff should quickly sweep buildings and bathrooms to ensure all patrons are out before exiting themselves.
- When fire/police/EMS arrive, allow them to take over the evacuation effort.
- Inform supervisor, or if they cannot be reached, continue up the chain of command to the parks director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Upon resolution of issue that caused evacuation, complete an incident report and submit to supervisor on the same day.
- Facility will re-open at the discretion of the supervisor.

INSERT MAP HERE

Golf Course

Facility Evacuation

- Upon discovery of a reason to evacuate facility, immediately call 911 and inform of reason.
 - a. Staff meetup locations are as follows:
 - i. Maintenance staff will meet at maintenance barn
 - ii. Pro shop staff will meet at General Managers office
- Staff should be posted at each exit point to help patrons exit and ensure no one goes back into facility.
- If possible, staff should quickly sweep bath house to ensure all patrons are out before exiting themselves.
- When Fire/Police/EMS arrive, allow them to take over the evacuation effort.
- Inform General Manager, or if they cannot be reached, continue up the chain of command to the Parks Director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leaves messages and do your best until you receive a response.
- Upon resolution of issue that caused evacuation, complete an incident report and submit to General Manager the same day.
- Facility will re-open at the discretion of the General Manager.

Community Center

- Building evacuation procedure:
 - Evacuation is mandatory when a fire alarm has been activated.
 - Take personal belongings, such as keys, wallets, and purses.
 - Close doors as you exit. Do not lock the doors.
 - Move people to designated safety areas.

INSERT GRAPHIC HERE

Park Rangers

- Park rangers will follow the evacuation procedures according to their nearest facility procedure and assist other park staff and patrons.
- Park shelter locations are:
 - Areas without structured facilities will use vehicles as shelter and evacuation locations

F. Critical Incident Response Procedures

Policy Statement: Each facility should have documented procedures describing how to respond to critical incidents. These procedures should be specific to facility type (aquatic, recreation center, etc.) All facility staff should be trained once per year on how to respond to critical incidents. Periodic inventory of safety and rescue equipment should be taken to ensure staff have the resources required to respond. If equipment is found to be in disrepair or missing, the division manager should be notified immediately.

Aquatics Complex

Water Rescue

- Once the rescue whistle and/or air horn has been heard, all lifeguards on break and managers immediately report to the scene with the following items:
 - Crash bag
 - Rescue report and incident report clipboard
 - Backboard, if necessary
- Call EMS and meet them at the entrance if necessary. EMS will be taken either through the gate by the outside women's restroom.
- One of the first lifeguards on scene will take place of the rescuing lifeguard over the zone of protection

as the back-up lifeguard.

- A water rescue report must be filled out for all rescues.

Emergency Procedure

- In any major emergency you have been trained to clear the pool and call 9-1-1.
- The aquatic supervisor will be informed as soon as possible if 9-1-1 is called. In the event of a drowning or major emergency, an employee not involved with the emergency will contact the aquatic supervisor immediately. If the aquatic supervisor is unreachable, follow the chain of command up to the director until someone is contacted.
- Administer the appropriate rescue and begin providing care.
- Once the situation is under control an Incident Report must be entirely filled out if injury or first aid care was provided to the rescued person. This is extremely important in case an investigation follows the incident. If anyone ever refuses care, have them sign the incident report stating so.
- Under no circumstances shall an employee discuss or make comments about any incident to anyone, including family, friends, patrons, or the media. A casual comment could have serious repercussions. All discussions shall be held in private.
- If the media approaches you, refer them to the manager on duty, who in turn will refer them to the CRD media spokesperson. (Reference the media policy).
- It is imperative that the designated incident report is filled out to the fullest ability once the emergency is under control.
- Ask all persons that witnessed the incident for their name, address, phone number, and statement.
- Get statements from all staff involved. *Everything must be documented!*
- Any irate or belligerent patrons should be referred to the manager on duty. Staff should not be distracted from the surveillance of their assigned zone nor the part played in the event of an emergency.
- In the event of a major emergency or drowning, the aquatic specialist, aquatic supervisor, and possibly outside services will counsel and conduct a support meeting for all aquatic staff.

Handling Chemicals

- *Never handle chemicals or enter the pump room without a manager present!*
- If a chemical leak occurs, you must determine if there is a need to evacuate the facility. The manager must note the direction of the wind and exit the facility through the safest exit. 9-1-1 must be called to report the chemical leak and get the fire department to report as soon as possible, and then call the aquatic specialist and aquatic supervisor to inform them of the situation. If the situation is serious and we are unable to allow people back into the pool, rain checks will be issued to all swimmers with a wristband.
- The following tips shall be followed to help make chemical adjustments safely
 - Chemicals should be stored properly. This includes keeping all chemicals locked in the chemical room. All chemicals must be kept away from heat sources and the containers must always remain sealed.
 - Gloves, goggles, and masks should always be worn when handling chemicals.
 - All chemical instructions must be read, understood, and followed.
 - A water hose should be nearby to assist in the cleanup of chemical spills.
 - Chemicals must be kept away from pool patrons. Swimmers should not be present when major chemical adjustments are being made.
 - When mixing chemicals: add chemicals to water, never add water to chemicals!

Pool Fouling Management Plan

- In the event of a pool fouling, action must be taken to ensure the safety of the public. A pool fouling includes such events as: vomit, fecal matter, or a large quantity of blood in the pool. Information was advised by the Center for Disease Control and the Certified Pool-Spa Operator Handbook.

Managing a Pool Fouling Incident:

- Direct everyone to leave all pools into which the water containing the fouling is circulated. Do not allow anyone to enter the contaminated pool until all decontamination procedures are completed. If necessary, post signage that the pool will be closed until further notice due to sanitation purposes. Immediately inform the cashier(s) so they may inform patrons before they pay admission.
- Remove as much of the material as possible using a net or scoop and dispose of it in a sanitary matter. It is best if you flush it down the toilet. Clean and disinfect the net/scoop. Do not vacuum fecal matter from the pool. After disinfecting the tools, place them in the pool during the following decontamination process.
- Perform a water test in the portion of the pool that was directly affected. Record the results in the daily log.

For Formed Stool

- Raise the free available chlorine level to 2ppm and make sure the pH is between 7.2-7.5.
- Maintain the free available chlorine level for at least thirty (30) minutes before opening the pool. However, if the free available chlorine was at or below 1.5ppm, the pool must be sanitized for 60 minutes (1 hour).
- At the end of the designated sanitation time, perform another water test to be sure that the chlorine and pH levels are safe before allowing anyone to enter the pool. Record the results in the daily log.
- If there is chlorine being registered on the water test, allow patrons back into the water after the designated time has passed.

For Diarrheal Discharge

- Raise the free available chlorine level to 20ppm. Maintain the pH between 7.2-7.5. Maintain the chlorine level for eight (8 hours).
- The filtration system should be operating the entire disinfection time.
- Backwash the filter after the full disinfection time. The filter effluent should be directed to waste, and not back to the pool.
- Return the chlorine level to the normal level (2.0-4.0 ppm) and conduct a water test before allowing anyone to enter the pool.

Animals & Algae

Stray Animals

- If a stray animal wanders into the pool area, be very careful around the animal. It may carry disease or harm you or others. For everyone's safety, do not allow anyone to get near or touch the animal and call animal control to have the animal removed from the facility.

Animals in the Pool

- If there is a live animal in the pool (except for ducks, fish, and those that are naturally in the Spring fed Pool), follow these procedures:
 - Immediately clear the pool.
 - Call animal control (*do not* attempt to remove the animal).

- Document the situation and have animal control send a status report on the animal.

Dead Animals in the Pool

- If there is a dead animal in the pool, follow these procedures:
 - Immediately clear the pool.
 - Follow appropriate personal protection procedures and scoop the animal out and put it in a bag. Sanitize any equipment used with bleach.
 - Test the water in the area and document.
 - Complete incident report and get names and contact information of anyone in contact with the animal.

Algae

- There are a few spots throughout the facilities that retain water. Consequently, after a while of sitting water, algae will begin to grow making the area very slippery and dangerous. Using a squeegee on these areas will help cut down on the algae problem. To get rid of the algae, scrub granular chlorine on the algae and let it sit for at least fifteen (15) minutes. Make sure the chlorine is completely washed away and cleaned up before allowing access to the area. Remember, the safety of the facility is your responsibility!
- For the Spring fed Pool, apply less than 30 lbs. of granular chlorine to Kiddie City and wait 25-30 minutes. Add 2:1 ratio of Sodium Thiosulfate over the chlorine to neutralize the chlorine before rinsing.

Boat House & Mini Golf

Water Rescue - Boathouse

- Once a situation has been determined an emergency, all cashiers immediately report to the scene with the following items:
 - Throw rope rescue bag, megaphone, use rescue boat if necessary (this includes boat motor, paddles, lifejackets, throw rope bag, megaphone and first aid kit)
 - Two (2) telephones-one to call the ranger on duty and then supervisor and one to call EMS (If needed or patient requests EMS)
- In any major emergency you have been trained to clear the area and call 9-1-1.
- The athletic coordinator and recreation coordinator will be informed as soon as possible if 9-1-1 or the rangers are called.
- If there is a major emergency or drowning, contact the athletic coordinator and recreation coordinator if these are unreachable, follow the chain of command up to the director until someone is contacted.
- Administer the appropriate rescue and begin providing care.
- Once the situation is under control an incident report must be *entirely* filled out if injury or first aid care was provided to the rescued person. This is extremely important in case an investigation follows the incident. If anyone ever *refuses* care, have them sign the incident report stating so. If they refuse to sign the incident report, have several witnesses (patrons and employees) sign the incident report stating that the patron refused treatment and refused to sign the incident report.
- Under *no* circumstances shall an employee discuss or make comments about any incident to anyone, including family, friends, patrons, or the media. A casual comment could have serious repercussions. All discussions shall be held in private.
- If the media approaches you, refer them to the manager on duty, who in turn will refer them to the CRD media spokesperson. (Reference the media policy).
- It is imperative that the designated incident report is filled out to the fullest ability once the emergency is

under control.

- Ask all persons that witnessed the incident for their name, address, phone number and statement.
- Get a statement from all staff involved. *Everything must be documented!*
- Any irate or belligerent patrons should be referred to the manager on duty. Staff should not be distracted from the surveillance of their assigned zone nor the part played in the event of an emergency.
- In the event of a major emergency or drowning, the athletic coordinator, recreation coordinator, and possibly outside services will counsel and conduct a support meeting for all athletic staff.

Severe Weather

Thunder/Lightning/Heavy Rain

- In the event thunder is heard, lightning is seen or there is heavy rain, facility operations will temporarily close. (30-minute rule- whenever lightning is seen or thunder is heard, you must start a timer for 30 minutes, each time you hear thunder again, the timer restarts)
- At boathouse, staff should inform all patrons in paddleboats via megaphone to return to the docking area.
- Staff should bring in all equipment and put it away properly.
- Patrons can stay and wait out the rain, or they may leave. No refunds will be issued. They may receive a rainy-day pass if the facility closes for the remainder of the day.
- Inform athletics coordinator, if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Facility will re-open at the discretion of the athletics coordinator.

Civic/Convention Center

Emergency Action Procedures

- Check the scene and the victim. Do not place yourself in harm's way to assist in an emergency. Your safety is your top priority. Ask yourself these questions before acting:
 - Is the scene safe? Can I make the scene safe or do I need to wait for EMS to arrive to make the scene safe?
 - What happened?
 - How many victims are there?
 - Can bystanders and or co-workers help?
- Call 9-1-1. Call EMS personnel if the victim has any life-threatening conditions or if you have any doubts about the seriousness of the victim's condition. Examples:
 - If victim does not have a pulse.
 - If victim is unconscious or is in an altered level of consciousness.
 - If victim has trouble breathing or breathing in a strange way.
 - If victim has chest pain or pressure.
 - If victim is bleeding severely.
 - If victim has pressure or pain in the abdomen that does not go away.
 - If victim is vomiting or passing blood.
 - If victim has seizures, a severe headache or slurred speech.
 - If victim appears to have been poisoned.
 - If victim has an injury to the head, neck, or back.
 - If victim has possible broken bones.

- If there is a fire or explosion.
- If there is presence of poisonous gas.
- If there are any vehicle collisions.
- If there are victims who cannot be moved easily.
- Care for the victim. Get permission to give care to a conscious victim. Permission is implied if the victim is unconscious or unable to respond.
 - Always care for life-threatening emergencies first.
 - Apply CPR as needed. (Staff is trained by the Fire Department bi-annually)
- If the victim has life threatening conditions, check for:
- Consciousness
 - Does the victim have an open airway?
 - Is the victim bleeding severely?
 - Is the victim breathing? Check ABCs - open Airway, check for Breathing, Circulation (check pulse/heartbeat)

Emergency Phone Numbers:

Center Manager:

Lead Facility Specialist:

Event Coordinator:

Facilities Manager:

Utility Companies

Poison Control

In all emergencies:

- Call 9-1-1. If you cannot speak, dial and leave the connection open. If you can't make the call yourself, point and say to a coworker, "Joe, call 9-1-1."
- Stay calm & under control.
- Do not rely on cell phone communication.
- Notify other staff and guests of emergency, if not known to them.
- Decide and communicate which staff is in which role (fire suppression, head counter, evacuation leader, etc.).
- Use cell phones and fire panel microphone as needed to communicate.
- Communicate the reporting location as needed.
- Give clear concise instructions to co-workers and guests.

Lock Down:

- Receive the alert/notification.
- Lock all exterior doors.
- Acquire necessary belongings and supplies (purse, cell phone, emergency kit).
- Check for staff and guests as you move through the building.
- Close doors as the rooms are confirmed to be empty.
- Move to staff office (primary, if only staff is in the building) or the exhibit hall (secondary, if guests are in the building).
- Check in with the team leader and stay in that location. Further instructions will be given once the emergency has been eliminated.
- Organize and take roll call to account for everyone.
- Brief co-workers once in safe area.
- Submit necessary paperwork to emergency management coordinator.

Take Appropriate Action –according to emergency

- Fire suppression – manning and operation of fire extinguisher
- Pulling the fire alarm – self-explanatory (know where these are located)
- Head counter – counting personnel for accountability and ensure all visitors are out of harm’s way
- HVAC turn *off* – know where this is located and know how to turn off
- Main power *off* – know where this is located and know how to turn off

Recreation Center

Hazardous Spill

- If the incident is indoors, close all doors in order to isolate the area if it is safe to do so.
- From a safe area, call 9-1-1 and be prepared to provide the following information if possible:
 - Name of the material
 - Quantity of the material
 - Time of the incident
 - Location of the incident (where in Recreation Center)
 - If anyone has been injured or exposed to the material
 - If a fire or explosive is involved
 - Your name, phone number and location
- Follow direction offered by the emergency responders.

Nature Education Center

Water Rescue

- During kayak rentals or programming, a staff member will be scheduled for “boat house” or “program lead.” This staff member is responsible for monitoring guests during kayak rentals. They should remain by the water during the entire kayak rental and are responsible for carrying a radio. The gift shop staff member on duty should also have a radio during rentals. If the staff member working kayaks needs to be relieved of duty during a rental, they should radio another staff member to cover. The staff member on duty should have water rescue equipment with them at the water’s edge during each kayak shift.
- **Rescue Steps:**
 - Staff member on kayak duty radios to gift shop to notify that a rescue is underway.

- Gift shop staff member heads to dock to assist, bringing cell phone to call 9-1-1 if necessary.
- Staff member on kayak duty performs rescue according to their water rescue training and begins to provide appropriate care.
- The supervisor will be informed as soon as possible if 9-1-1 is called. If the supervisor is unreachable, follow the chain of command up to the director until someone is contacted directly.
- Once the situation is under control, an incident report must be entirely filled out if injury or first aid care was provided to the rescued person. This is extremely important in case an investigation follows the incident. If anyone ever *refuses* care, have them sign the incident report stating so. If they refuse to sign the incident report, have several witnesses (patrons and employees) sign the incident report stating that the patron refused treatment and refused to sign the incident report. It is imperative that the incident report is filled out in its entirety once the emergency is under control. Ask all witnesses for their name, address, phone number, and a statement. Get a statement from all staff involved. Everything must be documented.
- Under no circumstances shall an employee discuss or make comments about the incident to anyone (including family, friends, patrons, or the media). A casual comment could have serious repercussions. All discussions shall be held in private.
- If approached by the media, refer them to the manager on duty, who will in turn refer them to the CRD media spokesperson. (Reference the media policy).

Golf Course

Lost Person

- In the event of a lost person, get a description of the person and where he/she was last seen. At the Golf Course, an announcement may be made over at the front desk to inform guest to be on the lookout for such person. All staff working at that time should be informed and given a description of the missing person and start a search. If the person is not found right away, immediately inform a Parks Ranger and Department Leadership soon after. The General Manager must be informed immediately if such a situation arises. Be sure to complete any pertinent forms.

Golf Park Closures

For safety reasons, there may be times when the facility must be closed due to bad weather or other conditions.

- **Closing for rain** (this consists of heavy rain- where patrons could damage property with carts), is up to the discretion of the Manager on duty. Clear the entire facility. The facility will reopen when the golf course is playable.
- **Warning and Information Signs** will be posted at the clubhouse, #1 and #10 tee box, restrooms at holes 6 & 15.
- There may be times when **incidents and emergencies** happen in LPGC. Due to the discretion of the Manager on duty, the golf course will be closed. For notifying Managers of severe weather the General Manager will decide. If the facility closes for the remainder of the day due to weather or incidents, all employees will still be on call and responsible for their shift. Failure to respond or return to work when on call will result in disciplinary action.
- Rain checks will be issued based on the number of holes played if the facility closes for the entire day.

This sign will be posted in the clubhouse; pro-shop counter. This Sign is posted at the clubhouse, restrooms on-course (hole #6 and 15), and #1 and #10 tee boxes.

Park Rangers

Lost Person

- **Code Pink**
- If you encounter a lost child situation, contact your supervisor via cell phone, and let them declare a “Code Pink” if needed. Do not broadcast any information about the incident on the radio unless otherwise instructed. The supervisor will give all rangers in the area specific instructions. The supervisor will clear the “Code Pink” once the child has been found.
- **Reverse Code Pink** – Lost parent

Flooding Procedures

- Once flooding is expected, a designated ranger will be placed on call for maintenance assistance.
- Once it is determined by the CRD that the river is closed, signs from the bike barn need to be placed in the following locations. Gates at gateway.
- Rangers will assist maintenance with take down and replacement of tube chute ropes over the dam.
- Once it is determined by CRD that the river is open, signs will be taken back to the bike barn and all gates will be unlocked.
- **Comal Sign Placement:**
- Hinman Island- (3) “Attention River Closed” signs, one placed at each sidewalk entrance.
- Gateway- (1) “Attention Park Closed” sign at gate entrance, and (1) “Area Closed” sign at tube chute gate. All gates to be closed and locked.
- Mill Street (River Management)- (1) “Area Closed” sign at main gates. All gates to be closed and locked.
- **Guadalupe Sign Placement:**
- Cypress Bend Park- (2) “Attention River Closed” Signs, one at main entrance near flag pole and one placed at “shuttle only” entrance.

Below are departmental wide Critical incident response procedures. Each category lists procedures all divisions will follow.

Robbery & Burglary

- If this ever occurs- *give them the money!* Your safety is of the utmost importance. Try as much as possible to get a detailed description of the assailant. At the first chance immediately call the police, and then follow the appropriate chain of command within the division. The following are tips to go by:
 - Keep it short.
 - The longer a robbery takes, the more nervous the robber becomes.
 - Calmly handle the potential robber as if you were making a sale to a customer.
- The average robbery takes less than two minutes.
 - Obey the robber’s orders.
 - Don’t argue with the robber.
 - Robbers seldom hurt people who cooperate with them.
- Let the robber know that you intend to obey.

- Give the robber all the cash and merchandise they want.
 - If you recognize the robber, do not in any way indicate to the person that you do!
- If you are unclear of what the robber is instructing you, ask.
 - Keep calm.
 - Observe the robber's height, weight, race, sex, facial appearance, clothing, tattoos, and anything unordinary about the person.
- Tell the robber about any possible surprises.
 - If you must reach for something or move in any way, tell the robber what to expect.
 - If someone is in another room who might enter the room, be sure to make the robber aware of the person.
- Don't fight the robber.
 - The money isn't worth risking harm to you.
 - Trying to attack an armed robber is foolish, not heroic.
 - If the robber is going to use you as a hostage, or you feel that the robber is going to harm you, it may be in your best interest to fight for your life.
 - Only use a weapon if you feel you need to defend your life.
- Don't chase or follow the robber.
 - To chase a robber is to invite violence. The police could mistake you for one of the robbers.
- Call the police.
- Keep necessary phone numbers near the phone.
- Don't hang up the phone until 9-1-1 tells you to do so; make sure they get all pertinent information.
- Protect the Crime scene; don't touch any evidence.
- Assess any damages and/or how much cash or product was taken.

Burglary & Vandalism

- If you notice the facility has been broken into, please call the appropriate supervisor. Fill out an incident/accident report. Document the damages and what is missing.

Workplace Violence

- Angry customer or co-worker.
 - Stay calm, listen attentively, maintain eye contact, be courteous and patient, keep the situation under control and notify a supervisor.
 - Do not argue with the person, as this will further enrage them.
 - If the situation escalates, have someone get a supervisor or call the police.
- Threats with a gun, knife, or weapon:
 - Stay calm.
 - Do your best to get aquatic staff out of the area and report to the building, with doors locked once everyone is inside.
 - Signal to someone that you need help and to call 9-1-1.
 - Maintain eye contact.
 - Stall for time.
 - Keep talking-but follow instructions from the person who has the weapon.
 - Don't risk harm to yourself or others.
 - Never try to grab a weapon.
 - Watch for a safe chance to escape to a safe area.
 - After you are safe, call 9-1-1 and notify a supervisor.

Life Threatening Injuries

- Call 9-1-1. Initiate CPR (only if victim is unresponsive and not breathing).
- Have a secondary staff member meet the ambulance and guide paramedics to the victim's location.
- Give care as needed until EMS takes over.
- Either during or after care, have a secondary staff member complete an incident report. After the report is completed, leave form in supervisor's box.
- Inform supervisor by phone. If they cannot be reached, continue up the chain of command to the parks director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Take any corrective action necessary to prevent injury from occurring again.
- Check with staff involved with incident to ensure they can continue to work after encountering the incident and do not need time off or counseling before returning to duty.

Contact with Bodily Fluid

- If an injury involves bodily fluids of any kind, please adhere to the following safety requirements:
 - Survey scene and put on gloves before beginning aid
 - Put all bandages in separate container and dispose in the proper area
 - Clean all bloodstains with liquid bleach for 10-15 minutes
- Wash hands thoroughly with soap for several minutes and remove any clothing that was soiled with bodily fluids

Fire Procedures

Controllable Fire (can be put out with extinguisher)

- Clear all persons away from fire and put out flames with nearest extinguisher. If the attempt at extinguishing the fire fails, follow the procedures for an uncontrollable fire (below).
- Call 9-1-1 immediately, even if small and source is known. City fire code requires that all unwanted fires be reported to the fire department for investigation.
- Follow instructions as given by the fire department.
- Inform appropriate supervisor, or if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- After fire department gives okay, return to site of fire and complete incident report/property damage report. Submit to appropriate supervisor the same day of report and fire.

Uncontrollable Fire

- Call 9-1-1 immediately.
- Evacuate facility per the evacuation plan.
- Inform appropriate supervisor, or if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leaves messages and do your best until you receive a response.
- After fire department gives okay, return to site of fire and complete incident and property damage report. Submit to aquatics supervisor the same day of report and fire.

Gas Leak

- Immediately upon discovery of a gas leak, call 9-1-1.

- Do not use light switches or other apparatus likely to produce a spark.
- Evacuate facility per the evacuation plan.
- Inform maintenance. If after hours call on-call maintenance.
- Inform appropriate supervisor, or if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.

Suspicious Persons

- If you suspect that a patron(s) is under the influence of drugs or alcohol, do not approach the patrons(s) and draw attention to your suspicion. Call the park rangers (or police department if rangers are unavailable) and let them know that you do not have an emergency but that you'd like an officer to come to your facility to speak to the patron(s). Explain your suspicion, make a note of what the patron(s) looks like and wait for the officer. When the officer arrives, provide the information requested. The officer will make the determination if the patron(s) need to be asked to leave or if further action is required. Fill out an incident report to document the situation.

Communication During an Emergency

- When an emergency occurs, the need to communicate is immediate. If operations are disrupted, customers will want to know how they will be impacted. Regulators may need to be notified and local government officials will want to know what is going on in their community. Employees and their families will be concerned and want information. Neighbors living near the facility may need information, especially if they are threatened by the incident. All of these "audiences" will want information before the business has a chance to begin communicating.
- An important component of the preparedness program is the Crisis Communications Plan. An organization must be able to respond promptly, accurately and confidently during an emergency in the hours and days that follow. The image of an organization can be positively or negatively impacted by public perceptions of the handling of the incident. There are many potential audiences that will want information during and following an incident and each has its own needs for information. The following is a list of potential audiences all staff members may come across during an emergency:
 - Customers
 - Survivors impacted by the incident and their families
 - Employees and their families
 - Management (See chain of command)
 - News media
- Audiences like news media outlets, families of employees and upper management will be handled by the management team. Staff members are to refrain from making any comments to news media about emergency events unless given specific instructions to do so.
- During an emergency, it is important that staff members continue to provide guests with superior customer service. This is outlined in the steps below:
 - Maintain a sense of urgency, not a sense of panic. Running, shouting and cutting through a Crowd may seem essential to emergency response, but be aware of how guests may perceive responders' handling of the incident.
 - Remember that guests are human. When responding quickly to an emergency, bystanders can often become less of a priority to responders. Remember to act professionally and acknowledge them while responding as needed.
 - Be informative, not speculative. Keep guests aware of which areas are affected by the incident

without giving unnecessary details. Assure guests that you aim to keep them informed as details come in.

- Manage extra staff effectively. While having a large team in place to respond to a large emergency is great, overcrowding of less severe situations can lead to a mismanaged response. If all tasks are effectively being responded to, have extra staff clean, facilitate opening and closing gates for emergency personnel and rotate out with other staff members responding directly to the emergency.

Lost Person

- In the event of a lost or missing person, get a description of the person and where they were last seen. If the person is not found right away, immediately clear and search the area. The staff will split up and search the entire facility. Inform a park ranger *and* 9-1-1 immediately if the water may need to be cleared for a missing person search. If a park ranger is unavailable, the police may need to be involved at the discretion of management. Appropriate supervisors must be informed immediately if such a situation arises.

Bomb Threats

- Any person receiving a phone call involving a bomb threat or a threat against an individual should attempt to obtain as much information as possible from the caller. This information is valuable in determining the validity, urgency, and nature of the threat, and consequently, in determining what action is appropriate in response to that threat.
- The *exact words* of the caller and information concerning the location and expected detonation time of the explosives are of the utmost importance. Write down the *exact words* as soon as possible so they will not be forgotten or distorted.
- The person making the threatening call may reveal personal information about themselves that will enable authorities to identify them. Persons receiving such calls should be aware of the following guidelines and suggestions:
 - Be calm, courteous, and listen. Do not interrupt the caller. Take written notes of the conversation.
 - Quietly signal for someone to call 9-1-1. The best way is to write a note saying, “Call 9-1-1! We are receiving a bomb threat! This is not a joke.”
 - Try to keep the caller on the line, if possible, in order to obtain as much information, characteristic comments or accents as possible. This can be done by pretending to have a bad connection.
 - Ask the caller to repeat the message. Attempt to ascertain the type of device, what it looks like, where it’s located, what time it will go off, etc.
 - Pay attention to any background noises such as music, type of music, train whistles, sirens, jet airplane engines, and any other noises that might provide clues as to the location of the caller.
 - Listen closely to the voice (male/female, young/mature), voice quality, accents, speech impediments, or words/phrases used repeatedly.
 - If time permits and the caller is talkative, ask questions such as, “Who is this calling, please?” or “What is your name?” In some instances, the caller may unintentionally reply with their name.

Tornado/Hurricane

- In the event a tornado is sighted, or a tornado watch/warning is issued by a weather authority, facility operations will cease. All patrons will be informed to seek shelter indoors at the most central point of the building, away from windows and doors.
- If a warning is issued:
 - Notify the staff and public. The patrons will most likely leave the facility to seek shelter. However, some may feel it's best to stay at the facility. Both options are fine.
 - Secure the cashier stations.
 - Seek shelter at the center interior point of the building away from windows and doors.
 - All persons are to remain in the designated shelter area until the weather passes or directed by city staff that imminent danger has ceased.
 - Personnel will be allowed to leave when the facility is completely evacuated. Otherwise, senior staff and management will stay until it is cleared.

Hail Storms

- In the event of a hail storm, follow normal thunderstorm procedures and make sure everyone is inside or not in danger of being hit by hail.

Shelter/Lockdown

- In the case of environmental contamination, building intrusion, or other incidents deemed necessary by city management, staff will proceed with the following procedure:
 - Close and lock doors and windows if applicable.
 - Move to a predetermined safe area inside the room.
 - Stay away from doors and windows.
 - Take roll call and be prepared to account for any missing persons.
 - Contain and maintain all persons.

Stay put until the "All Clear" has been given by the emergency response team or city staff.

LAKEWOOD COMMUNITY RESOURCES EVALUATION PROCESS

EVALUATION

1. Lakewood Community Resources shall use a variety of measurements to gauge activity, facility, park, program, service, and usage in determining participant satisfaction. This document shall help guide staff during the evaluation process.
2. Seeking evaluations of programs and facilities is critical to revising existing programs and facilities, and/or creating new ones. Evaluation also helps define the value and interest of Community Resources facilities and services, through input from citizens and participants. Sharing this information with Community Resources staff, City administration, and elected officials is key to continued positive support of Community Resources.
3. The Community Resources Director is responsible for ensuring that staff are trained in evaluation processes and for overseeing the integrity of the evaluation program.
4. Division Managers are responsible for designing evaluations that will answer necessary questions to improve programs moving forward. Input from program coordinators will be used to formulate these surveys.
5. Evaluations will be conducted at the conclusion of the activity, program, facility rental, and/or special event through by the designated evaluation form, or online evaluation method.
6. After the evaluations are completed, the results will be shared with Division Managers, who will review the results with program staff.

REPORTING AND CONTINUOUS IMPROVEMENT

1. Lakewood Community Resources records statistics on recreation program participation, facility usage and customer satisfaction for evaluation, reporting and analysis in order to continue improving our offerings. These statistics are included in monthly and annual reports.
2. Reports are submitted to the City Manager and provided to the City Council on a regular basis.
3. These reports are used to review operations, programs and facility operations. They are closely monitored when developing budgets and programs for following years.

DEVELOPMENT OF EVALUATIONS

1. Management staff is responsible for developing evaluation processes.
2. Once developed, the Director of Community Resources shall review and approve for distribution.
3. From time to time, the Director may contract with consultants to assist in the evaluation process through design of the evaluation tool and/or implementation of the evaluation process through meetings, focus groups, and presentations.

PERFORMANCE MEASURES

Performance measures in recent years have become the backbone of successful organizations. They have moved beyond the simple collection of facts that measure volume of work. The key components of modern performance measurement are:

- **Outcomes** are the benefits or changes for participants in programs or recipients of services during or after the program or strategy is implemented.
- **Inputs** are the physical, financial, and human resources allocated to or consumed to do work.

- **Activities** are what the program or strategy does with the inputs provided. Activities include the tasks, steps, methods, techniques, and operations performed.
- **Outputs** are the elements of operation or level of effort, the products or services resulting from the implementation or accomplishment of work.
- **Efficiency** is measured by the unit cost required to perform the work in terms of dollars. "How well did the organization "use" the budget to perform work?"
- **Effectiveness** is a service quality measure of the work performed. Effectiveness is measured in % of work set out to be performed.

It is recommended that the Department utilize the template provided as a separate document to develop three to five performance measures for each of the ten core program areas to determine and, in turn, communicate the level of success they are achieving on an annual basis. From these core program area performance measures, the Department will identify three to five Key Performance Measures that are most representative of Department's functions.

Parks & Recreation Department
Pre-Program Analysis

Class Name:

Session/Season:

Instructor Name:

Budget Org Key:

Program Description/Overview

Program Goals/Objectives (Minimally 3 Specific Goals/Outcomes)

x

x

x

x

How does this program align with the Department's Mission/Vision/Values?

Target Population - Who will this program serve? (specify age group(s))

Target Geographic Area(s) - What area of town will this program be held and why?

☒ East

☐ Central

☐ West

Are the required knowledge/skills/abilities available within the department?

☐ Yes☐ No

Is a partnership or collaboration with an outside organization needed?

☐ Yes☐ No

List possible partners:

Should we conduct a "pilot" of this program and why?

☐ Yes☐ No

Information Available

Maximum class capacity:

Minimum enrollment:

Proposed cost per resident:

Proposed cost per nonresident

Nonresident differential

0

Number Meetings:

Hours Per Meeting:

Location:

Park/School

0

Signature Facility

0

Contractor's Facility

0

Proposed Instructor Costs

		@ Max	@ Min
Per participant:	0.00	0.00	0.00
Percentage:	0.0%	0.00	0.00
Per class:	0.00	0.00	0.00
Per hour:	\$ -	0.00	0.00
		\$0.00	\$0.00

Overview of Proposed Fees

	@ Max	@ Min
Instructor pay per hour:	#DIV/0!	#DIV/0!
City cost per hour per person:	#DIV/0!	#DIV/0!
	Res	Non
Participant cost per hour:	#DIV/0!	#DIV/0!

Revenue					
	@ Max	@ Min		@ Max	@ Min
Gross Revenue:	\$0.00	\$0.00	Differential NR Revenue	0	0
Expenses					
Direct Costs:	@ Max	@ Minimum			
Instructors	0.00	0.00	<i>Include employee pmts by % or per hour</i>		
Additional Costs	0.00	0.00	<i>Include materials, books, t-shirts</i>		
Marketing	0.00	0.00	<i>Include mailers & activity guide (\$650 pp summer used for est)</i>		
Indirect Costs:					
Facility	0.00	0.00			
Indirect Staffing	0.00	0.00	0.1		
Total Costs	\$0.00	\$0.00			
Financial Analysis					
Recovery goal		115%			
Recovery % @ max & 23% Non Res		#DIV/0!	Net revenue @ max & 23% Non Res		\$0.00
Recovery % @ min & 23% Non Res		#DIV/0!	Net revenue @ min & 23% Non Res		\$0.00
		#DIV/0!			
Enrollment needed for 100% recovery		aka "Break Even Point"			
-	-	-			Based on 23% Nonresidents
Enrollment needed for recovery goal		aka "Meets Goal"			
-	-	-			Based on 23% Nonresidents
Comments					
Other Considerations					

APPENDIX D

Parks, Recreation Libraries Department - Post Program Analysis

Class Name: _____ Session/Season: _____
 Budget: _____

By the Numbers

How much revenue was recorded in CLASS? _____ Differential NR Revenue **\$0**
 How much grant revenue, if any, does program receive? _____
 How much in non staff costs were incurred? _____ *include materials, supplies, books, t-shirts etc.*
 How much space was used in the activity guide for advertising? **full page** Guide: **summer**
 Where was the program held? _____ Location type: **park/school**
 For the program coordinator and supervisor, how much work was the class? **a lot**
 Did program involve "non-instructor" staff time (such as Sparks, TRL, MGOL, special events)? Enter number of hours (not included in staffing figures below). These are hours not charged directly to program but hours associated with providing it. **0**
 Where does program fall in the pyramid? **Highly INDIVIDUAL**

Instructor Costs/Staffing Hours - Includes Prep Hours

Position	Total Hrs	Rate	Cost	
Rec Pgm Leader		\$19.95	\$0.00	How much was paid to the instructor?
Facility Manager		\$19.00	\$0.00	(not included to the left)
Pool Manager		\$19.00	\$0.00	
Asst Pool Mngr		\$15.92	\$0.00	How is the instructor paid?
Aquatic Spec III		\$15.68	\$0.00	Per person: \$0
Aquatic Spec II		\$14.25	\$0.00	Per class: \$0
Aquatic Spec I		\$12.96	\$0.00	Percentage: \$0
Rec Cashier II		\$14.03	\$0.00	Per hour \$0
Rec Cashier I		\$12.76	\$0.00	
Rec Specialist III		\$15.44	\$0.00	
Rec Specialist II		\$14.03	\$0.00	
Rec Specialist I		\$12.76	\$0.00	
Rec Aide		\$10.50	\$0.00	
Librarian			\$0.00	
Library Tech			\$0.00	
Library Asst			\$0.00	
Library Page		\$14.04	\$0.00	
Library Trainee		\$12.76	\$0.00	
Maintenance			\$0.00	
Preschool Teacher		\$17.76	\$0.00	
Scorer 1		\$11.24	\$0.00	
Contract instructors		\$0.00	\$0.00	
Total Salaries			\$0.00	

Attendance & Participation

Number classes offered: _____ Hours per course: **0**
 Number classes cancelled: _____ Hours of experience: **0**
 Percentage of Classes Held: **#DIV/0!** Class held vs. offered goal: **80%**

	Participants	Rates	Wait List	Capacity
Residents		\$100		
Nonresidents		\$110		
Total	0		0	
	Boys _____	Comments _____		
	Girls _____			

Expenses

Direct/Controllable Costs: _____ Indirect Costs: _____ What do indirects cover?
 Instructors/Staff **\$0.00** Facility **0.00** *facility custodial, utilities etc.*

Parks, Recreation Libraries Department - Post Program Analysis

Class Name: <input type="text"/>		Session/Season: <input type="text"/>	
Budget: <input type="text"/>			
Additional 5000s Costs	<input type="text" value="0.00"/>	Indirect Staffing	<input type="text" value="0.00"/> <i>pgm coord, pool mngr, sups</i>
Marketing	<input type="text" value="900.00"/>	Admin Overhead	<input type="text" value="0.00"/> <i>training, gen liablt, superintendents</i>
Subtotal Direct Costs:	<input type="text" value="\$900.00"/>	Total Costs	<input type="text" value="\$900.00"/>

Financial Analysis

Recovery goal (compared to controllable costs)	<input type="text"/>	Total recovery range from pyramid	<input type="text" value="100%+"/>
Controllable cost recovery percentage	<input type="text" value="0%"/>	Total recovery percentage	<input type="text" value="0%"/>
Net Revenue:	<input type="text" value="(\$900.00)"/>	Program capacity realized:	<input type="text" value="#DIV/0!"/>

Comments

Other Considerations

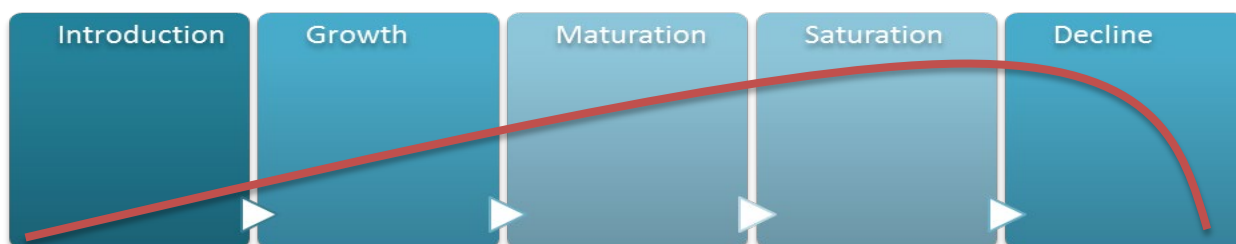
Location:	<input type="text" value="0"/>	Customer satisfaction:	<input type="text"/>
Program offering:	<input type="text" value="New"/>	Customer satisfaction goal:	<input type="text" value="95%"/>
How was data gathered?	<input type="text" value="Grouped/Avg"/>	Recommendation	<input type="text" value="Nuture/Grow"/>
Program curriculum required:	<input type="text" value="Annually"/>	Provided?	<input type="text" value="yes"/>

Mark the top three Core Values of program:

<input type="checkbox"/> Fun & Celebration	<input type="checkbox"/> Community	<input type="checkbox"/> Safety	<input type="checkbox"/> Learning	<input type="checkbox"/> Stewardship	<input type="checkbox"/> Inclusion
<input type="checkbox"/> Creativity	<input type="checkbox"/> Diversity	<input type="checkbox"/> Collaboration	<input type="checkbox"/> Innovation	<input type="checkbox"/> People	<input type="checkbox"/> Health & Wellness

Target Audience:	Age Group:	Geographic Location:
Did program meet stated goals & objectives?	<input type="text" value="yes"/>	
If no, why?	<input type="text"/>	
Program Life Cycle:	<input type="text" value="Maturation"/>	

Program Life Cycle



Move this symbol to Life Cycle graph showing where you would place it at this time.
 Action plan to move program into maturation/saturation:



If program is now in "decline," does evaluation support program termination?	<input type="text" value="no"/>
--	---------------------------------

Updated August 2013

Program Stage Indicators

Use to identify Life Cycle State and Develop Potential Interventions/Program Termination Decisions

Introduction

- Staffing costs are high
- Attendance and service hours are low
- Program enrollment is one half or below capacity
- Average cost of participant is high

Growth

- Enrollment, service hours and attendance increase substantially
- Average cost per participant decreases
- Revenues increase
- Enrollment is at 75% of capacity

Maturation

- Revenue increases slowly
- Average cost per participant decreases
- Enrollments begin to decline

Saturation

- Revenue declines
- Average cost per participant increases
- No new participants
- Staff/participant ratios increase

Decline

- Staff hours increase; staff/participant ratios increase
- Revenue decreases significantly
- Attendance drops dramatically (below 25% of capacity)

Program Life Cycle Audit Results

Action plan to move program into maturation/saturation:

- 1.
- 2.
- 3.
- 4.

If program is in "decline" at last offering, develop action plan to revitalize program:

Changes in Product:

Changes in Price:

Changes in Promotion:

Changes in Place:



The background is a solid orange color. On the left side, there is a stylized tree with a blue trunk and branches. The branches have several large, rounded shapes in green, blue, and red, representing leaves or canopies. At the bottom of the tree, there are two stylized human figures in blue, one slightly behind the other, appearing to walk or run. The overall design is modern and graphic.

APPENDIX E

EQUITY ANALYSIS

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

PARKS AND OPEN SPACE EQUITY ANALYSIS

Equity and equality are often used interchangeably despite their different meanings. Equality means all residents or neighborhoods receive an equal amount of investment. While that sounds fair, it assumes that all people start from the same baseline of investment and opportunity, which is often not the case. Equity means ensuring that everyone has the same access and receives the appropriate investment relative to their current conditions and needs. Some neighborhoods and segments of the population require greater investment in parks and open space because they have historically been underserved.

Public parks, recreation and open space should be equally accessible and available to all people regardless of income level, ethnicity, religion, gender, ability, language or age. Public parks, recreation and open space lands and facilities, including maintenance, safety and accessibility, should be provided equitably to all residents.

The National Recreation and Parks Association (NRPA) documents many benefits to social equity and inclusive and accessible public parks and open space, including:

- » **Public enjoyment and engagement.** Where parks and open space are plentiful, residents enjoy the closest attachment and engagement within their communities. Studies indicate higher levels of local gross domestic product and economic well-being.
- » **Quality recreation time with family and friends.** Parks and open space provide a space and a reason to enjoy quality time, relaxation and fun among family members and friends, thus strengthening the social and familial bonds that provide balance and satisfaction in life.

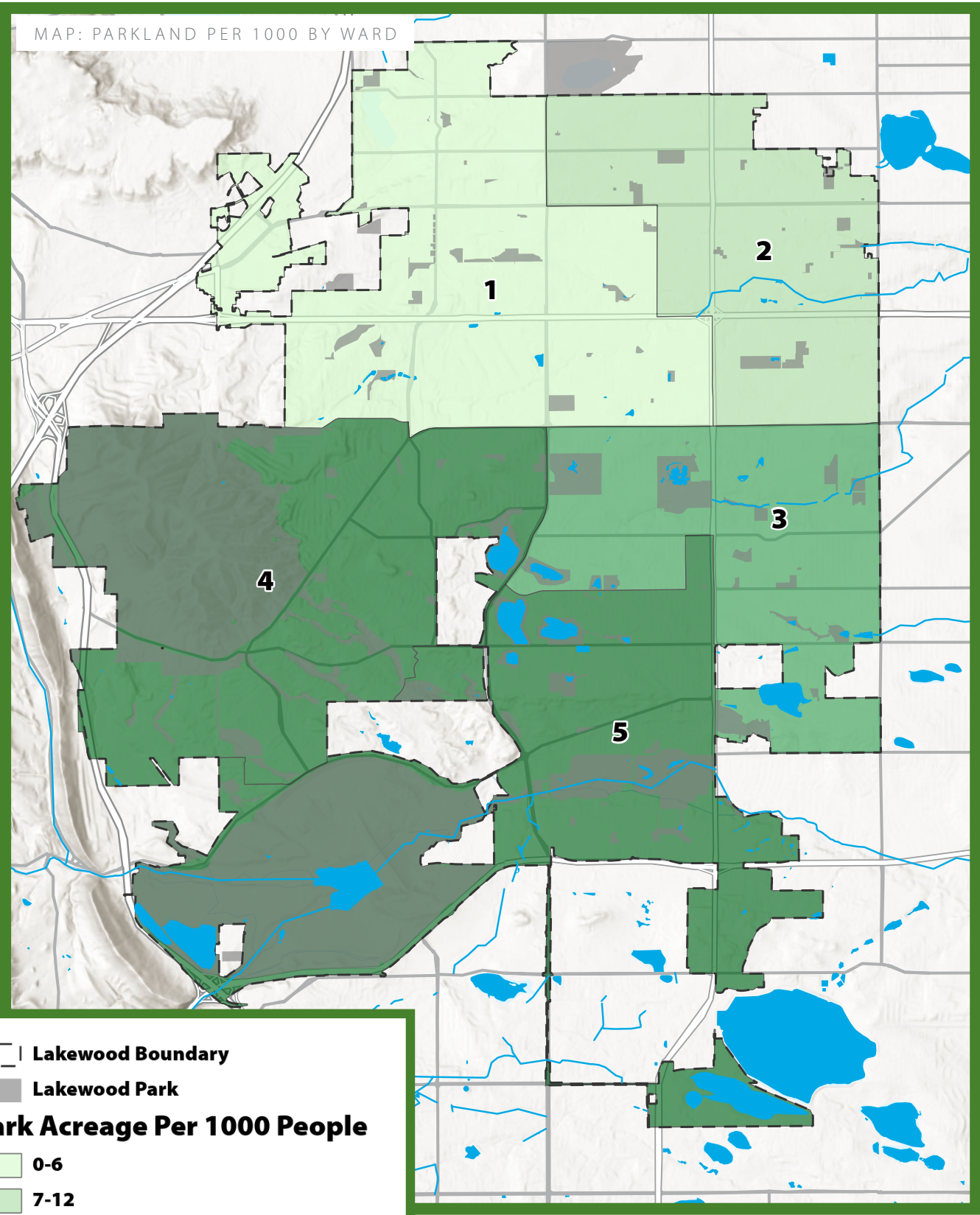
- » **Improvement of mental and physical health.** Parks, open space and recreation can reduce the impacts of chronic diseases, especially in such vulnerable populations as children, older adults and the socially vulnerable.
- » **Measurable decreases in rates of crime and other detrimental activities.** Communities are safer because of a wholesome atmosphere created by well-managed parks, open space and recreation services that provide healthy activities and programming for all people.

VISIT THE [EQUITY ANALYSIS STORYMAP](#) TO INTERACT WITH MORE DETAILED, ZOOMABLE ANALYSIS MAPS.

ANALYZING EQUITABLE ACCESS IN LAKEWOOD

Since 2018, the City of Lakewood acquired 117 acres to expand access to parks. To continue to improve equity in investment decisions through the city, the Community Resources Department and the *Imagine Tomorrow!* planning team evaluated three factors through geospatial analysis that reveal the geographic areas with the greatest need for increased access to parks or natural areas.





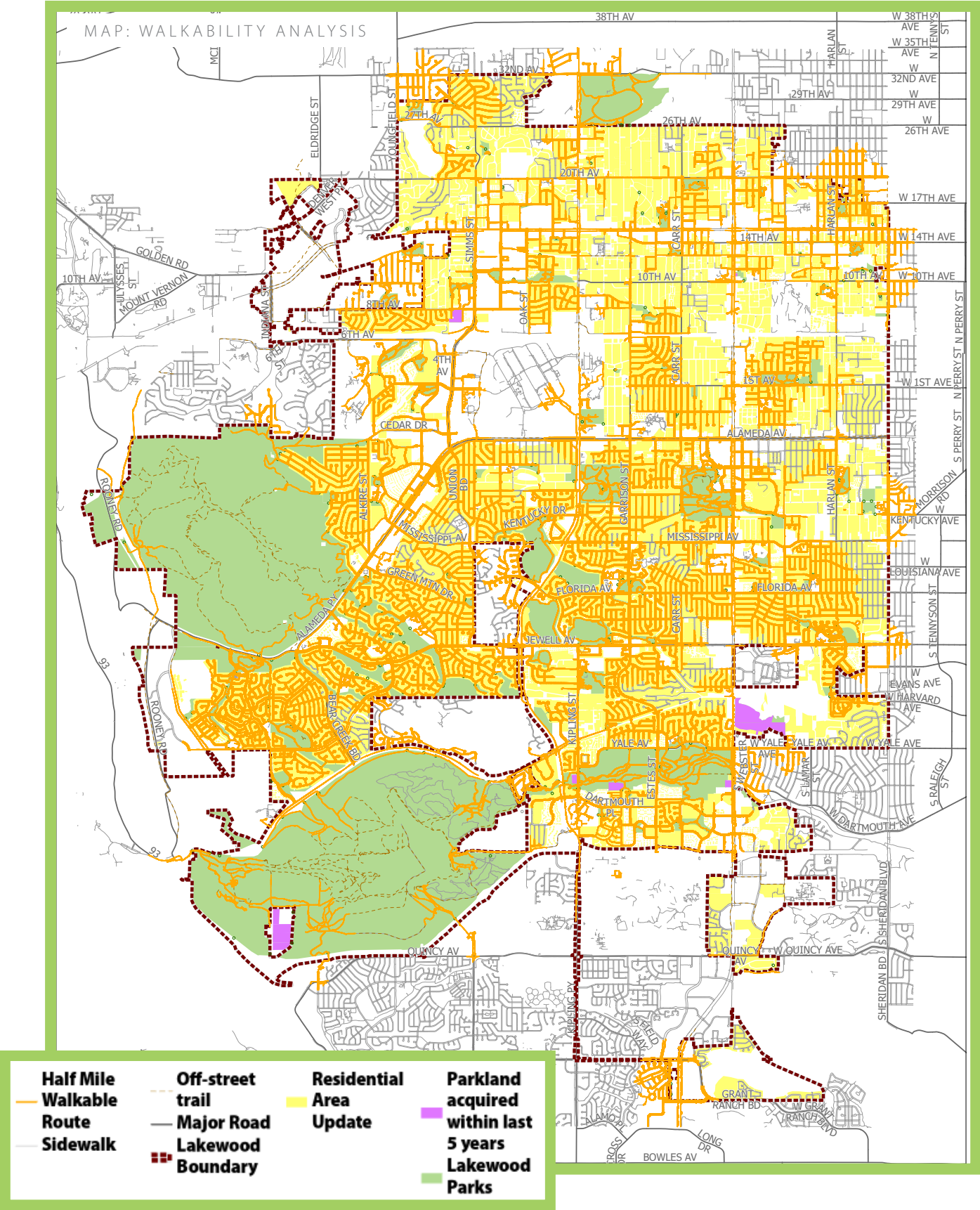
PARKLAND PER 1,000 PEOPLE BY CITY COUNCIL WARD

The City of Lakewood is organized into five City Council Wards (numbered on the map). The Parkland per 1,000 People by Ward map illustrates the amount of park and open space land (measured in acres) in each Ward relative to the population of each Ward. This measurement is calculated as the number of acres per 1,000 residents in each City Council Ward.

This calculation serves as an indicator of how well Lakewood is providing parks and open space for residents who live in each Council Ward based the opportunities available to acquire parkland within each Ward. The darker the green, the more park and open space land is available to each resident in that Ward.

City Council Ward	Acres of Parkland per 1,000 residents
1	5.6
2	11.8
3	14.5
4	94.5*
5	105*

*INCLUDES REGIONAL DESTINATIONS: BEAR CREEK LAKE PARK, BEAR CREEK GREENBELT AND WILLIAM F. HAYDEN PARK. WARD 2 INCLUDES A PORTION OF CROWN HILL PARK, WHOSE INITIAL CONSTRUCTION WAS FUNDED BY THE CITY.



WALKABILITY ANALYSIS

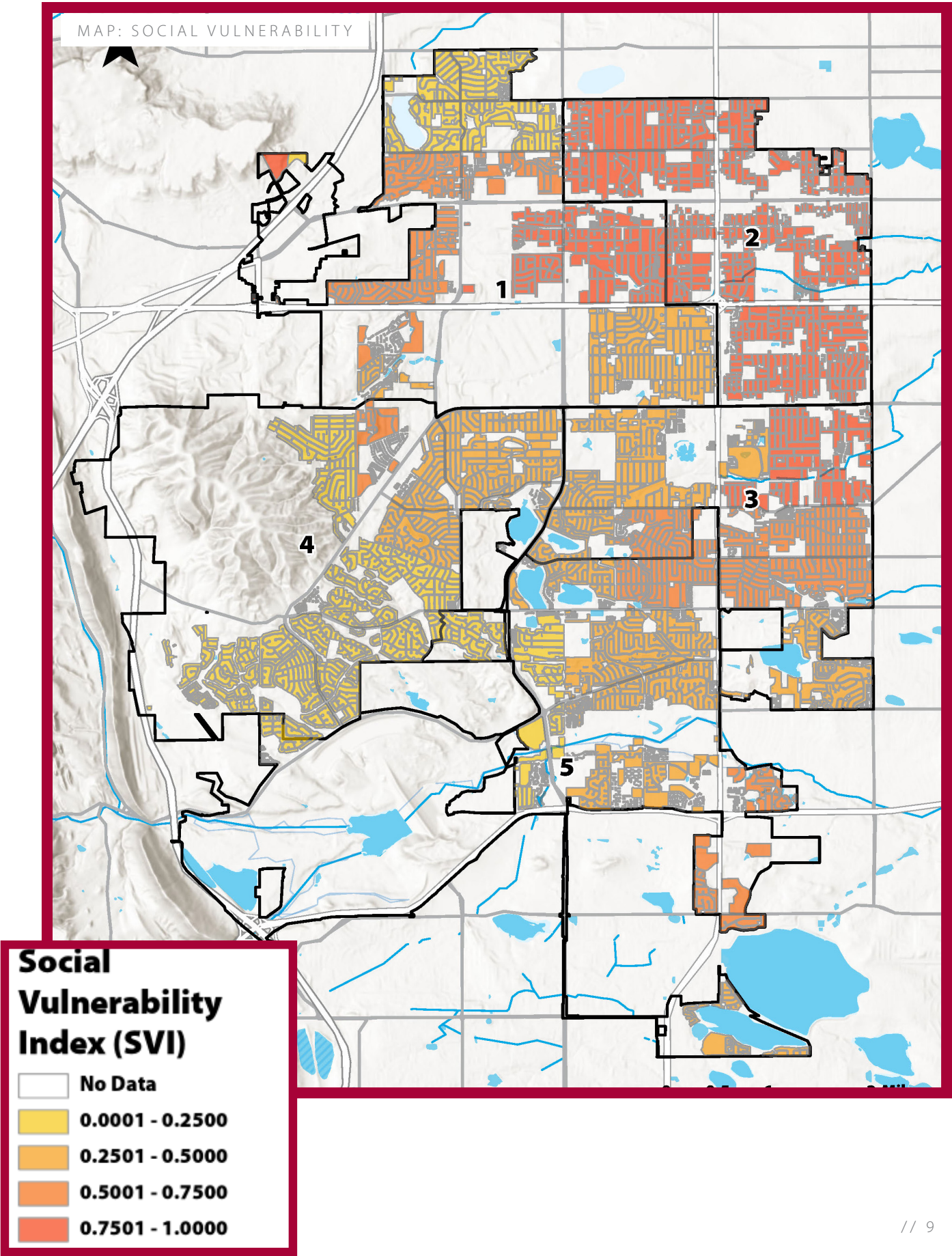
The park and open space walkability analysis map illustrates the areas of Lakewood (orange) that are within a 10-minute, or half mile, walk of a park or open space via safe pedestrian connections on sidewalks and trails. The yellow areas of the map are residential neighborhoods where investment may be needed to provide safe, walkable access to parks. This analysis is helpful to identify gaps in park and open space availability and gaps in safe walkable access to existing park and open space lands.

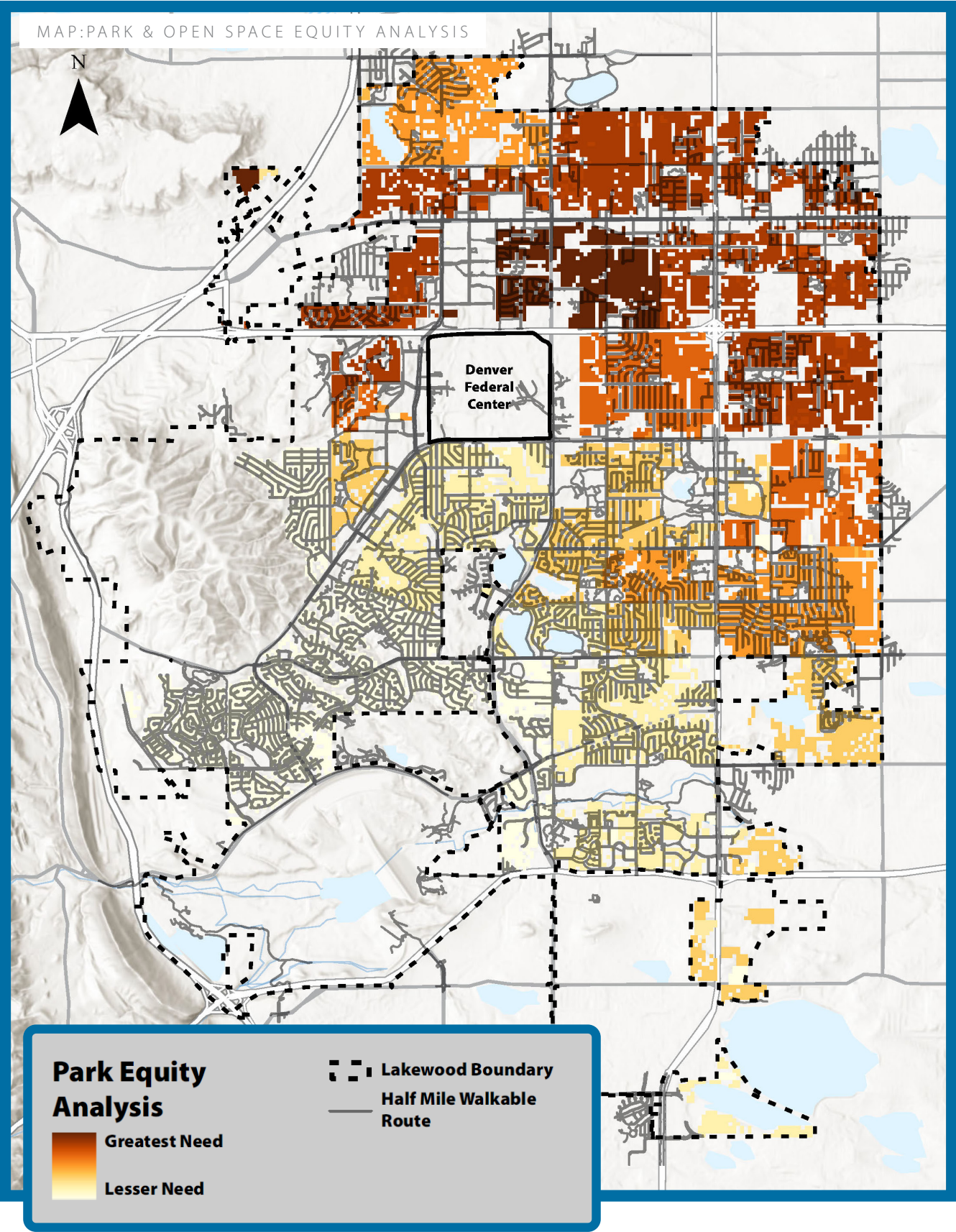
SOCIAL VULNERABILITY

The Centers for Disease Control (CDC) Social Vulnerability Index calculates the relative vulnerability of every U.S. census tract based on an index of 15 variables to identify communities that are most vulnerable to negative effects caused by external stresses on human health. Red areas of the city, identified on the Social Vulnerability Map, demonstrate residential areas with the highest rate of social vulnerability.

CDC SOCIAL VULNERABILITY INDEX VARIABLES

Socioeconomic Status	Below Poverty
	Unemployed
	Income
	No High School Diploma
Household Composition & Disability	Aged 65 or Older
	Aged 17 or Younger
	Civilian with a Disability
	Single-Parent Households
Minority Status & Language	Minority
	Speak English "Less than Well"
Housing & Transportation	Multi-Unit Structures
	Mobile Homes
	Crowding
	No Vehicle
	Group Quarters





EQUITY ANALYSIS CONCLUSIONS

The Equity Analysis map integrates the three previously described factors to visually convey the “hot spots” where all three factors compound.

Parkland per 1,000 residents, and the CDC Social Vulnerability Index were standardized to a geographic grid where each cell of data is the same geographic size. Each cell was then assigned a composite score based on the cumulative effect of each factor. The higher the composite score, the greater the need for investment in parks and open space or park access. Finally, the Walkability Analysis is added as a separate layer on top.

The final Equity Analysis illustrates geographic areas in need of park or open space investment on a scale of least to greatest need. The darker the shading of an area, the greater the need for investment in parks or open space based on the described multi-factor analysis. The analysis revealed that the north-central area of Lakewood, among other smaller areas, is in need of investment to expand equitable access when land becomes available for city acquisition or private redevelopment.

HOW WILL THE CITY USE THIS INFORMATION?

This analysis provides the City of Lakewood with information on where to invest in parks, open space and recreation amenities in an effort to provide all residents with the opportunity to live healthy lives through access to high quality parks, open space and recreation. The utility of the Equity Analysis is strengthened by other City efforts, including the Lakewood Advisory Commission’s current initiative to identify and prioritize missing pedestrian connections through an equity lens.

The Lakewood Advisory Commission recently worked with staff and residents to collect additional information on missing connections and conducted its own analysis that includes equity as a factor for prioritizing missing connections. This future report identifies specific missing connections to consider for investment along with other project priorities.

The City’s strategic parkland acquisition plan also works in tandem with the Equity Analysis. In 2019, the Community Resources Department worked with the Conservation Fund to develop a Strategic Acquisition Plan to inform targeted locations in the city for park acquisition with results that aligned with *Imagine Lakewood!* This plan informed the purchase of 86 acres of additional parkland in the city since 2020.

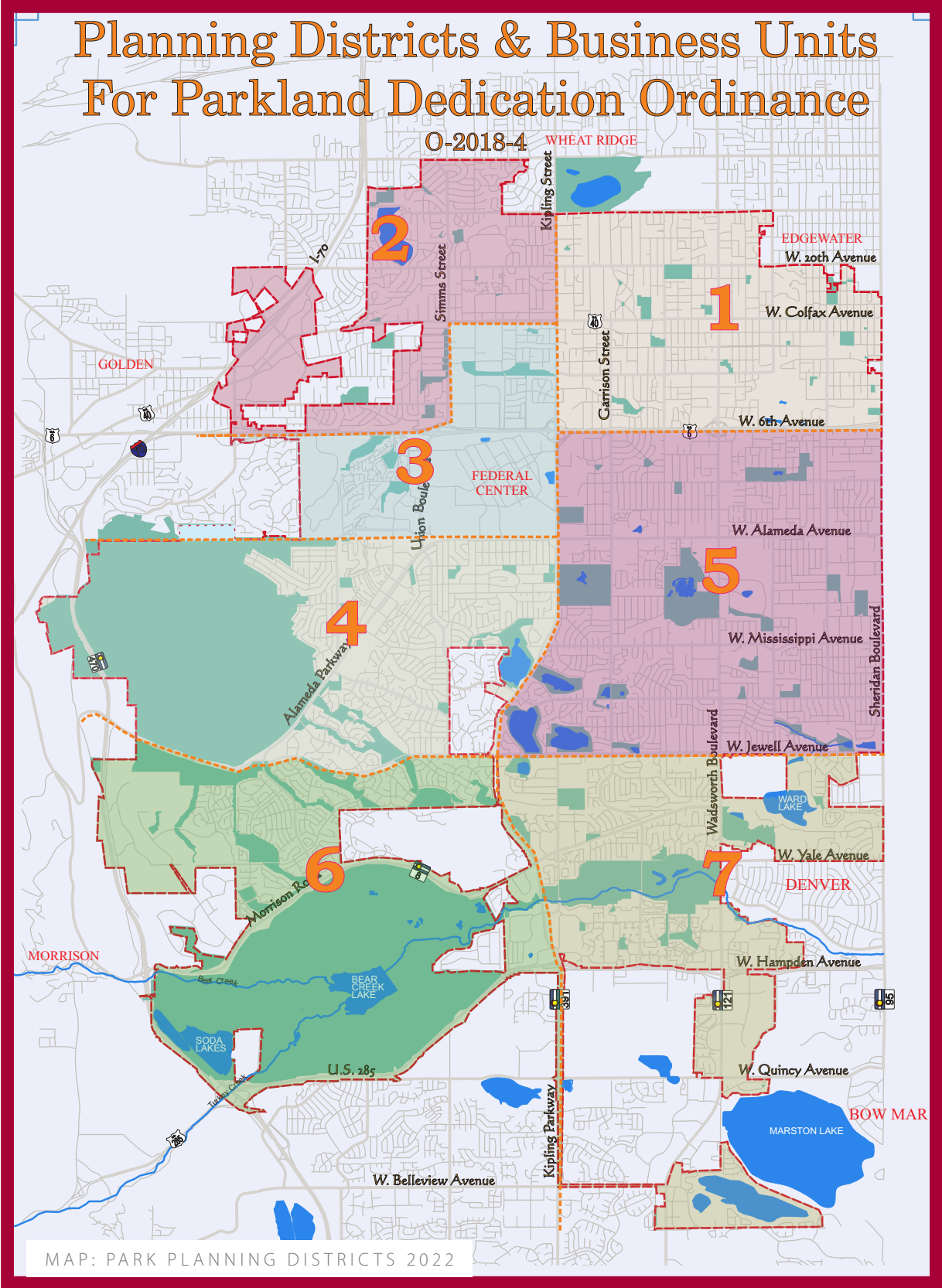
HISTORY OF INVESTMENT BY PARK PLANNING DISTRICT

Over the past 10 years, the City of Lakewood has invested nearly \$30 million in capital improvements and land acquisition for parks, open space and recreation. The city is divided into seven Planning Districts, which have received different levels of funding over the past 10 years (see the Park Planning Districts Map). The table below lists the amount of investment in each Park Planning District of the City from 2012-2022. Investment varies between Districts due to several factors including development, opportunities to establish new parks and varying levels of maintenance for different types of parks and facilities. Of the total investment listed below, approximately \$8 million was derived in 2012-2022 from parkland dedication fees required from residential development in the city.

For example, District 3 has historically been a very stable neighborhood with little new growth. Parks in District 3 (Sunset, Union Ridge and Union Square) did not require as much capital maintenance over the past 10 years as parks and facilities in other districts. Conversely, District 5 is home to large parks and amenities such as O’Kane, Ray Ross, Belmar, Addenbrooke and Heritage Lakewood Belmar Parks, all which required significant capital improvements to maintain in recent years.

Park acquisitions occur as land becomes available for sale. The Community Resources Department works with City Council to set a list of priority acquisitions and has funds set aside to allow for parkland purchases at fair market value. Examples include the recent addition of parkland for Two Creeks Park in District 1 and the new Porter Park in District 2.

Planning District	Total Investment 2012-2022
District 1	\$4,339,057
District 2	\$1,052,494
District 3	\$1,081,074
District 4	\$2,530,557
District 5	\$10,997,061
District 6	\$1,281,372
District 7	\$11,949,474



APPENDIX E. EQUITY ANALYSIS REFERENCES

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A stylized graphic on the left side of the page features a blue tree trunk with several horizontal branches. To the left of the trunk are three semi-circular shapes representing the sun or moon in orange, red, and blue. A large green leaf is at the top left, and a blue leaf is at the bottom left. The background is a solid light green.

APPENDIX F

PLANNING CONTEXT

IMAGINE TOMORROW!
Arts, Parks and Recreation for
All Master Plan

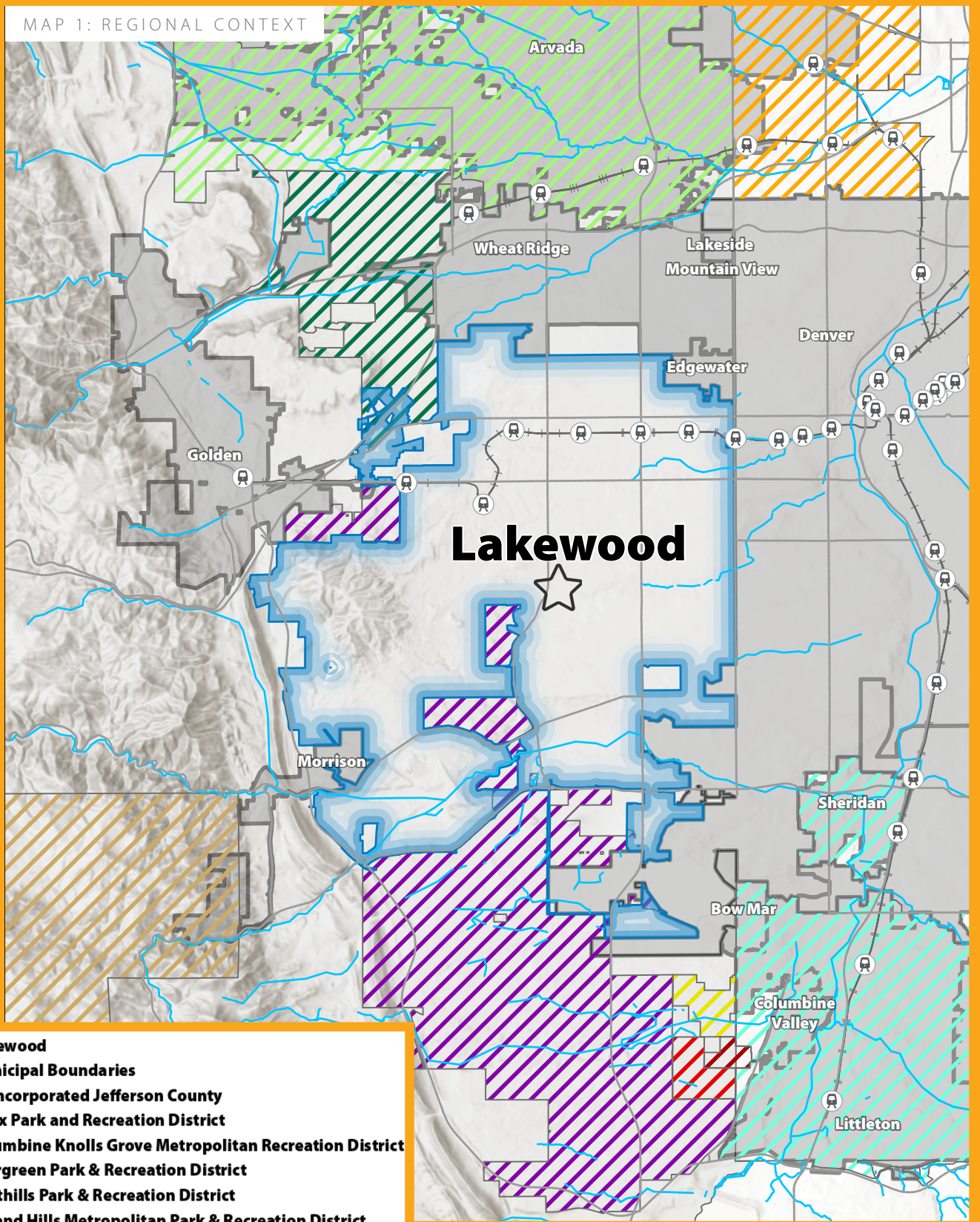
REGIONAL CONTEXT

Located in Jefferson County, Lakewood is Colorado's fifth most populous city. Lakewood occupies 45 square miles, primarily comprised of urban and suburban development that is strategically positioned between the state's capital city and the Rocky Mountains. Lakewood residents enjoy easy access to Colorado's iconic outdoor playground while simultaneously remaining at the center of commerce, culture and entertainment in the Denver metropolitan area.

Lakewood is a home rule city that operates under the council-manager form of government. The city is geographically organized according to five city council wards that each elect two representatives to the council.

In addition to the parks, programs and amenities offered by the Community Resources Department, Lakewood residents also enjoy arts, parks and recreation facilities provided by neighboring agencies and partners.

MAP 1: REGIONAL CONTEXT



PLANNING CONTEXT

DEMOGRAPHIC PROFILE

This section presents a series of infographics that provide an objective and factual overview of pertinent demographic, socioeconomic and health data. This data signals trends that are affecting or will affect future growth patterns and demographic composition of the Lakewood community resulting in implications for where, when and how the Community Resources Department delivers arts, parks and recreation services.

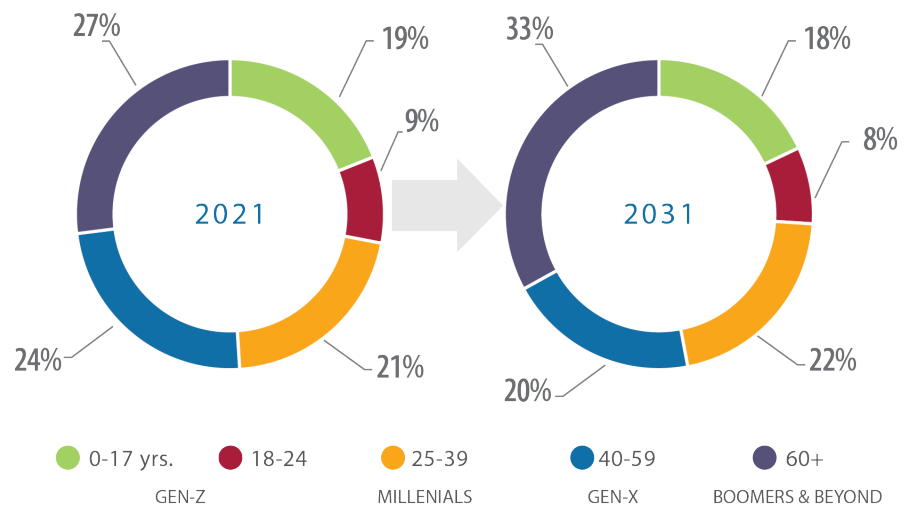
LAKESWOOD POPULATION GROWTH 2021-2031



POPULATION SOURCES: COLORADO STATE DEMOGRAPHY OFFICE (2010-2020) AND ESRI COMMUNITY ANALYST PROJECTIONS (2026 & 2031)

AGE GROUP DISTRIBUTION

BY 2034,
RETIREMENT-
AGE ADULTS
WILL
OUTNUMBER
CHILDREN
FOR THE FIRST
TIME IN U.S.
HISTORY.*



12%

HOUSEHOLDS WITH AT
LEAST ONE ADULT OVER 65

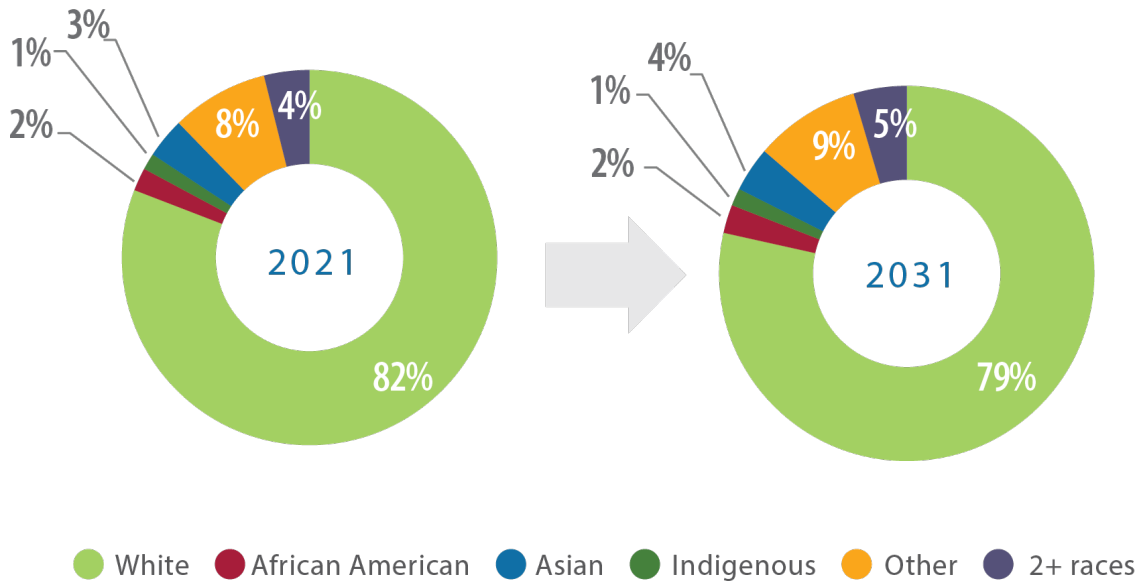
25%

HOUSEHOLDS WITH AT LEAST
ONE CHILD UNDER 18

40.5

MEDIAN AGE

RACIAL COMPOSITION



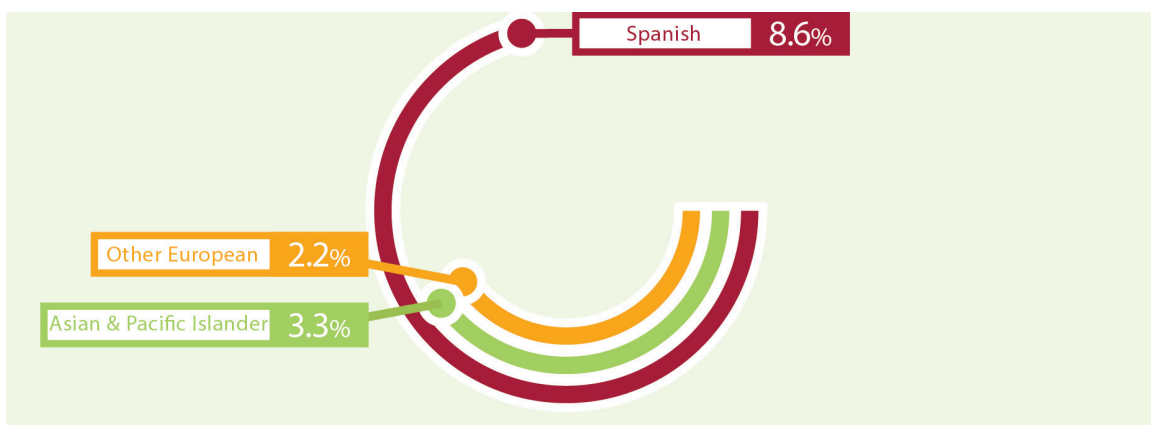
HISPANIC POPULATION



NOTE: RACE AND HISPANIC ORIGIN ARE TWO SEPARATE CONCEPTS IN THE FEDERAL STATISTICAL SYSTEM. PEOPLE WHO ARE HISPANIC MAY BE OF ANY RACE.

BY 2030, IMMIGRATION WILL OVERTAKE THE BIRTHRATE AS THE PRIMARY DRIVER OF POPULATION GROWTH IN THE U.S.*

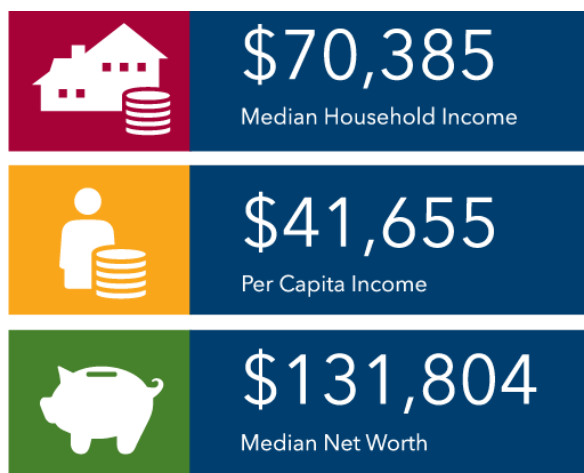
ENGLISH AS SECOND LANGUAGE (ESL) HOUSEHOLDS FIRST LANGUAGE



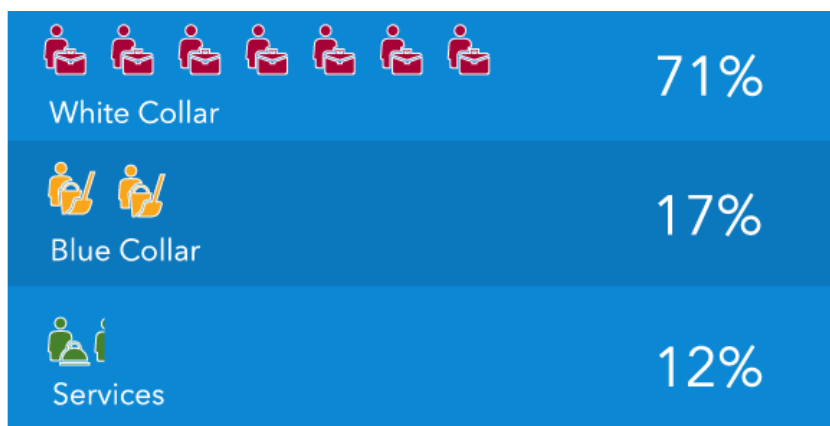
*SOURCE: U.S. CENSUS BUREAU, DEMOGRAPHIC TURNING POINTS FOR THE UNITED STATES: POPULATION PROJECTIONS FOR 2020 TO 2060, FEBRUARY 2020

SOCIOECONOMIC PROFILE

INCOME



EMPLOYMENT TYPE



11.5%

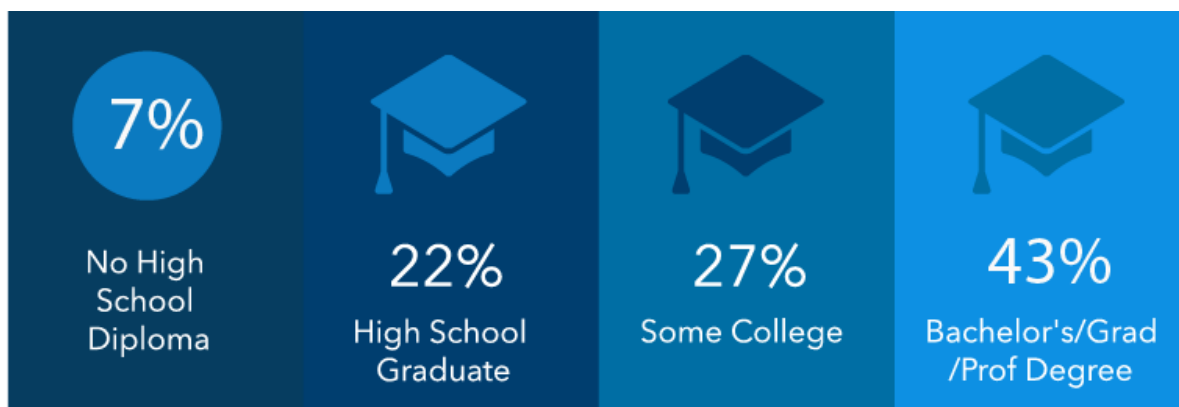
PERCENT OF CHILDREN
LIVING BELOW THE
POVERTY LINE

OVER **50%**
OF FAMILIES
RECEIVING FOOD
STAMPS, HAVE A
DISABLED FAMILY
MEMBER.

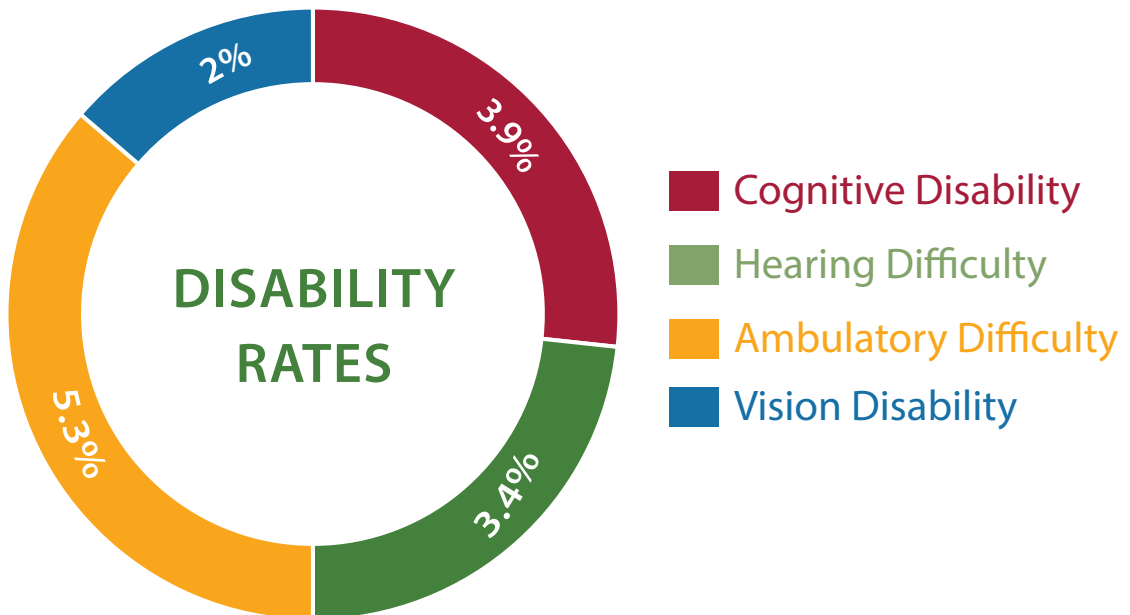
6.5%

UNEMPLOYMENT
RATE

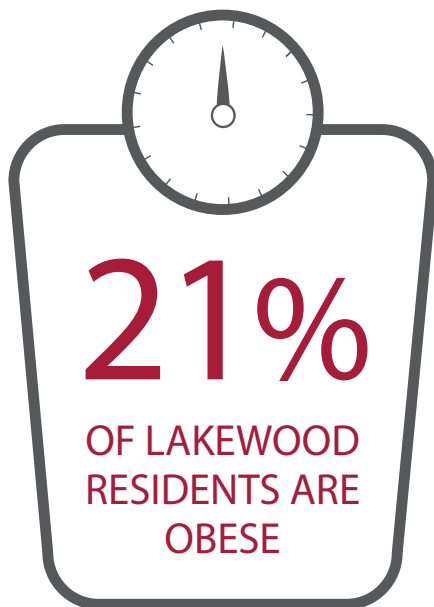
LEVEL OF EDUCATION



HEALTH & WELLNESS

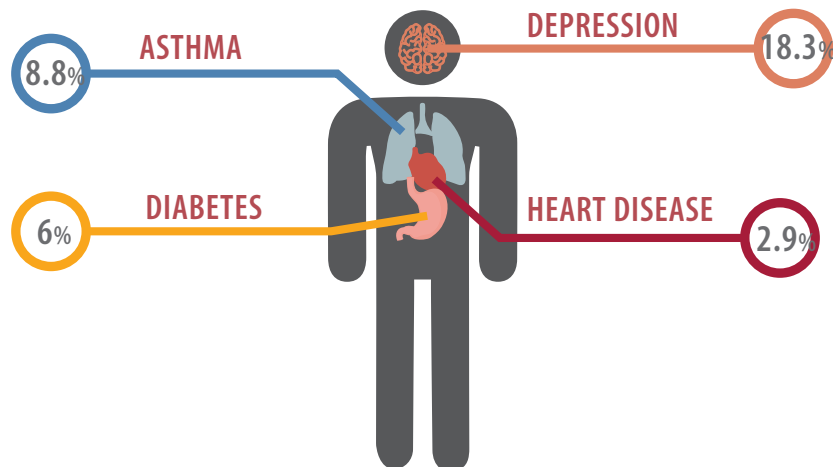


RATE OF OBESITY



*COMPARED TO 21.6% of ALL COLORADO RESIDENTS

RATES OF DISEASE

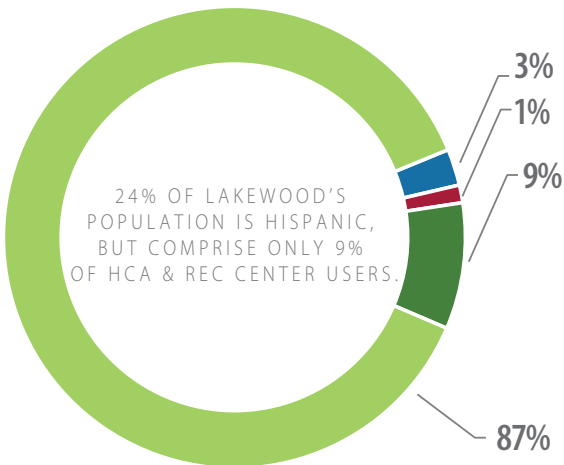


*STATE RATES: DEPRESSION 18.1%; HEART DISEASE 2.9%; ASTHMA 8.9%; DIABETES 7%

WHO USES HCA, PARKS & RECREATION?

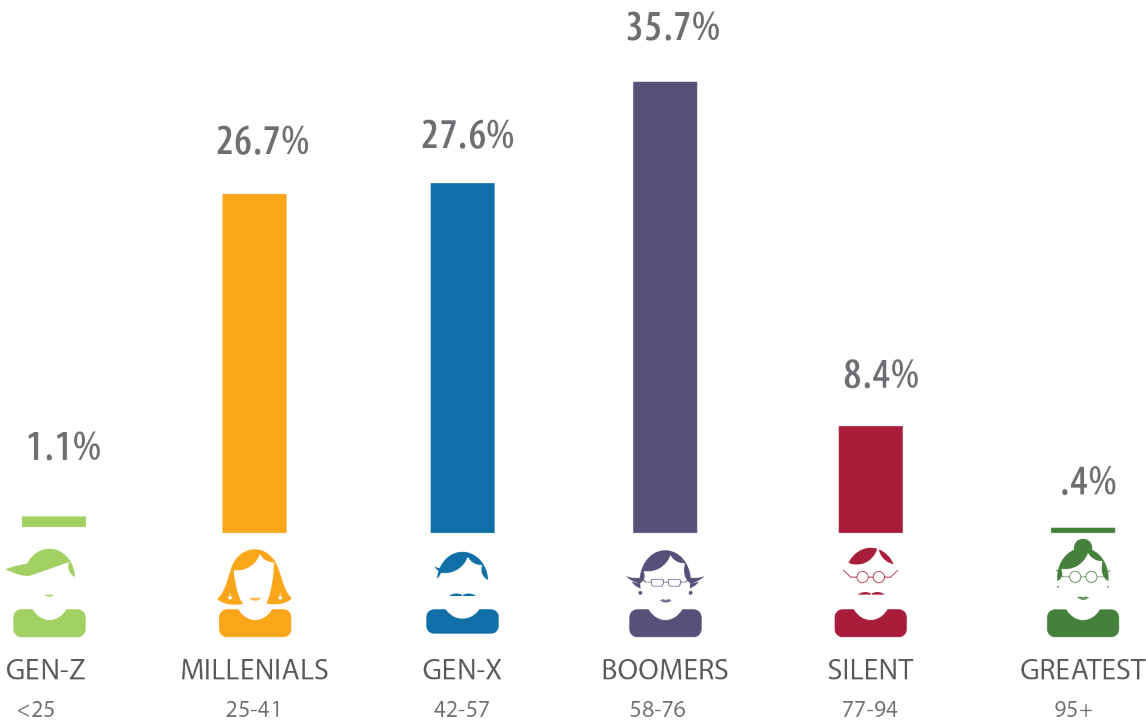
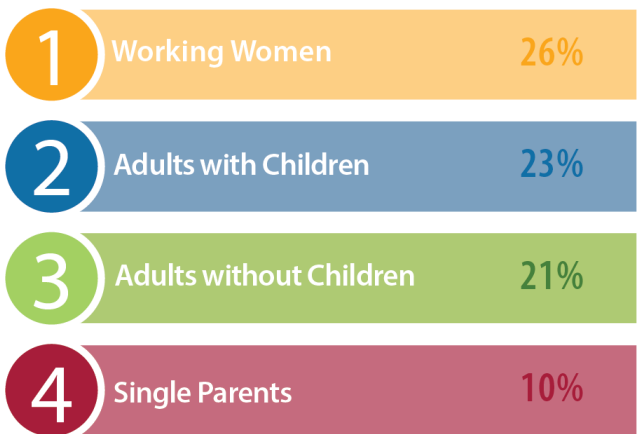
The information below profiles typical characteristics of Lakewood's heritage, culture and arts (HCA), parks and recreation program participants and annual passholders based on data collected from 2019-2022. It does not include drop-in facility users or attendees at free events.

RACIAL/ETHNIC COMPOSITION



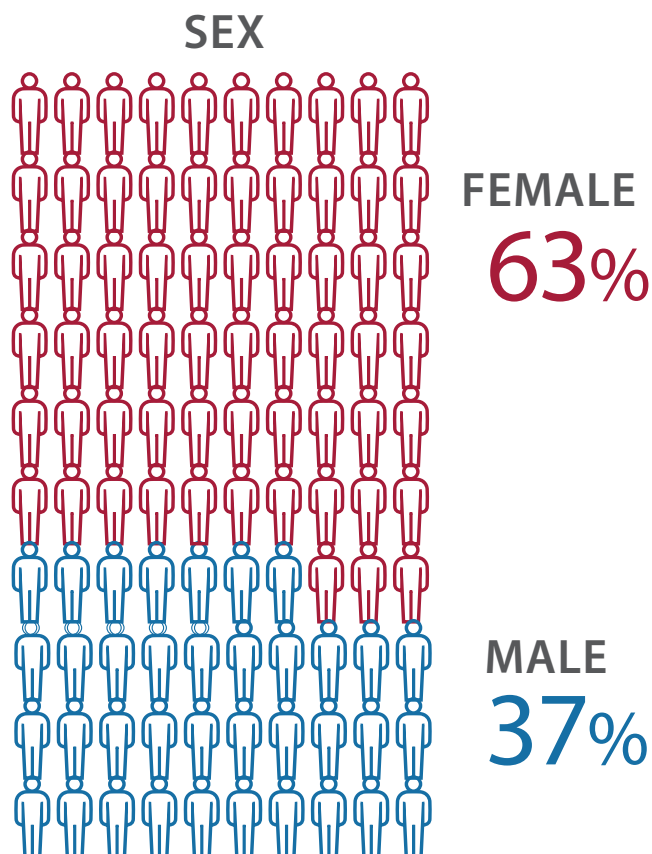
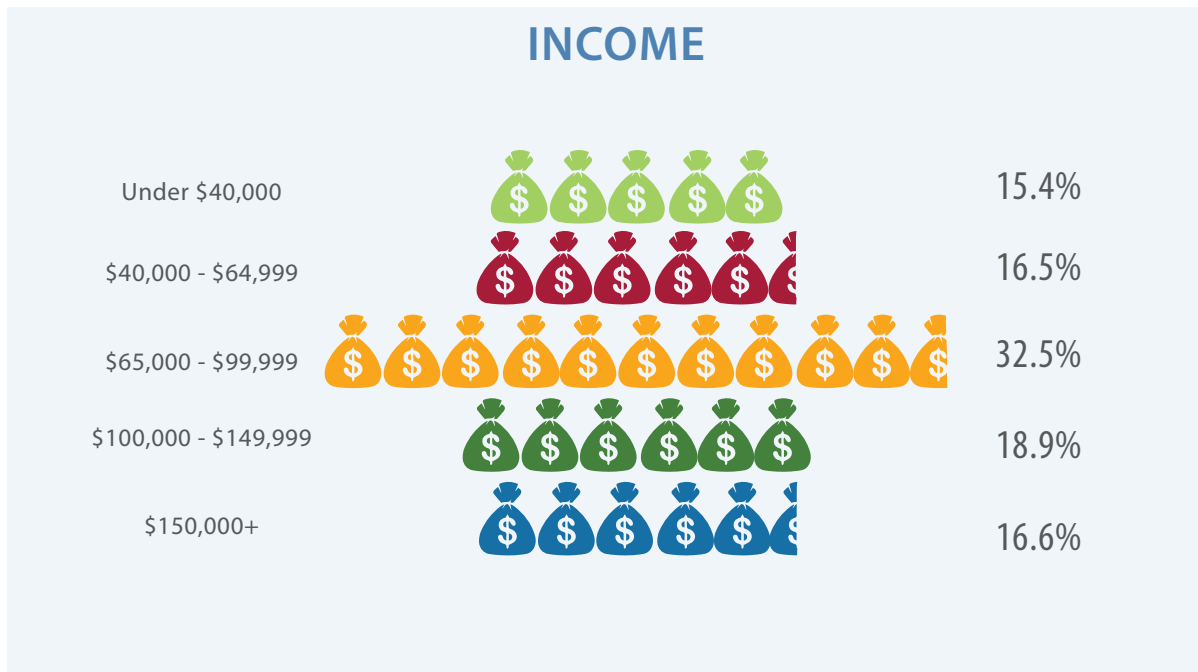
● White ● African American ● Asian ● Hispanic

MOST COMMON LIFE STAGES

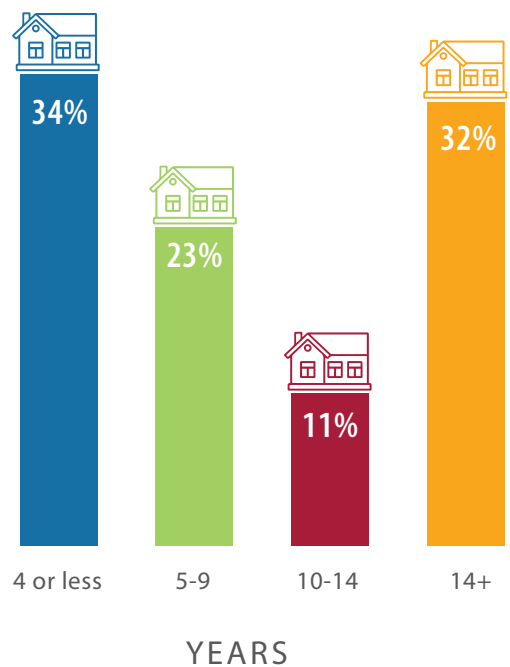


GENERATIONAL DISTRIBUTION

PARTICIPANT SNAPSHOT



RESIDENCY TENURE



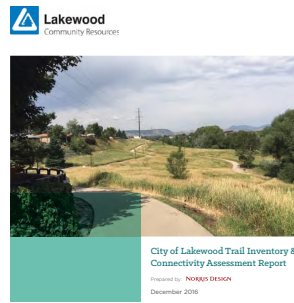
PLANS AND STUDIES

The City of Lakewood has a strong history of long-range planning. This section summarizes key recommendations from pertinent plans and studies. ***Imagine Tomorrow!*** builds upon these previous efforts and incorporates relevant recommendations where applicable.



IMAGINE LAKEWOOD!

- » 2017 Community Resources Department five-year strategic action plan
- » In-depth community outreach process engaged approximately 7,900 individuals
- » Goal #1: Offer high quality, engaging programs, services, & initiatives
- » Goal #2: Maintain & improve existing cultural and recreational facilities
- » Goal #3: Add new facilities and amenities based on community need
- » Goal #4: Create an inspiring, safe and pleasant experience in parks and facilities
- » Goal #5: Empower residents to maximize use of parks, facilities, and programs through effective marketing and communication
- » Goal #6: Steward city parks, cultural, and recreational resources
- » To date, the department has completed 85% of the plan's recommendations



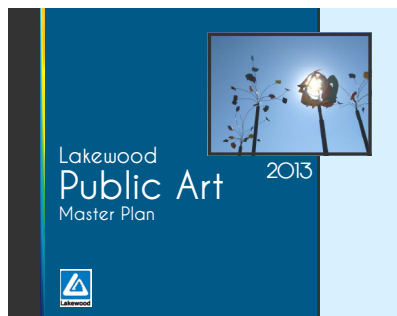
TRAIL INVENTORY & CONNECTIVITY ASSESSMENT REPORT

- » 2016 report produced in partnership with Colorado Parks & Wildlife and Bicycle Colorado
- » Inventoried 180 miles of shared-use paths in Lakewood.
- » Identified 3,000 feet of missing trail connections
- » Identified 2,300 feet of trail in need of repair
- » Identifies specific recommendations for Kipling Parkway, C-470, Bear Creek, Alameda Avenue and W-Line trails
- » Identifies new trail connections at: Coyote Gulch Park, Green Mountain Recreation Center, Sunset Park, Weir Gulch and Bonfils-Stanton Park
- » Recommends 10-14 foot width for trails carrying more than 300 users during peak use time
- » Identifies user-conflict strategies for high-use trails
- » Provides cost estimates for prioritized new trail connections



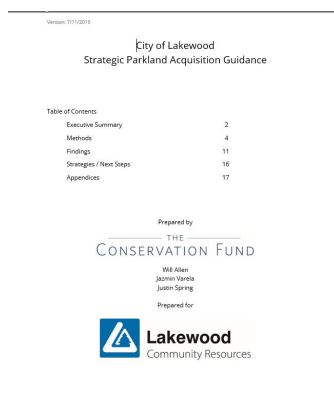
LAKEWOOD HERITAGE CENTER MASTER PLAN

- » 10-year plan (2017-2027) identifies recommendations to modernize and enhance the Heritage Center
- » Identifies new mission, vision and four guiding principles: excellence, inclusivity, relevance, stewardship
- » Goal #1: Complete outstanding initiatives from 1996 master plan
- » Goal #2: Expand interpretation to include entire 20th century
- » Goal #3: Add three new themes for collections, interpretation, and programming
- » Goal #4: Enhance & expand visitor experience
- » Goal #5: Serve as focal point for festivals
- » Goal #6: Use all 15 acres of the site effectively and efficiently
- » Goal #7: Become a community resource for local history
- » Goal #8: Develop strong brand identity
- » Goal #9: Sustain museum through new funding sources
- » Goal #10: Apply national standards to historical asset preservation.



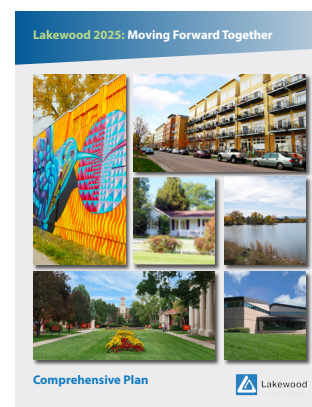
PUBLIC ART MASTER PLAN

- » 2013 Plan establishes a vision for the City's public art program
- » Identifies six guiding principles: inclusivity, geography, aesthetic excellence, innovation, education, advocacy
- » Goal #1: Cultivate a vibrant public art environment
- » Goal #2: Enhance public space for enjoyment of public art
- » Goal #3: Secure funding for the public art program
- » Goal #4: Collaborate with civic, nonprofit and private sector developments to create opportunities for public art
- » Goal #5: Build awareness and understanding of public art and its benefits
- » Action steps have largely been completed to date



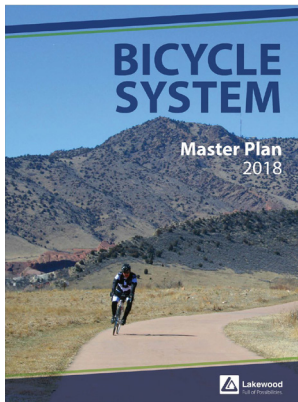
STRATEGIC PARKLAND ACQUISITION GUIDE

- » 2019 plan produced by The Conservation Fund identifies strategic properties for acquisition in pursuit of the city's goal to provide a park within a 10-minute walk of all citizens
- » Evaluated parcels outside the 10-minute walk zone of existing parks
- » Evaluated parcels within 10-minute walk of RTD light rail stops as proxy for future increase in population density
- » Utilized the CDC's Social Vulnerability Index to identify census tracts where park investments would make a significant impact on community health
- » Identified three types of acquisition opportunities: new park (filling a gap), expansion of existing park and expansion of trail ROW
- » The city has acquired approximately 86 acres of parkland within the past five years



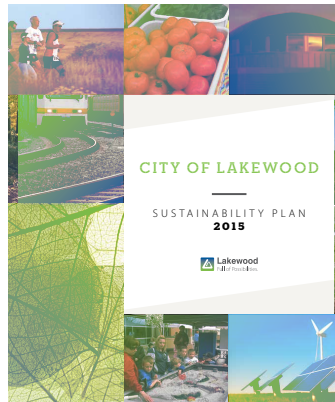
LAKEWOOD 2025: MOVING FORWARD TOGETHER

- » Ten-year Comprehensive Plan identifies recommendations across five planning themes: Moving Forward, Lakewood Lives, Lakewood Innovates, Lakewood Moves, Lakewood Sustains
- » Recommends mental health consultation service to Family Services participants
- » Recommends continuation of Lakewood Rides program
- » Recommends class curriculum on healthy and independent lifestyles for older adults and focus on opportunities for older adults to engage in social activities
- » Recommends expanding public art program with emphasis on city gateways
- » Recommends establishing cultural and arts districts in areas of economic potential
- » Recommends annual evaluation of parkland dedication fee
- » Recommends expanding bike/ped access to parks



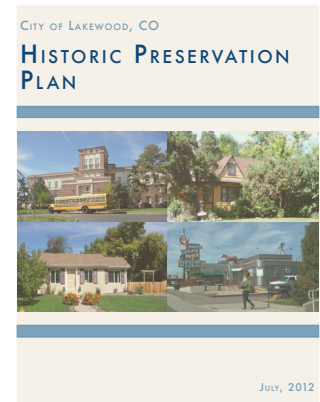
LAKEWOOD BICYCLE SYSTEM-WIDE PLAN

- » 2018 plan identifies increase in bicycle education, encouragement, and enforcement of safety that protects cyclists
- » Recognizes Lakewood's status as a Bronze-level Bicycle Friendly Community
- » Proposes 29 new miles of shared-use paths, 35 miles of bike lanes and 48 miles of shared roadways
- » Guiding Principles: high quality facilities, connectivity, convenience, safety, accessibility
- » Goal #1: Develop education materials and programs to improve cyclists skills and confidence
- » Goal #2: Foster a culture that celebrates cycling
- » Goal #3: Improve safety for cyclists
- » Goal #4: Establish an interconnected bike network



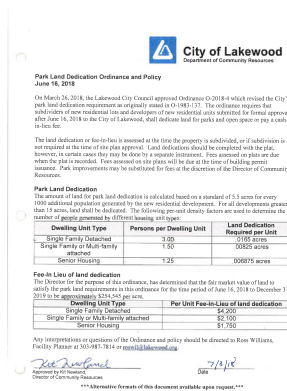
LAKEWOOD SUSTAINABILITY PLAN

- » This 2018 plan is Lakewood's first sustainability plan
- » Targets 20% reduction in community greenhouse gas emissions below 2007 levels by 2025
- » Targets 45% of municipal energy from renewable sources by 2025
- » Establishes goal of 45% of residential energy to be generated by renewable sources by 2025
- » Recommends a green business certification program with goal of 20 local participating business in first three years
- » Targets 60% community diversion of waste by 2025
- » Targets a 90% diversion of waste at Earth Day and Cider Days events
- » Targets certification of 12 neighborhoods as "Outstanding Sustainable Neighborhoods" by 2025
- » Recommends increase in recreation program participation every year
- » Targets goal of citywide canopy coverage of 30% by 2025



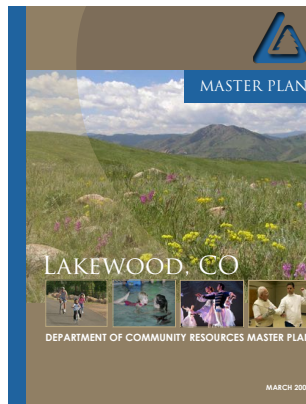
HISTORIC PRESERVATION PLAN

- » 2012 plan defines Lakewood's vision for sustainable preservation of those resources and sets forth related goals, policies and actions for preserving and managing historic assets
- » Aims for "horizontal integration" of historic preservation into all City planning efforts
- » Identifies eight historic themes
- » Establishes five historic property types
- » Identifies management tools for historic properties: comprehensive plan, zoning ordinance, historic preservation ordinance, building code and design guidelines for historic properties
- » Lists incentive programs for preserving historic assets: Federal Historic Rehabilitation Tax Credit, State Income Tax Credit, State Historical Fund
- » Recommends developing local preservation incentive program



PARKLAND DEDICATION ORDINANCE & POLICY

- » 2018 ordinance requires subdividers of new residential lots and developers of new residential units to dedicate land for parks and open space or pay a fee-in-lieu of dedication
- » Calculated based on standard of 5.5 acres per 1000 new residents
- » Single family detached subdivisions dedicate land at rate of .0165 acres per unit or \$4,200 per unit for fee-in-lieu
- » Single family or multifamily attached housing dedicates land at rate of .00825 acres per unit or \$2,100 per unit for fee-in-lieu
- » Senior housing developments dedicate land at rate of .006875 acres per unit or \$1,750 per unit for fee-in-lieu



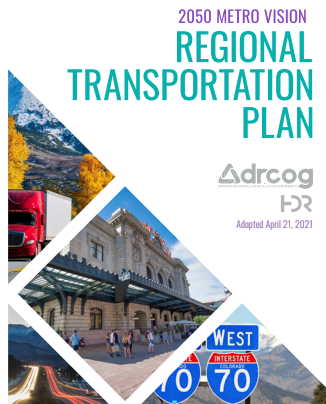
COMMUNITY RESOURCES 2008 MASTER PLAN

- » 2008 department plan
- » Needs assessment identified hiking trails, indoor pools and fitness facilities as most important to the Lakewood community
- » Wildlife management, open space acquisition, fitness classes and HCA programs identified as most important programs operated by the department
- » Budget priorities were existing park & facility maintenance, development of new parks & open space and recreation center programming
- » Corporate sponsorships, user fees and commercial activities (such as concessions) identified as the preferred source of funding
- » Residents surveyed at the time expressed a high level of satisfaction with the department



COMMUNITY RESOURCES 2020 ANNUAL REPORT

- » 2020 annual report summarizes six community goals from *Imagine Lakewood!*
- » Highlights notable completed projects including: addition of the natural playground at Bear Creek Lake Park and completion of roof replacements across the entire system
- » Lists 20 ways in which the department brought the community together in 2020, including: the most successful year on record for Lakewood golf courses, livestreamed Earth Day celebrations and the launch of the new Lakewood Trail Explorer online and mobile-friendly trail map
- » Identifies budget funding sources with 46% of department budget coming from the city's General Fund
- » Provides departmental budget breakdown with the Planning/Construction/Maintenance Division accounting for 34% of the department's budget



DRCOG REGIONAL TRANSPORTATION PLAN

- » 2050 regional transportation plan for the Denver metro
- » Developed by the Denver Region Council of Governments
- » Transportation planning priority #1: continued action on the Regional Vision Zero initiative
- » Priority #2: continued investment in human service transportation and mobility
- » Priority #3: investing in regional bus rapid transit corridors
- » Priority #4: define distinct transit visions throughout the region
- » Priority #5: implement mobility hubs at strategic locations
- » Priority #6: continue implementing DRCOG active transportation plan
- » Priority #7: invest in multi-modal freight



JEFFERSON CO. OPEN SPACE CONSERVATION GREENPRINT

- » Five-year plan (2020-2025) for the preservation of open space and parkland in Jefferson County
- » Mission: Preserve open space and parkland. Protect park and natural resources. Provide healthy, nature-based experiences
- » Targets 3,000 acres of additional conserved open space and parkland by 2025
- » Targets restoring 325 acres of land from human impacts and damaging natural events
- » Targets 10-minute walk access to trail or greenspace for all JeffCo residents
- » Targets improvement or development of 17 trailheads



JEFFCO TRAILS PLAN

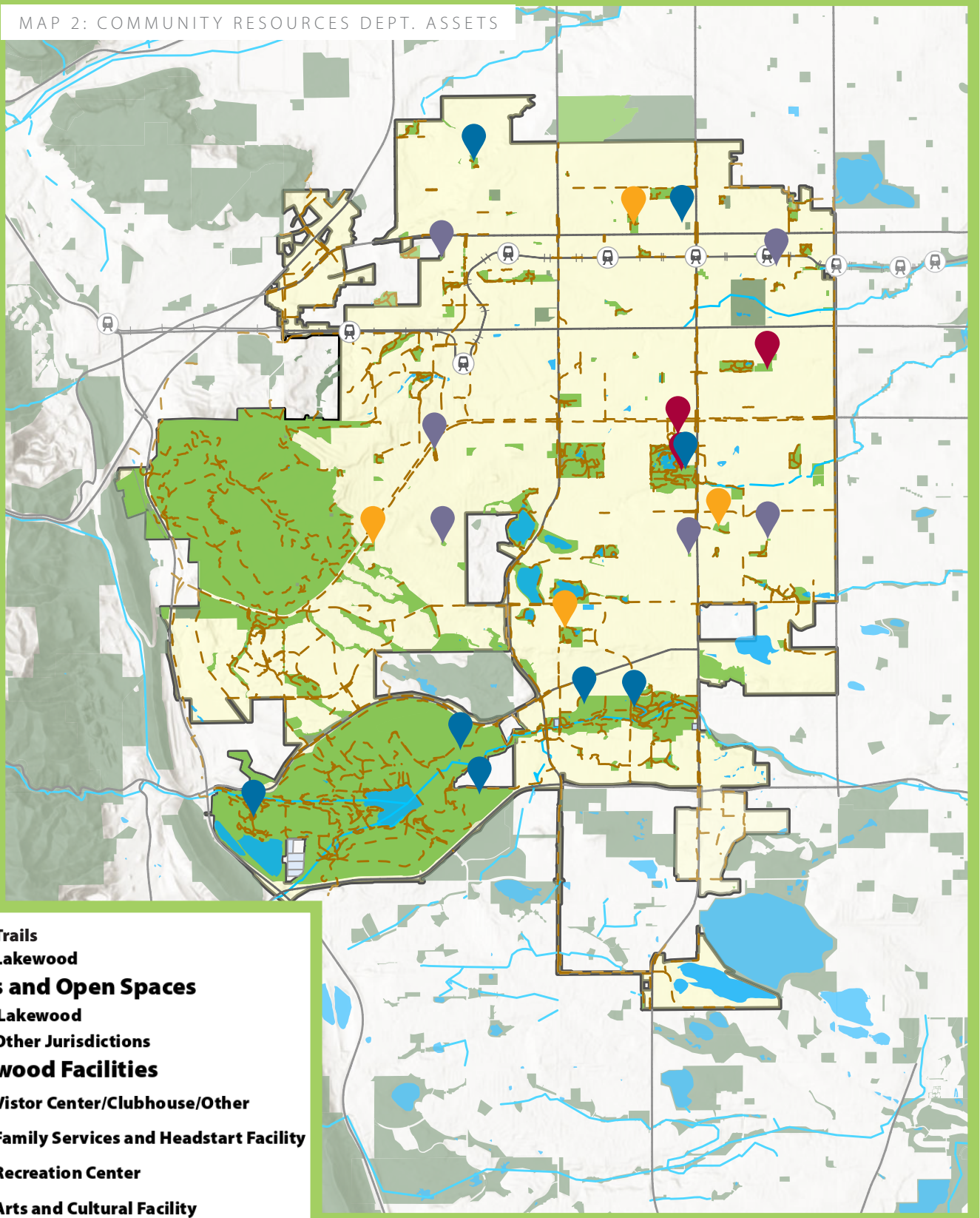
- » 2020 plan identifies strategies for improving trail conditions and providing convenient, equitable access to the outdoors for all
- » Public Priority #1: Develop more local trails to area destinations
- » Public Priority #2: Create more opportunities to enjoy the outdoors close to home
- » Public Priority #3: Increase safety on trails and at crossings
- » Goal #1: Improve connectivity across the region
- » Goal #2: Increase equitable access
- » Goal #3: Create safer experiences

DEPARTMENT PROFILE

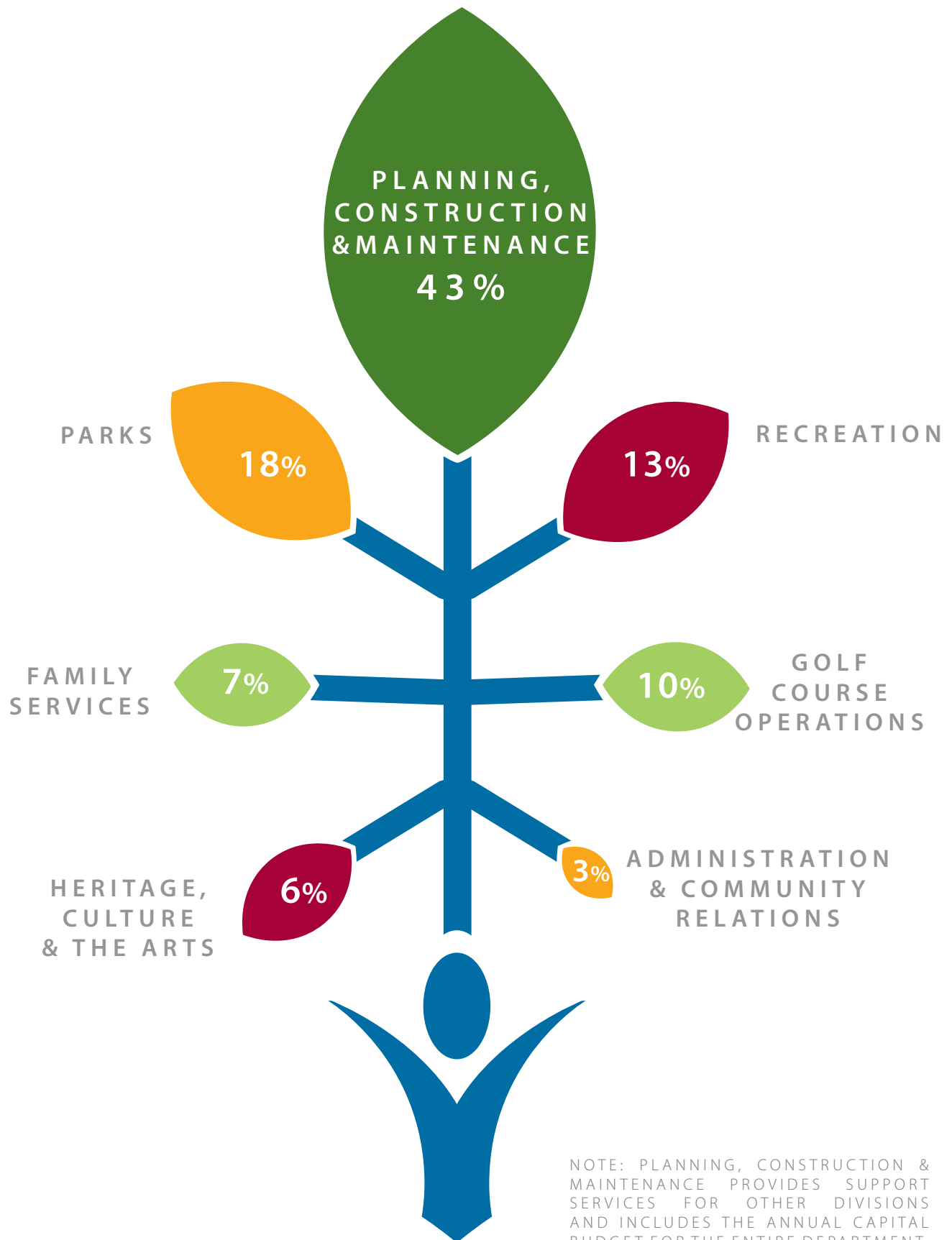
The Community Resources Department is committed to providing high quality park, recreation, family and cultural services and facilities that inspire enjoyment, learning and wellness in the lives of those who live, work and play in Lakewood.

If the mission statement above is any indication, the breadth of services offered by the Community Resources department is extensive. As an entity that provides streetscape maintenance, community events, early childhood education, para-transit and mountain bike trails all within one department, Community Resources touches the lives of every Lakewood resident in a meaningful way. Fulfilling the department mission and delivering high-quality arts, parks, recreation and family services on a daily basis requires the steadfast dedication of hundreds of full-time, part-time and seasonal employees backed by a army of generous volunteers. This hardworking team is guided by five principles carried forward from the 2017 *Imagine Lakewood!* planning process: 1) Integrity; 2) Communication and Connection; 3) Leadership; 4) Adaptability and; 5) Diversity.

MAP 2: COMMUNITY RESOURCES DEPT. ASSETS



2022 DEPARTMENT BUDGET BY DIVISION



COMMUNITY RESOURCES BY THE NUMBERS

1,222,518	TOTAL NUMBER OF PERSONS SERVED*
17,125	LAKEWOOD RIDES ONE-WAY TRIPS
3,186	TOTAL NUMBER PROGRAMS OFFERED
518	SEASONAL STAFF
189	YEAR-ROUND FULL-TIME STAFF
157	FACILITIES MAINTAINED
09	EARLY CHILDHOOD EDUCATION FACILITIES

2021 DATA
*DOES NOT INCLUDE FREE OPPORTUNITIES SUCH AS VISITS TO A PARK

HERITAGE, CULTURE & THE ARTS

Lakewood's HCA offerings inspire residents and visitors through experiences and programs that celebrate and build community. The division offers programs and services through the following facilities: Heritage Lakewood Belmar Park, the Bonfils-Stanton Foundation Amphitheater and festival grounds, the Washington Heights Arts Center, and the Lakewood Cultural Center.

Programmatic themes include historic preservation and interpretation, educational and cultural programming, community events and festivals, visual arts programs, public art and professional and community performing arts.



HERITAGE, CULTURE & THE ARTS BY THE NUMBERS

200,000	ATTENDANCE AT HCA PROGRAMS & EVENTS
40,000	HISTORIC ARTIFACTS PRESERVED
320	SEATS IN THE PERFORMING ARTS THEATER
150	ART CAMPS PER YEAR
60+	PUBLIC ART INSTALLATIONS
04	FINE ARTS CURATED GALLERIES
03	MUSEUM CURATED GALLERIES
02	OUTDOOR PERFORMANCE SPACES
01	HISTORY CENTER & PARK

2021 DATA

PARKS & TRAILS

The Parks Division manages and maintains nearly 7,500 acres of developed parks, open space, recreation facilities and 235 miles of trails serving pedestrians, cyclists and equestrian users. Bear Creek Lake Park is the city's most-visited park which welcomed a record number of visitors in 2021.

Additionally, the division manages the urban forestry program, horticultural program, interior foliage program, streetscape landscaping and streetscape mowing.




PARKS & TRAILS BY THE NUMBERS

700,000+	TOTAL VISITORS TO BEAR CREEK LAKE PARK
7,474	TOTAL ACRES OF PUBLIC LANDS
235	MILES OF TRAILS
67	SPORTS FIELDS
85	MILES OF STREETScape MAINTAINED
82	DEVELOPED PARKS
80	CHILDREN'S PLAY AREAS
31	OPEN SPACE PROPERTIES
89%	PERCENT OF POPULATION WITHIN 10 MIN. WALK OF PARK OR OPEN SPACE
47.5	ACRES OF PARKS & OPEN SPACE PER 1000 RESIDENTS

RECREATION

Recreational opportunities in Lakewood cover a broad spectrum of activities for mind and body. The Recreation Division strives to provide activities or programs for a range of abilities and ages thereby encouraging citizens of all ages and interests to be active, healthy and engaged. Lakewood operates four multi-functional recreation centers that offer drop-in activities and programming including weight/cardio rooms, basketball, volleyball, pickleball, tennis, fitness courts and swimming. The Clements Center primarily serves older adults through support services, programming, community meals and transportation services. The division operates seven aquatic facilities and offers hundreds of fitness and wellness classes.



RECREATION BY THE NUMBERS

353,184	TOTAL PEOPLE SERVED AT RECREATION CENTERS
07	POOLS (INDOOR & OUTDOOR)
04	RECREATION CENTERS
03	WATER-BASED PLAYGROUNDS
03	OUTDOOR FITNESS COURTS
01	OLDER ADULT CENTER

2021 DATA



APPENDIX G

RECREATION CENTER ANALYSIS

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

The Lakewood Recreation Division offers programs and services at a variety of facilities in Lakewood including four recreation centers, a community center, public schools, outdoor pools, parks, and childcare centers. While programs and services occur throughout the city, a majority of community participation occurs at the recreation centers and the community center. Each of those facilities offers a variety of amenities. Some amenities are unique to a center, while other amenities are offered at each location. The following pages provide an overview of the similarities and differences of each site, participation information, current building conditions, maintenance needs, operating costs, outlying facility details, and a recommendation for the future.

Recreation Centers

Carmody Recreation Center:

The Carmody Recreation Center (Carmody) was built in 1974 and is located in Ward 5 at 2200 S. Kipling Street. Current amenities include aerobic rooms, cardio equipment, weight equipment, an outdoor fitness area, a gymnasium, an indoor track, a 50-meter indoor pool, an outdoor pool, and a splash pad. Carmody also offers a wide array of programs throughout the year such as yoga, Pilates, Body Pump, pickleball, youth basketball, and youth summer camps amongst others.

Charles Whitlock Recreation Center:

The Charles Whitlock Recreation Center (Whitlock) is the newest of all the Lakewood recreation centers. Constructed in 2002, Whitlock is located at 1555 Dover Street in Ward 2. One of the newer amenities is a state-of-the-art aerobics room where sound waves are converted into vibrations felt on a pliable floor. These vibrations travel through the bones and hearing system just as a sound wave would move through the air, allowing students to connect with the music and the beat through body motion. Installed in 2021 through a partnership with a local non-profit, Feel the Beat, the vibrotactile floor supports music and dance classes for those who are Deaf, Hard of Hearing and for those with or without disabilities.

Other current amenities at Whitlock include weight equipment, cardio equipment, a gymnasium with two full-size basketball courts and one smaller multi-sport court, two racquetball courts, and one warm water therapy pool (currently out-of-operation due to staffing limitations). Additional programming and activities offered are drop-in basketball, adult basketball and volleyball leagues, pickleball, volleyball, wheelchair sports, and badminton.

Green Mountain Recreation Center:

The Green Mountain Recreation Center (GMRC), built in 1978, is located in Ward 4 at 13198 W. Green Mountain Drive. Current amenities include two aerobics rooms, cardio equipment, weight equipment, a gymnasium, cardio equipment, an indoor track, an indoor pool, and three racquetball courts. In addition to the indoor amenities, a free outdoor fitness court was installed in 2021 through a partnership with National Fitness Campaign. Examples of the activities and registration programs at GMRC are general admission fitness classes, spinning classes, youth volleyball, drop-in basketball, and pickleball.

Lakewood Link Recreation Center:

The Lakewood Link Recreation Center (Link) was built in 1977 and sits at 1295 S. Reed Street in Ward 3. The Link attracts more families with young children due to its zero-entry pool that offers child-friendly water features including warmer pool temperatures and a water slide. Other current amenities include cardio equipment, weight equipment, a rock climbing wall, a gymnastics gymnasium, two meeting

rooms, and one large, multi-purpose meeting room. The Link is home to many summer camps and community meetings.

Community Center

Lloyd G. Clements Community Center:

Built in 1945, the Lloyd G. Clements Community Center (CCC) is located in Ward 2 at 1580 Yarrow Street. CCC currently serves adults ages 55 and up Mondays through Fridays from 8:00 a.m. to 5:00 p.m. Current amenities include: kitchen, five meeting rooms, and activity rooms. CCC also houses multiple outreach programs such as the City's transportation service, Lakewood Rides, a hot lunch program through Volunteers of America, a variety of classes and drop-in activities, an older adult reach out office, and private rentals. Examples of existing drop-in activities are billiards, MahJongg, Table Tennis, Radio Club, Needlecraft, woodcarving, and bridge.

Recreation Center Amenity Matrix

The table below lists the various amenities throughout Lakewood's recreation centers to provide a side-by-side comparison of each facility.

Amenity	Carmody	Charles Whitlock	Green Mountain	Link
1 Meter Diving Board	1	0	1	0
3 Meter Diving Board	1	0	0	0
25 Meter Pool	1	0	1	0
50 Meter Pool	1	0	0	0
Aerobics Room	4	1	2	0
Basketball Courts	1	2.5	1	0
Cardio Equipment	1	1	1	1
Climbing Wall	0	1*	0	1
Gymnastics Gym	0	0	0	1
Indoor Track	1	0	1	0
Meeting Rooms	0	0	2	4
Outdoor Fitness Court	0	0	1	0
Outdoor Pickleball Courts	6	4	0	0
Racquetball Courts	0	2	3	0
Splash Pad	1	0	0	0
Therapy Pool	0	1*	0	1
Water Slide	0	0	0	1
Water Play Structure	0	0	0	1
Weight Equipment	1	1	1	1
Zero Entry Leisure Pool	0	0	0	1

*Inactive

Recreation and Community Center Programming:

Each center offers a variety of programming. Some programs such as fitness classes are offered at all locations, while some programming such as youth basketball is offered at only one location. The table below shows what programming is offered at each center.

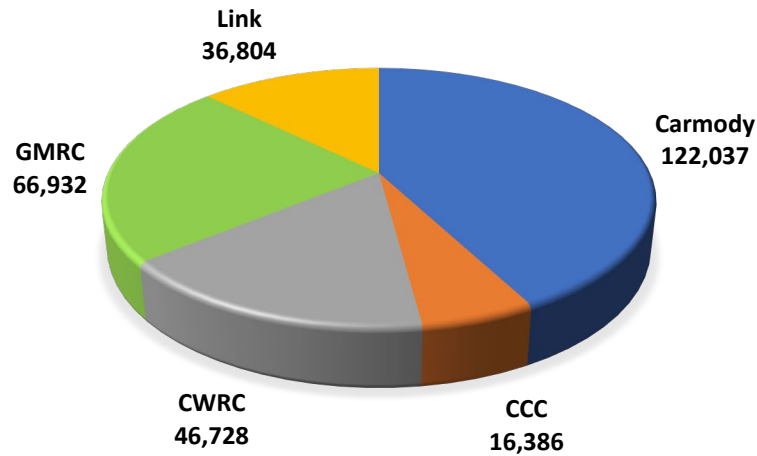
Program Type	Carmody	Charles Whitlock	Clements Center	Green Mountain	Link
Brain Gym			X		
Climbing					X
Creative Writing			X		
Dance			X		
Games (Bridge, Mahjong, etc.)			X		
General Exercise Classes	X	X	X	X	X
Gymnastics					X
Lunch and Learn			X		
Ninja					X
Nutrition Classes					X
Outings/Excursions			X		
Personal Training	X	X		X	X
Pilates Reformer	X				
Pottery Classes			X		
Sewing Group			X		
Silversmithing			X		
Silver Sneakers Classes	X	X	X	X	X
Spinning				X	
Stained Glass			X		
Summer Camps	X	X		X	X
Swimming Lessons	X			X	X
Therapeutic Recreation Programs		X		X	X
Technology Classes			X		
Yoga	X	X	X	X	X
Youth Basketball	X				
Youth Volleyball		X			
Zumba	X	X		X	X

Other programs and services such as youth soccer, middle school sports (flag football, volleyball, basketball, and soccer), summer camps, tee ball, and Head Start occur at other facilities such as public schools, parks, and childcare centers. Each of those programs operate with unique budgets and are facilitated by work groups outside of the facilities area.

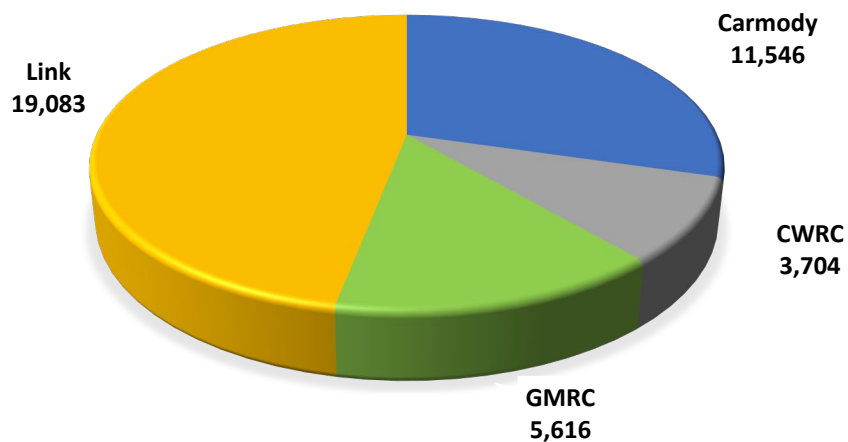
Recreation Center Visitation Summary

Lakewood recreation and community centers hosted approximately 329,000 visits in 2022. Of those, 288,887 were visits from pass holders, while 39,949 were drop-in visits. The charts below breakout the usage by facility.

2022 TOTAL PASS VISITS - 288,887



2022 TOTAL DAILY DROP-IN VISITS - 39,949



Clements Community Center is not included in drop-in visits due to the lack of amenities (i.e. weight and cardio equipment, pool, etc.) used for drop-in activities.

Recreation Center Visitation Detail by Day for 2022:

The tables below list the visits to each center by day of the week.

Pass Holder Visits:

Day	Carmody	CCC	CWRC	GMRC	Link	Total
Sunday	9,396	-	104	97	2,845	12,442
Monday	23,410	3,177	9,598	11,953	5,387	53,525
Tuesday	20,767	2,962	9,359	11,508	7,743	52,339
Wednesday	21,557	3,827	7,470	12,151	6,122	51,127
Thursday	18,504	3,646	8,991	14,340	6,440	51,921
Friday	18,893	2,774	8,960	10,110	5,442	46,179
Saturday	9,510	-	2,246	6,773	2,825	21,354
Total	122,037	16,386	46,728	66,932	36,804	288,887

Daily Drop-In Visits:

Day	Carmody	CWRC	GMRC	Link	Total
Sunday	2,155	62	21	3,759	5,997
Monday	1,858	708	870	2,326	5,762
Tuesday	1,635	733	825	2,517	5,710
Wednesday	1,520	518	965	2,352	5,355
Thursday	1,442	812	923	2,610	5,787
Friday	1,486	520	733	2,348	5,087
Saturday	1,450	351	1,279	3,171	6,251
Total	11,546	3,704	5,616	19,083	39,949

Combined Pass Holder and Drop-In Visits:

Day	Carmody	CCC	CWRC	GMRC	Link	Total
Sunday	11,551	0	166	118	6,604	18,439
Monday	25,268	3,177	10,306	12,823	7,713	59,287
Tuesday	22,402	2,962	10,092	12,333	10,260	58,049
Wednesday	23,077	3,827	7,988	13,116	8,474	56,482
Thursday	19,946	3,646	9,803	15,263	9,050	57,708
Friday	20,379	2,774	9,480	10,843	7,790	51,266
Saturday	10,960	0	2,597	8,052	5,996	27,605
Total	133,583	16,386	50,432	72,548	55,887	328,836

Recreation Center Visitation Detail by Time for 2022:

The tables below list the visits to each center by time of day.

Pass Holder Visits by Time of Day:

Time	Carmody	CCC	CWRC	GMRC	Link	Total
5:00–6:00 am	9,723	Closed	Closed	Closed	Closed	9,723
6:00–7:00 am	6,294	Closed	Closed	58	Closed	6,352
7:00–8:00 am	10,840	Closed	45	2,295	4,874	18,054
8:00–9:00 am	17,269	2,193	6,020	13,392	7,554	46,428
9:00–10:00 am	12,030	3,643	4,119	9,087	4,693	33,572
10:00–11:00 am	12,131	2,674	4,738	7,519	5,226	32,288
11:00 am–12:00 pm	9,059	2,088	3,775	5,336	3,508	23,766
12:00–1:00 pm	8,452	1,494	6,717	6,434	3,020	26,117
1:00–2:00 pm	8,941	1,346	5,250	4,216	2,425	22,178
2:00–3:00 pm	7,466	380	4,868	4,076	1,630	18,420
3:00–4:00 pm	6,296	1,968	3,288	4,000	1,216	16,768
4:00–5:00 pm	5,753	600	3,214	3,607	1,262	14,436
5:00–6:00 pm	6,364	Closed	2,621	4,563	1,038	14,586
6:00–7:00 pm	1,419	Closed	1,613	1,926	322	5,280
7:00–8:00 pm	Closed	Closed	460	423	36	919
Total	122,037	16,386	46,728	66,932	36,804	288,887

Daily Drop-In Visits by Time of Day:

Time	Carmody	CWRC	GMRC	Link	Total
5:00 – 6:00 am	112	Closed	Closed	Closed	112
6:00 – 7:00 am	101	Closed	2	Closed	103
7:00 – 8:00 am	256	2	53	51	362
8:00 – 9:00 am	522	502	489	54	1,567
9:00 – 10:00 am	684	302	441	399	1,826
10:00 – 11:00 am	1,349	278	681	3,443	5,751
11:00 am–12:00 pm	1,037	410	419	4,224	6,090
12:00 – 1:00 pm	1,544	516	498	3,361	5,919
1:00 – 2:00 pm	1,923	364	515	3,145	5,947
2:00 – 3:00 pm	1,563	279	598	1,930	4,370
3:00 – 4:00 pm	954	213	644	1,260	3,071
4:00 – 5:00 pm	792	295	513	829	2,429
5:00 – 6:00 pm	590	255	496	303	1,644
6:00 – 7:00 pm	119	230	247	75	671
7:00 – 8:00 pm	Closed	58	20	9	87
Total	11,546	3,704	5,616	19,083	39,949

Combined Visits by Time of Day:

Time	Carmody	CCC	CWRC	GMRC	Link	Total
5:00–6:00 am	9,835	Closed	Closed	Closed	Closed	9,835
6:00–7:00 am	6,395	Closed	Closed	60	Closed	6,455
7:00–8:00 am	11,096	Closed	47	2,348	4,925	18,416
8:00–9:00 am	17,791	2,193	6,522	13,881	7,608	47,995
9:00–10:00 am	12,714	3,643	4,421	9,528	5,092	35,398
10:00–11:00 am	13,480	2,674	5,016	8,200	8,669	38,039
11:00 am–12:00 pm	10,096	2,088	4,185	5,755	7,732	29,856
12:00–1:00 pm	9,996	1,494	7,233	6,932	6,381	32,036
1:00–2:00 pm	10,864	1,346	5,614	4,731	5,570	28,125
2:00–3:00 pm	9,029	380	5,147	4,674	3,560	22,790
3:00–4:00 pm	7,250	1,968	3,501	4,644	2,476	19,839
4:00–5:00 pm	6,545	600	3,509	4,120	2,091	16,865
5:00–6:00 pm	6,954	Closed	2,876	5,059	1,341	16,230
6:00–7:00 pm	1,538	Closed	1,843	2,173	397	5,951
7:00–8:00 pm	Closed	Closed	518	443	45	1,006
Total	133,583	16,386	50,432	72,548	55,887	328,836

Recreation Center Expenses

Most of the expenses associated with operating the recreation facilities are related to personnel costs. Other expenses directly charged to the recreation center budgets are for property services, supplies, and equipment. Costs incurred but not charged to the recreation budgets include utilities such as electricity and water and personnel support from other city departments such as Information Technology, Finance, and Human Resources. The next few sections focus on direct operating costs and future investment needs.

Facility Operating Costs

The revenue, operating costs, and cost recovery percentage for 2022 for each facility are displayed in the table below:

Facility	Revenue	Expenses	Operating Cost	Cost Recovery
Carmody Recreation Center	\$633,172	\$988,642	(\$355,470)	64%
Land	\$479,990	\$430,023	\$49,967	112%
Pool	\$153,182	\$558,619	(\$405,437)	27%
Charles Whitlock Recreation Center	\$132,540	\$409,151	(\$276,611)	32%
Glennon Heights Pool	\$33,683	\$85,426	(\$51,743)	39%
Green Mountain Recreation Center	\$394,037	\$622,762	(228,725)	63%
Land	\$250,995	\$321,505	(\$70,510)	78%
Pool	\$143,042	\$301,257	(\$158,215)	47%
Lakewood Link Recreation Center	\$292,800	\$642,583	(\$349,783)	46%
Land	\$247,538	\$342,622	(\$95,084)	72%
Pool	\$45,262	\$299,961	(\$254,699)	15%
Lloyd G. Clements Community Center	\$73,967	\$426,350	(\$352,383)	17%
Morse Park Pool	\$49,477	\$99,450	(\$49,973)	50%
Surfside Spray Park	\$48,657	\$50,907	(\$42,250)	96%
Grand Total	\$1,658,333	\$3,325,271	(\$1,666,938)	50%

As displayed, cost recovery is significantly lower when facilities include a pool. This is due to the maintenance requirements associated with aquatics operations. It should also be noted that higher usage rates directly correlate to a stronger cost recovery.

Recreation and Community Center Building Assessments:

The City of Lakewood retained Bureau Veritas to perform Facility Condition Assessments (FCAs) of 16 facilities. FCA's locate and evaluate materials and building system defects that might significantly affect the value of the property and determine if the present property has conditions that will have a significant impact on its continued operations.

The FCAs were prepared by Bureau Veritas in collaboration with the staff of the City of Lakewood. Bureau Veritas was retained to render an opinion as to each facility's current general physical condition on the day of the site visits. The condition assessments are primarily intended to assess the overall

physical condition of each facility to support capital investment decisions by the city. The reports also identify observed or reported defects that may constitute safety concerns or potential service delays.

The FCA reports include estimated costs to correct the current deficiencies and to address future repair and renovation needs. These costs do not include any renovation work at the facilities to meet the current design standards.

The table below displays the investment needs for each recreation and community center over the next 20 years.

Facility	Year Built	Total Square Feet	Replacement Value	10 Year	15 Year	20 Year	20 Year Funding
Carmody	1974	51,355	\$23,880,075	13.7%	27.1%	41.9%	\$10,004,126
CWCR	2002	45,200	\$21,515,200	16.1%	20.7%	32.4%	\$6,966,256
CCC	1945	23,156	\$8,906,300	17.4%	26.4%	48.7%	\$4,334,377
GMRC	1978	39,216	\$18,235,440	9.2%	22.1%	40.4%	\$7,369,074
Link	1977	36,230	\$17,571,550	15.6%	26.0%	49.3%	\$8,656,668
Total		195,157	\$90,108,565			41.4%	\$37,330,501

While the table above outlines the anticipated investment needed in each facility over the next 10, 15, and 20 years, there are also numerous needs within the next five years. The table below shows a summary of the investments required at each recreation or community center from 2023 through 2027.

Facility	2023	2024	2025	2026	2027
Carmody	\$135,090	\$133,884	\$427,391	\$109,150	\$11,479
CWCR	\$12,482	-	\$397,714	\$64,103	\$1,501,957
CCC	\$8,448	\$258,226	\$8,385	-	\$11,751
GMRC	\$15,401	\$12,594	-	\$82,726	\$154,430
Link	\$236,568	\$5,447	\$341,699	\$8,772	\$1,019,331
Total	\$407,989	\$410,151	\$1,175,189	\$264,751	\$2,698,948

Other Recreation Division Facilities

As previously noted, the Recreation Division offers programs and services at several other facilities in Lakewood. Facilities and services occur at outdoor pools and splash pads, parks, schools, and childcare centers. The following section gives a brief overview of the City of Lakewood owned buildings where such programs and services occur.

Outdoor Pools and Spray Parks

Carmody Outdoor Pool and Splash Pad

The outdoor pool at Carmody Recreation Center features a shallow-water pool and a large picnic area making it ideal for families. There are eight 25-yard lap lanes available for daily use from late May through August, and the typical pool temperature is between 79 to 85 degrees. The splash pad features a 900-foot spray pad with 12 exciting features.

Glennon Heights Outdoor Pool

Renovated in 2020, the Glennon Heights pool is home to a new bath house and baby pool, as well as a renovated large pool with four 25-meter lap lanes, a one-meter diving board, a basketball hoop, large grass area, and two picnic tables. The pool temperature ranges from 80 to 83 degrees.

Morse Park Outdoor Pool

The Morse Park pool features a two-story, full-size water slide, an in-water climbing wall, and a large grassy area near the pool that is great for picnics. The pool is open from late-May to mid-August and maintains a pool temperature that is typically between 80 - 85 degrees.

Like our recreation centers, Morse Park pool needs a significant financial investment. Originally built in 1953, the pool infrastructure is showing its age and in constant need of maintenance. The pool house is outdated and numerous leaks have occurred over the past decade.

Ray Ross Splash Pad

Ray Ross Splash Pad is a free public amenity located near the entrance of Ray Ross Park that offers a way to cool off in the summer. This splash pad offers interactive water features suitable for kids of all ages from late-May through Labor Day.

Surfside Spray Park

This one-acre spray ground features play features for kids of all ages. It is open seasonally, from late May to early September. There are both small and large pavilions for rent by the community, or the entire facility can be rented after regular hours for parties up to 100 people.

Childcare Facilities

11th Avenue Head Start

Constructed in 2011, 11th Avenue Head Start is a LEED certified building featuring two Head Start classrooms. This facility earned its name based on its location at 6201 W 11th Avenue in Ward 2.

Daniels Head Start

Formerly the Daniels Community Center, Daniels Head Start is located in Ward 1 at 1301 Union Street. This facility was remodeled in 2015 to improve the layout and classroom environment and create ADA accessibility for individuals of all abilities.

Patterson Cottages

The Patterson complex is home to three buildings in Ward 3 used for Head Start programming. Patterson Children's Center sits at 7735 W Florida Avenue, Patterson Head Start is at 1470 S Yarrow Street, and the Early Head Start program is based out of the building at 1480 S Yarrow Street. Both the 7735 and 1480 buildings were renovated in 2022 and the building at 1470 is scheduled for renovation in late 2023.

Lasley Cottages

The Lasley complex is home to two buildings in Ward 3 used for Head Start programming. Lasley cottages are located at 1398 S Lamar Street and 1393 S Kendall Court. These building currently serve as overflow buildings for Head Start and summer camp programs. Once the Patterson cottages are remodeled, these facilities will no longer be needed for programming purposes.

Recommendation

The city should explore how to reduce the cost burden associated with operating older recreation facilities. One recommendation is to eliminate several centers in the city's portfolio and replace them with one destination recreation center that provides most of the amenities the community desires in one central location.

The 2022-2023 master planning process, *Imagine Tomorrow!*, asked residents what potential improvements were most important to them. Developing a new multiuse recreation facility ranked fourth, only behind improving existing parks infrastructure, improving the existing trail system, and improving or adding restroom facilities. Activities that occur at recreation centers such as adult fitness and wellness opportunities, adult fitness programs, and indoor pools were all rated as high priorities by the public in terms of desired programs. Lastly, 83.6% of survey respondents are very supportive or somewhat supportive of developing a new multiuse recreation facility.

The community's desire for a new destination recreation center was first revealed in the *Imagine Lakewood!* master plan adopted in 2017. When residents were asked in a survey to provide their thoughts on the top three most important issues for the city to address, the leading answer was the need for new facilities. Part of the reason a new recreation center is warranted is the need for upgrades to our existing recreation centers. Additional 2017 survey data indicated that 6 in 10 respondents thought that the Lakewood Link Recreation Center, Green Mountain Recreation Center, and Carmody Recreation Center need improvement.

Combining the community's desire to see improvements at current recreation centers with the estimated combined cost of \$26,000,000 to maintain (not upgrade) those facilities over the next 20 years, investing that money into a new, more modern recreation facility that offers the community similar amenities in one building is worth exploring. Addenbrooke Park, located at 600 S. Kipling Parkway, should be reviewed as a location for a new, regional recreation center.

The Addenbrooke Park Master Plan from 1984 identified the northwest corner of the park as an ideal location for a recreation center. Conveniently located at the center of Lakewood, a recreation center in Addenbrooke Park would be accessible to everyone in Lakewood within about a 10-minute drive. This location is along a main thoroughfare, Kipling Avenue, that is a short distance from 6th Avenue and would be an easily accessible regional attraction. In terms of mileage, the proposed location is approximately:

- 3.25 miles from the primary northern border (26th Avenue)
- 3 miles from the primary eastern border (Sheridan Boulevard)
- 3.5 miles from the primary southern border (Highway 285)
- 3.25 miles from the Alameda and Jewel intersection in the west
- 5 miles from farthest point in the southwest corner of Lakewood (near 470)

Staff proposes hiring a consultant to conduct a feasibility study of the Addenbrooke Park location that includes a community survey regarding how the public would want to use and fund a new recreation facility. Elements of the study should focus on cost savings associated with closing facilities, the size a

facility will need to be to provide the amenities the community desires, the potential increase in revenue generation from a central location that both serves Lakewood and acts as a regional draw, the economic impact on surrounding businesses when building a new center, and the anticipated cost of the project. Once the results are provided, an informed decision could be made on whether a new regional facility is worth pursuing.

Summary

Lakewood's Recreation facilities continue to serve a large portion of the community and are valued assets. Carmody Recreation Center hosts the most patrons welcoming 40.6% of the total recreation centers visits in 2022. Some factors prompting the success of Carmody include a wide array of amenities and services and a convenient location. The other recreation centers offer more niche amenities and experience significantly lower usage rates than Carmody. Based on participation at other centers and the pending investment needed in current recreation centers, serious consideration should be given to whether the city can serve the same number of patrons while simultaneously reducing the number of facilities serving the community. Reducing the number of facilities will reduce both the operating costs and the maintenance demands and will reduce expenses for the city. With the city set to invest just under \$40 million in recreation facility maintenance over the next 20 years, an argument can be made that investing in a new state of the art recreation center is a better use of funds. This is especially true if a new building can offer the same amenities in one location as current facilities offer at locations spread throughout Lakewood.

A stylized tree graphic is positioned on the left side of the page. It features a thick blue trunk and several horizontal branches. The foliage is represented by large, solid-colored shapes: a large green oval at the top, a red semi-circle below it, and a blue semi-circle at the bottom. The entire graphic is set against a solid orange background.

APPENDIX H

CLASSIFICATIONS & STANDARDS

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

PARK CLASSIFICATIONS

The Department manages four types of parks:

1. Regional Parks
2. Community Parks
3. Neighborhood Parks
4. Mini-Parks

Park Type	Service Area	Definition/Function	Typical Features	Examples
Regional Park	City-wide	<ul style="list-style-type: none"> • Destination parks with a variety of amenities • Large-scale features • Large amounts of flexible passive open space • Picnic facilities, playgrounds, fields, restrooms • Provide visual and physical relief • Can include special features • Host large-scale events and performances • Conserve native plant communities and wildlife habitat 	<ul style="list-style-type: none"> • Water bodies • Picnic areas • Playgrounds • Multi-field complexes • Restrooms • Special features with regional draw • Space for large scale events • Walking Trails 	Belmar Park, Bear Creek Lake Park, Addenbrooke Park, Ray Ross Park
Community Park	1.5 miles	<ul style="list-style-type: none"> • Accessible to two or more adjacent neighborhoods • Typically provide flexible spaces for passive use and group gathering • May also serve as the local neighborhood park for nearby residents • Easy access to arterial streets • Accessible from regional trails • Provide space for facilities too large for neighborhood parks 	<ul style="list-style-type: none"> • Picnic areas • Passive use • Athletic facilities • Recreation centers • Special features • Drinking fountains • Restroom • Dog parks • Playgrounds • Water features • Regional and local trails • Off-street parking 	Carmody Park; Kendrick Lake Park, Walker Branch, Morse Park
Neighborhood Park	Half mile walk	<ul style="list-style-type: none"> • Smaller parks that are close to residents • Within walking or biking distance of neighborhoods • Fulfill active recreation needs • Playgrounds, informal play fields, multipurpose courts and passive open space • Common area for neighbors of all ages to gather, socialize, and play 	<ul style="list-style-type: none"> • Playgrounds • Play fields • Multi-purpose courts • Passive open space • Picnic areas • Dog parks (context dependent) 	Jefferson Green Park; Foothills Park, Union Square, Wright Park, James Harrison, Lasley Park, Kendrick Lake Park
Mini-Park	Quarter to half mile walk	<ul style="list-style-type: none"> • Small green space • Primarily neighborhood social areas • Primarily passive with a limited number of small scale active use (playgrounds) 	<ul style="list-style-type: none"> • Seating • Landscaping 	McNabb Park; Triangle Park; Lakewood Cultural Center Park

OPEN SPACE CLASSIFICATIONS

The Department manages two types of open space:

1. Natural Open Space
2. Greenbelt

Open Space Type	Function	Typical Features	Examples
Natural Open Space	<ul style="list-style-type: none"> • Preserve land for future recreational uses • Provide open space, native landscapes, other ecological features • Passive recreation • May have trails, benches, and picnic tables • Managed for natural resource protection 	<ul style="list-style-type: none"> • Wildlife habitats • Scenic recreational experiences • Geological features • Trails • Native landscapes • Water bodies 	Ravine Open Space; Hutchinson Park; William F. Hayden Park (Green Mountain)
Greenbelt	<ul style="list-style-type: none"> • Preserved and managed to sustain natural values, historical land uses and recreation activities • Designated and protected as open space • Emphasis on resource protection • May serve as natural resource and wildlife corridors • Off-street connector to public facilities and parks 	<ul style="list-style-type: none"> • Some public access provided • Roads, parking, trails, environmental education, picnic sites and visitor support facilities • Waterways • Trail corridors • Natural resource & wildlife corridors • Picnic areas 	Peak View Park; Bear Creek Greenbelt Trail

TRAIL CLASSIFICATIONS

The Department manages three types of trails:

1. Regional
2. Local
3. Natural Surface

Trail Type	Function & Typical Character	Examples
Regional	<ul style="list-style-type: none"> • Accommodate the greatest number of users • Major spines in the trail network • Connections to adjacent communities and destinations • Paved to provide a stable and durable surface • Paved with 4ft. parallel crusher fines if possible 	Bear Creek Trail; C-470 Centennial Bikeway, D10 West Corridor Trail
Local	<ul style="list-style-type: none"> • Connect neighborhoods to Regional Trails and other destinations • 6-10ft. Paved with 3ft. parallel crusher fines if warranted • Paved pedestrian and bicyclist paths within Parks and Open Spaces • Form the site circulation system • Widths and surface materials vary depending on volume of users and requirements for access by maintenance equipment • Provide maintenance access to parks or amenities 	Addenbrooke Park, O'Kane Park, Sanderson Gulch Trail
Natural Surface	<ul style="list-style-type: none"> • Natural soil surface, although may be crusher fines • Typically accommodate multiple uses: hiking, mountain biking, equestrian • May be single-use directional trails for hiking OR mountain biking only to prevent user conflicts • 3-6ft. natural surface or crusher fines 	Summit Loop Trail on Green Mountain; Belmar Park Trails; Peak View Loop

FACILITIES CLASSIFICATIONS

The Department manages five types of facilities:

1. Recreation Center
2. Community Center
3. Special Use Facility
4. Heritage, Culture, Arts Facilities
5. Aquatic Facilities

Facility	Function	Service Area	Typical Features	Examples
Recreation Center	<ul style="list-style-type: none"> • Serve residents primarily from the surrounding cluster of neighborhoods • May attract users from all over the city for speciality recreation experiences • Ample opportunities for self-guided or programmed fitness and wellness • Indoor and outdoor activities • Small or large athletic events • Unique recreational experiences not found in other recreation centers • Co-located with parks to promote indoor/outdoor recreational opportunities • Accessible by sidewalks, low-stress bicycle network, transit, and major streets • On site parking 	Varies	gymnasium, weight or cardio room, indoor track, multi-purpose activity rooms, pools	Carmody Recreation Center Green Mountain Recreation Center Lakewood Link Recreation Center Charles Whitlock Recreation Center
Community Center	<ul style="list-style-type: none"> • Serve residents of all ages from all over the city • Places to gather, explore fitness and wellness, learn and teach, participate in indoor and outdoor activities • Small or large meetings or events • Unique recreational experiences not found in other recreation centers • Accessible by sidewalks, low-stress bicycle network, transit, and major streets • On site parking 	Varies	Community meeting/class rooms, arts and craft studios, multi-purpose activity rooms	Clements Center
Special Use Facility	<ul style="list-style-type: none"> • Unique indoor/outdoor spaces • Located within or adjacent to parks or as standalone facilities 	Regional	Unique to each facility	Fox Hollow Golf Clubhouse; BCLP Visitor's Center
Heritage, Culture, Arts Facilities	<ul style="list-style-type: none"> • Cultural performances and programs • Display art • Interpret history • Preserve historic structures • Facilitate interactive experiences • Unique indoor/outdoor experiences 	Regional	Unique to each facility	Lakewood Cultural Center, Heritage Lakewood Belmar Park, Washington Heights Arts Center
Aquatic Facilities	<ul style="list-style-type: none"> • Vary in size • Serve residents primarily from the surrounding cluster of neighborhoods • May attract users from all over the city for aquatic and water-based recreation experiences • Ample opportunities for self-guided or programmed aquatic fitness • Co-located with parks or recreation centers to promote multiple recreational opportunities 	Varies	pools, splashpads/spraygrounds	Surfside Spraypark; Glennon Heights Pool



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
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.		
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
Strategy 1.6 Seek the resources to achieve staffing levels necessary to deliver high quality programs, services, events and facilities that meet community needs.		
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
Strategy 2.3 Reinvest in existing park infrastructure and trail system to ensure the longest life-cycle possible.		
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
Strategy 2.4 Maximize usage of available programming space.		
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
Strategy 2.10 Provide adequate, functional space for recreation programming and fitness classes that meet the needs and priorities of the community.		
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
Strategy 3.4 Address the unique challenges associated with assisting people experiencing homelessness in City parks, open space and trails.		
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
Strategy 5.4 Continue implementation of Natural Areas Management Plan to include entire park system native areas.		
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
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.		
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
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.		
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
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.		
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